



Meeting of the

CABINET

Wednesday, 5 December 2012 at 5.30 p.m.

AGENDA – SECTION ONE

VENUE

Committee Room, 1st Floor, Town Hall, Mulberry Place, 5 Clove
Crescent, London, E14 2BG

Members:

Mayor Lutfur Rahman	– (Mayor)
Councillor Ohid Ahmed	– (Deputy Mayor)
Councillor Rofique U Ahmed	– (Cabinet Member for Regeneration)
Councillor Shahed Ali	– (Cabinet Member for Environment)
Councillor Abdul Asad	– (Cabinet Member for Health and Wellbeing)
Councillor Alibor Choudhury	– (Cabinet Member for Resources)
Councillor Shafiqul Haque	– (Cabinet Member for Jobs and Skills)
Councillor Rabina Khan	– (Cabinet Member for Housing)
Councillor Rania Khan	– (Cabinet Member for Culture)
Councillor Oliur Rahman	– (Cabinet Member for Children's Services)

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

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:

Matthew Mannion, Democratic Services,

Tel: 020 7364 4651, E-mail: matthew.mannion@towerhamlets.gov.uk



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LONDON BOROUGH OF TOWER HAMLETS

CABINET

WEDNESDAY, 5 DECEMBER 2012

5.30 p.m.

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST (Pages 1 - 4)

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

The minutes of the Cabinet meeting held on 7 November 2012 to be circulated for information. Minutes to follow.

4. DEPUTATIONS & PETITIONS

To receive any deputations or petitions.

5. OVERVIEW & SCRUTINY COMMITTEE

5.1 Chair's advice of Key Issues or Questions in relation to Unrestricted Business to be considered

To receive any advice of key issues or questions in relation to the unrestricted business to be considered, arising from the meeting of the Overview and Scrutiny Committee held on 4 December 2012.

5.2 Any Unrestricted Decisions "Called in" by the Overview & Scrutiny Committee

(Under provisions of Article 6 Para 6.02 V of the Constitution).

Nil items.

PAGE NUMBER	WARD(S) AFFECTED
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UNRESTRICTED REPORTS FOR CONSIDERATION

6. A GREAT PLACE TO LIVE

6 .1	Tenancy Strategy	5 - 58	All Wards
6 .2	Olympic Impact Planning Review	59 - 76	All Wards
6 .3	Saturation Policy - Brick Lane	77 - 114	Spitalfields & Banglatown; Weavers; Whitechapel

7. A PROSPEROUS COMMUNITY

7 .1	Establishing a Local Health Watch	115 - 130	All Wards
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8. A SAFE AND COHESIVE COMMUNITY

8 .1	Reviewing the impact of the Children's Centres restructure - report of the scrutiny working group	131 - 164	All Wards
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9. A HEALTHY AND SUPPORTIVE COMMUNITY

9 .1	Food Law Enforcement Plan 2012/13	165 - 216	All Wards
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10. ONE TOWER HAMLETS

10 .1	In House Temporary Resourcing Report (to follow)		All Wards
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10 .2	Strategic Performance, General Fund Revenue Budget and Capital Programme 2012/13 Q2	217 - 322	All Wards
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11. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

12. UNRESTRICTED REPORTS FOR INFORMATION

12 .1	Exercise of Corporate Directors' Discretions	323 - 328	All Wards
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13. EXCLUSION OF THE PRESS AND PUBLIC

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

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

EXEMPT/CONFIDENTIAL SECTION (PINK)

The Exempt / Confidential (Pink) Committee papers in the Agenda will contain information, which is commercially, legally or personally sensitive and should not be divulged to third parties. If you do not wish to retain these papers after the meeting, please hand them to the Committee Officer present.

	PAGE NUMBER	WARD(S) AFFECTED
14. EXEMPT / CONFIDENTIAL MINUTES		
The Exempt/Confidential minutes of the Cabinet meeting held on 7 November 2012 to be circulated for information. Minutes to follow.		
15. OVERVIEW & SCRUTINY COMMITTEE		
15 .1 Chair's advice of Key Issues or Questions in relation to Exempt / Confidential Business to be considered.		
15 .2 Any Exempt / Confidential Decisions "Called in" by the Overview & Scrutiny Committee		
(Under provisions of Article 6 Para 6.02 V of the Constitution).		
Nil items.		
EXEMPT / CONFIDENTIAL REPORTS FOR CONSIDERATION		
16. A GREAT PLACE TO LIVE		
Nil items.		
17. A PROSPEROUS COMMUNITY		
Nil items.		
18. A SAFE AND COHESIVE COMMUNITY		
Nil items.		
19. A HEALTHY AND SUPPORTIVE COMMUNITY		
Nil items.		
20. ONE TOWER HAMLETS		
Nil items.		
21. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS CONSIDERED TO BE URGENT		

22. EXEMPT / CONFIDENTIAL REPORTS FOR INFORMATION

Nil items.

SCRUTINY PROCESS

The Overview and Scrutiny Committee, at its meeting on **Tuesday 8 January 2013** may scrutinise provisional decisions made in respect of any of the reports attached, if it is “called in” by **five** or more Councillors except where the decision involves a recommendation to full Council.

The deadline for “Call-in” is: Friday 14 December 2012 **(5.00 p.m.)**

Councillors wishing to “call-in” a provisional decision, or members of the public wishing to submit a deputation request, should contact: **John Williams**
Service Head Democratic Services:
020 7364 4205

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Agenda Item 2

DECLARATIONS OF INTERESTS - NOTE FROM THE MONITORING OFFICER

This note is for guidance only. For further details please consult the Members' Code of Conduct at Part 5.1 of the Council's Constitution.

Please note that the question of whether a Member has an interest in any matter, and whether or not that interest is a Disclosable Pecuniary Interest, is for that Member to decide. Advice is available from officers as listed below but they cannot make the decision for the Member. If in doubt as to the nature of an interest it is advisable to seek advice **prior** to attending a meeting.

Interests and Disclosable Pecuniary Interests (DPIs)

You have an interest in any business of the authority where that business relates to or is likely to affect any of the persons, bodies or matters listed in section 4.1 (a) of the Code of Conduct; and might reasonably be regarded as affecting the well-being or financial position of yourself, a member of your family or a person with whom you have a close association, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the ward affected.

You must notify the Monitoring Officer in writing of any such interest, for inclusion in the Register of Members' Interests which is available for public inspection and on the Council's Website.

Once you have recorded an interest in the Register, you are not then required to declare that interest at each meeting where the business is discussed, unless the interest is a Disclosable Pecuniary Interest (DPI).

A DPI is defined in Regulations as a pecuniary interest of any of the descriptions listed at **Appendix A** overleaf. Please note that a Member's DPIs include his/her own relevant interests and also those of his/her spouse or civil partner; or a person with whom the Member is living as husband and wife; or a person with whom the Member is living as if they were civil partners; if the Member is aware that that other person has the interest.

Effect of a Disclosable Pecuniary Interest on participation at meetings

Where you have a DPI in any business of the Council you must, unless you have obtained a dispensation from the authority's Monitoring Officer following consideration by the Dispensations Sub-Committee of the Standards Advisory Committee:-

- not seek to improperly influence a decision about that business; and
- not exercise executive functions in relation to that business.

If you are present at a meeting where that business is discussed, you must:-

- Disclose to the meeting the existence and nature of the interest at the start of the meeting or when the interest becomes apparent, if later; and
- Leave the room (including any public viewing area) for the duration of consideration and decision on the item and not seek to influence the debate or decision

When declaring a DPI, Members should specify the nature of the interest and the agenda item to which the interest relates. This procedure is designed to assist the public's understanding of the meeting and to enable a full record to be made in the minutes of the meeting.

Where you have a DPI in any business of the authority which is not included in the Member's register of interests and you attend a meeting of the authority at which the business is considered, in addition to disclosing the interest to that meeting, you must also within 28 days notify the Monitoring Officer of the interest for inclusion in the Register.

Further advice

For further advice please contact:-

Isabella Freeman, Assistant Chief Executive (Legal Services), 020 7364 4801; or
John Williams, Service Head, Democratic Services, 020 7364 4204

APPENDIX A: Definition of a Disclosable Pecuniary Interest

(Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, Reg 2 and Schedule)

Subject	Prescribed description
Employment, office, trade, profession or vacation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	<p>Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by the Member in carrying out duties as a member, or towards the election expenses of the Member.</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.</p>
Contracts	<p>Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority—</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	<p>Any tenancy where (to the Member's knowledge)—</p> <p>(a) the landlord is the relevant authority; and</p> <p>(b) the tenant is a body in which the relevant person has a beneficial interest.</p>
Securities	<p>Any beneficial interest in securities of a body where—</p> <p>(a) that body (to the Member's knowledge) has a place of business or land in the area of the relevant authority; and</p> <p>(b) either—</p> <p>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.</p>

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Agenda Item 6.1

Committee/Meeting: Cabinet	Date: 05/12/12	Classification: Unrestricted	Report No: 49/123
Report of: Corporate Director of Development and Renewal – Aman Dalvi Originating officer Martin Ling		Title: Tenancy Strategy Wards Affected: All	

Lead Member	Cllr Rabina Khan – Cabinet Member for Housing
Community Plan Theme	A Great Place to Live
Strategic Priority	Improving and maintaining the quality of housing and the local neighbourhood

1.0 **SUMMARY**

- 1.1 The London Borough of Tower Hamlets is required to produce a tenancy strategy as set out in the Localism Act which gained Royal Assent in November 2011. The tenancy strategy has to be published by January 2013.

If the Council does not agree its tenancy strategy by this date, it will be in breach of the legislation and will not be in a position to influence Registered Providers or expect them to have due regard to its preferred options on tenancies.

Section 150 of the Localism Act covers tenancy strategies and states in subsection (1) that:

(1)A local housing authority in England must prepare and publish a strategy (a “tenancy strategy”) setting out the matters to which the registered providers of social housing for its district are to have regard in formulating policies relating to—

- (a) the kinds of tenancies they grant,
- (b) the circumstances in which they will grant a tenancy of a particular kind,
- (c) where they grant tenancies for a term certain, the lengths of the terms, and
- (d) the circumstances in which they will grant a further tenancy on the coming to an end of an existing tenancy.

- 1.2 Before adopting a tenancy strategy, the Council is required to consult with every private Registered Provider of social housing in Tower Hamlets and must give them a reasonable opportunity to comment on its proposals. The Council must also consult the Mayor of London and such other persons as the

Secretary of State may by regulations subscribe. At the time of writing, the Secretary of State had not made any such regulations.

- 1.3 Through the existing allocations system, Councils and Registered Providers generally enter into lifetime tenancies with new tenants. The Government will now allow all social landlords the flexibility to offer shorter term tenancies if they decide that it will enable them to make better use of their housing stock and assist those people with the most pressing need more effectively.
- 1.4 The Council is required to set out its own policy on tenancies and give direction to all the Registered Providers who own and manage homes in the borough. Registered Providers are expected to have 'due regard' to the tenancy strategy but the Council has no specific powers and limited options if it decided to actively enforce its tenancy strategy upon its partners.
- 1.5 The tenancy strategy will not affect existing tenants whose tenancy agreement rights will be fully protected.
- 1.6 The Cabinet approved a draft tenancy strategy on the 5th September 2012 and the statutory consultation with the Mayor of London and Registered Providers ran from Monday 17th September to Friday 2nd November. In addition a public consultation process, also agreed by Cabinet took place over the same period. Details of responses to the consultation are set out below and in appendix 3.

DECISIONS REQUIRED

The Mayor in Cabinet is recommended to:-

- I. Approve the final tenancy strategy attached at appendix 1

2.0 REASONS FOR THE DECISIONS

- 2.1 There is a statutory requirement for the Council to produce a tenancy strategy as set out in the Localism Act which gained Royal Assent in November 2011.

3.0 ALTERNATIVE OPTIONS

- 3.1 The Council has no alternative options to producing a tenancy strategy as it is a statutory requirement.
- 3.2 The Council could adopt a strategy in different terms from that proposed. The strategy in appendix 1 is recommended for reasons set out in the report.

4.0 BACKGROUND

- 4.1 An issues and options paper was considered by Cabinet on the 5th September 2012. The paper set out the full details of the issues for the Cabinet to consider. Before the development of the initial draft there had been substantial consultation with Registered Providers and their views had been incorporated into the paper. The Mayor had previously indicated that he is in favour of

retaining lifetime homes for secure tenants of the Council except in exceptional circumstances where it is clear that the particular property being let will not be suitable for the tenant beyond the short term.

5.0 Tower Hamlets Homes

- 5.1 The Council's ALMO, Tower Hamlets Homes, currently enters into lifetime tenancies with all tenants. Cabinet previously indicated that they wanted to retain lifetime tenancies for Tower Hamlets Homes in order to maintain sustainable communities and enable tenants to have the comfort of being able to enjoy a secure lifetime tenancy. This policy will assist in achieving the twin objectives of making best use of the stock and contributing to maintaining sustainable communities.
- 5.2 Cabinet agreed that they are in favour of the discretionary use of fixed term tenancies in certain circumstances by Tower Hamlets Homes. Since the production of the draft tenancy strategy this area has been discussed more fully with Tower Hamlets Homes staff. It was suggested that the only circumstances where the clause could be used, would be in order to alleviate a situation where a tenant has a terminal illness and requires a property on shorter term basis with additional care. Fixed term tenancies would only be used in those situations where it is clear that the property will only be required in the short term.
- 5.3 In addition, the process for reviewing the tenancy that is being advised to Registered Providers will be adopted by Tower Hamlets Homes. Arrangements for emergency rehousing and decanting for regeneration schemes are covered by other arrangements and fixed term tenancies will not be used in these situations.

6.0 Direction to Registered Providers

- 6.1 The Council is required to give direction to Registered Providers on how it expects their tenancy policies to operate in the borough. As set previously to Cabinet on the 5th September, a number of Registered Providers in the Borough had already progressed policies which will include letting some properties on assured shorthold tenancies on a fixed term basis and this situation has not changed. Cabinet agreed that whilst they were in favour of lifetime tenancies it was recognised that many Registered Providers will want to make use the new flexibilities in order to more effectively manage their stock. In setting the tenancy strategy for Tower Hamlets, the Cabinet agreed to set out to Registered Providers who do make use of the flexibility, a set of conditions to ensure that the needs of vulnerable groups are met. Registered Providers will be expected to have due regard to these conditions.

These conditions are set out in the tenancy strategy and can be summarised as follows:

6.2 Tenancies:

The following categories of households will be offered lifetime tenancies:

Person over 60 years of age
People with a long term disability
All transferring secure tenants of homes managed by Tower Hamlets Homes and tenants whose homes were transferred under the Housing Choice and other stock transfer programmes and as required under the Localism Act.

Fixed term tenancies of 10 years or more should be offered to the following categories of households:

Households containing one or more children under 10 years old.

6.3 **Review of Tenancies:**

Terms of a review process to be set out starting a minimum of 9 months before end of tenancy and including the advice and assistance that will be given to tenants who are not granted further tenancies.

7.0 **National Affordable Homes Programme**

7.1 Alongside the Localism Act, the Government has introduced a framework for delivering new affordable housing. The Mayor of London now has a duty to set out policies that address regional housing challenges as well as local ones, and he is now directly responsible for the London Affordable Homes Programme (AHP).

7.2 The Mayor of London's Office has agreed a new Affordable Homes programme to deliver new housing over the Comprehensive Spending Review period, ending in 2015. As part of the revised grant arrangements, Registered Providers will be able to charge affordable rents, up to 80% of local market levels on both new properties together with a proportion of re-let properties through a contractual agreement with the GLA.

7.3 The Council has carried out research and developed guidance on what it considers to be an acceptable level for affordable rents. The table below provides an indication of what acceptable affordable rent levels are likely to be for the borough as a whole. This has been informed by the research carried out by POD (2011) which takes account of local socio-economic circumstances. In practice, each scheme will need to apply rent levels which reflect the particular local housing market of that area and the needs of the borough. These rent levels will need to be agreed with the Council as part of the development management process and kept under review.

1 bed	65%
2 bed	55%
3 bed	50%
4 bed	50%

7.4 The Council will support proposals which include affordable rent homes only where the provision of social rent homes has been maximised, specifically for larger family homes. This approach enables the housing needs

of the borough to be met, as identified in the Strategic Housing Market Assessment.

- 7.5 In negotiating rent levels across the borough, the Council will need to consider the impact of welfare reforms on household affordability and in particular the introduction of the Universal Credit cap in 2013. When applicants apply for rehousing they will therefore have a range of rent levels as well as different types of tenancies to consider when deciding which properties to bid for.
- 7.6 The full details of the Council's policy on affordable rents is set out in the Managing Development Plan document. The submission version of the Managing Development – Development Plan Document (MD DPD) as well as supporting documents and representations were submitted to the Secretary of State on May 18, 2012. Following this, the Planning Inspectorate, on behalf of the Secretary of State has undertaken an independent Examination in Public. The Examination took place in September 2012 and the Inspector is expected to report back at the end of November 2012.
- 7.7 In their comments on the draft tenancy strategy, the Greater London Authority (GLA) stated that
'The GLA expects that London boroughs will maximise the delivery of affordable housing through their planning and housing policies and does not accept that this can be achieved by setting specific rent caps in local planning policies or tenancy strategies. The Mayor has clarified this position through consulting on Supplementary Planning Guidance devolving from his London Plan and a minor Alteration to the Plan'
- 7.8 In order to give a clear indication as to what the Council views is on affordable rents in the borough, the direction on rents and affordable homes will be included in the tenancy strategy. This guidance would apply to homes built through section 106 planning gain or potentially through Council funding which sits outside the Affordable Housing programme.

8.0 Consultation

8.1 Statutory requirements

Before adopting a tenancy strategy, the Council is required to consult with every private Registered Provider of social housing in Tower Hamlets and must give them a reasonable opportunity to comment on its proposals. The Council must also consult the Mayor of London and such other persons as the Secretary of State may by regulations subscribe. At the time of writing, the Secretary of State had not yet made any such regulations.

8.2 Mayor of London

The GLA on behalf of the Mayor of London wrote to the Council setting out his comments on the draft tenancy strategy on 9th October 2012.

The Mayor of London has stated that he is broadly supportive of the government's reforms to the social housing system. A number of policies in

his draft revised London Housing Strategy encourage boroughs and Registered Providers to make full use of their new flexibilities in order to better reflect the situation on the ground and their local priorities.

8.3 **General assessment of draft tenancy strategy**

In responding to consultations, the GLA on behalf of the Mayor makes an assessment of draft tenancy strategies based on five key themes. The Mayor of London's comments and the Council's proposed response to each comment is set out below:

Increasing the supply of affordable housing

Mayor of London's comments: 'The 2012-15 Affordable Housing Programme (AHP) will deliver 55,000 new affordable homes, with 36% of the new Affordable Rent homes being family sized. In order to meet their contractual commitments, and to deliver the much needed new homes, registered providers need more flexibility to manage their existing and new stock, and they need some consistency across the many local housing authorities in which they operate. This is a key theme in the Mayor's draft revised London Housing Strategy.

Tower Hamlets supports the continued use of life time tenancies in most cases, but also acknowledges that Registered Providers may wish to use fixed term tenancies. We are satisfied that the approach set out in your draft tenancy strategy does give Registered Providers the flexibility they need in order to meet their contractual commitments, although we would like to see a more explicit acknowledgement of the link between Registered Providers' ability to grant fixed term tenancies and the affordable housing programme'.

Council response: The tenancy strategy has been enhanced to recognise the link between fixed term tenancies and the affordable housing programme set out in the second paragraph in section 2.3 of the attached tenancy strategy.

Promoting mixed and balanced communities

Mayor of London's comments: We would like to underline the Mayor's commitment to prioritising people who make an active and positive contribution to their community – e.g. through employment or volunteering – and who may also face barriers to accessing suitable housing in other tenures. It might be appropriate to take this into account when determining whether a tenancy is renewed or not, as well as the factors already set out in the tenancy strategy.

Council response: The Council has inserted a clause in section 4 .5 recommending that Registered Providers take into account individual households employment or voluntary sector contributions when reviewing tenancies.

Tackling need - A

Mayor of London's comments: in section 2.1, the draft strategy states that in 'limited circumstances' fixed term tenancies will be used and that 'the tenancy strategy will seek to define... all possible circumstances when THH will be able to grant a fixed term tenancy'. Ideally these circumstances would be stated in the draft tenancy strategy. In its current form, there is not enough detail in the draft strategy to enable us to determine whether those in need will have adequate protections.

Council response: As set out at 5.2, the Council has agreed with Tower Hamlets Homes, the circumstances in which it will issue fixed term tenancies.

Tackling need - B

The Mayor believes that boroughs and social landlords should be working to reduce levels of under occupation in the social rented sector, which, if achieved, will directly benefit those households who are in need of larger accommodation. It may be worth considering how wider use of fixed term tenancies in Tower Hamlets could help to achieve this aim.

Council response: the Council is in the process of agreeing an under occupation plan but does not intend to use fixed term tenancies as a specific tool to reduce under occupation through Tower Hamlets Homes.

Enhancing mobility and choice The Mayor is supportive of any measures that seek to reduce as far as possible the potential barriers facing existing tenants who may need or want to move to a different home. This is particularly important given the recent launch of the Mayor's new pan-London mobility scheme, Housing Moves, which Tower Hamlets is soon to join. We therefore welcome the 'transferring secure tenants' statement, but this could be more explicit about the mobility schemes that Tower Hamlets participates in.

Council response

This comment is noted and the two schemes that the Council participates in, Housing Moves and the Seaside and Country Homes scheme for the over 60's age group have been referred to in the tenancy strategy.

A copy of the letter from the Mayor's office is attached at appendix 2

8.4 Registered Providers

Registered Providers have been fully involved in the development of proposals through the following avenues:

- Regular reports to the Tower Hamlets Housing Forum and selection of 2 representatives to sit on the Tenancy Strategy Project Board
- Letter to all Registered Providers in the Borough setting out Council's approach and requesting information on Registered Providers emerging policies

- Half day seminar to discuss the tenancy strategy issues in detail with a report back on the emerging Registered Providers policies

All Registered Providers were sent a copy of the draft tenancy strategy at the same time as the Mayor of London and were given six weeks to respond.

Nine Registered Providers have responded to the statutory consultation by the closing date and none have raised any specific objections or made any specific comments which would have led to an alteration to the draft strategy. A summary of their comments is set out in Appendix 3. In addition a presentation was given to the Tower Hamlets Housing Forum in September 2012 which set out the Council's draft tenancy strategy. The Registered Providers present welcomed the Council's direction and agreed to take part in the on-going monitoring and review of the tenancy strategy.

8.5 Resident consultation

Cabinet agreed that a 'light touch' consultation would run concurrently with the statutory consultation. Following an article in East End Life, comments were invited through a website survey, at residents meetings, through an invitation to all tenants associations to comment on the draft and a series of focus groups with residents on the housing register. Overall the responses indicated broad support for the Council's approach but highlighted the need to ensure that the tenancy strategy is kept under review.

The responses can be summarised as follows:

8.6 Residents Scrutiny Panel

A presentation was given to the Residents Scrutiny Panel on Tuesday 25th September. The meeting was in broad agreement with the Council's draft tenancy strategy.

8.7 Tenants and Residents Federation

The Federation supported the Council's preference for lifetime tenancies and raised concerns about the level of consultation that Registered Providers were carrying out with their residents. It was also suggested that the Council should be firmer with Registered Providers who do not retain lifetime tenancies.

8.8 Tenants and Residents Associations

To date, one Tenants and Residents Association has formally responded to the consultation and they supported the Council's position on lifetime tenancies and in its direction to Registered Providers.

8.9 Focus Groups

Four focus groups were held across the Borough during September and October 2012 with nearly 60 households taking part in discussions about the draft tenancy strategy. The households were drawn from a range of people who were currently on the common housing register. Tenants from Registered

Providers also attended two of the sessions. The attendees were representative of the broad demography of the borough covering a range of age groups, ethnic backgrounds and household sizes.

The conversations were wide ranging and in addition to specific discussion about the tenancy strategy, participants raised a number of concerns about meeting the housing shortage, rent levels, condition in temporary accommodation, housing quality and housing management issues.

General view - With regard to the tenancy strategy there was clear support for the continuation of lifetime tenancies. Attendees recognised the idea behind using fixed term tenancies to tackle issues such as overcrowding and making better use of adapted properties but were generally of the view that a lifetime tenancy was important to enable people to have stability and contribute to the local community.

Anti-social behaviour - This was the one area where a number of participants felt strongly that fixed term tenancies could be used – in most meetings there was real feeling that anti-social tenants were rehoused and that it was difficult to change their behaviour. Consideration was given to including a clause in the tenancy strategy that would enable Tower Hamlets Homes and encourage Registered Providers to consider using fixed term tenancies for households with a history of anti-social behaviour. However the numbers of households affected is very small and all landlords are able to use both probationary tenancies and other management tools to tackle anti-social behaviour, so this approach is not recommended.

8.10 **Website survey**

A short survey was carried out through the Council website and 18 residents responded. In general the respondents were in broad agreement with the direction to retain lifetime tenancies.

8.11 A fuller report on the consultation is attached at Appendix 3.

9.0 **Review /Communication**

9.1 It is recommended that the tenancy strategy is kept under review through Tower Hamlets Housing Forum to ensure that impact of policy adopted by the Council and its partners can be fully understood and that action can be taken if the policy has any negative effects on the Council's lettings policy.

10.0 **COMMENTS OF THE CHIEF FINANCIAL OFFICER**

10.1 This report seeks approval to adopt, following the statutory consultation process, the Council's proposed tenancy strategy that has been prepared in accordance with the requirements of the Localism Act. The strategy will affect all Registered Providers of Social Housing within the Borough, and will include the council owned properties managed by Tower Hamlets Homes.

10.2 Although indications are that most of the main providers in the borough are likely to continue with the current lifetime tenancy allocation, the Localism Act

includes the option to award fixed term tenancies for periods of five years and above. The incorporation of a fixed term tenancy model can enable better use and occupation of the dwelling stock in order to reflect tenants' needs in some circumstances. However if adopted, the process must be carefully managed to ensure that pressures are not increased on the homelessness service and consequently Council budgets if tenants leave social housing at the end of their fixed term tenancy period.

- 10.3 If adopted, the costs of administering a fixed term tenancy model will be borne by each Registered Provider, which in relation to the THH managed stock will be absorbed within HRA budgets. The costs of preparation and any on-going and subsequent consultation on the tenancy strategy have been met from within existing revenue resources.

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

- 11.1 The Localism Act 2011 introduced a new category of tenancy for social housing, known as flexible tenancies. This was done by inserting new provisions into the Housing Act 1985. Flexible tenancies are tenancies for a fixed term, rather than being lifetime tenancies like the secure tenancies presently offered by the Council. Sections 107A to 107E of the Housing Act 1985 specify the steps the Council would need to take in order to grant and terminate flexible tenancies.
- 11.2 The Council is required by section 150 of the Localism Act 2011 to prepare and publish a tenancy strategy by 14 January 2013. The tenancy strategy must set out the matters that registered providers of social housing in Tower Hamlets are to have regard to when formulating policies relating to:
- (a) the kinds of tenancies they grant;
 - (b) the circumstances in which they will grant a tenancy of a particular kind;
 - (c) the length of term, if a tenancy is granted for a term certain; and
 - (d) the circumstances in which a further tenancy will be granted on the coming to an end of an existing tenancy.
- 11.3 The requirement that registered providers of social housing have regard to the strategy does not mean that they would have to follow it. There may be reasonable grounds on which a registered provider could choose to take a different approach.
- 11.4 The Council must have regard to the tenancy strategy in exercising its housing management functions, which would mean that Tower Hamlets Homes Ltd would also need to have regard to the tenancy strategy when managing the Council's housing stock.
- 11.5 When preparing its strategy, the Council must have regard to its current allocations scheme under section 166A of the Housing Act 1006 (the Lettings Policy), its current homelessness strategy under section 1 of the

Homelessness Act 2002 and the London housing strategy under section 333A of the Greater London Authority Act 1999.

- 11.6 Before adopting a tenancy strategy, the Council is required to consult with every private registered provider of social housing in Tower Hamlets and must give them a reasonable opportunity to comment on its proposals. The Council must also consult the Mayor of London and such other persons as the Secretary of State may by regulations subscribe. At the time of writing, the Secretary of State had not yet made any such regulations.
- 11.7 Before adopting a tenancy strategy, 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. An equality analysis has been prepared, which is set out in Appendix 4 to the report and contains information relevant to consideration of the matters required by the Council's public sector equality duty.

12.0 ONE TOWER HAMLETS CONSIDERATIONS

- 12.1 A full Equality Assessment has been carried out on the tenancy strategy and is attached at Appendix 4. Within the tenancy strategy the different types of tenancies lengths can have both negative and positive impacts on different groups. Because of the nature of the legislation, and flexibility for Registered Providers in how they operate their tenancy policies, this is unavoidable. The introduction of a tenancy strategy will not in itself impact on the overall levels of poverty in the Borough.

13.0 SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 13.1 There are no specific sustainable action for a greener environment implications.

14.0 RISK MANAGEMENT IMPLICATIONS

- 14.1 There are no risk management implications in the final version of the tenancy strategy

15.0 CRIME AND DISORDER REDUCTION IMPLICATIONS

- 15.1 There are no specific crime and disorder reduction implications.

16.0 EFFICIENCY STATEMENT

- 16.1 There are no efficiency implications in the final tenancy strategy.

17.0 APPENDICES

- 17.1 Appendix 1 – Draft Tenancy Strategy
Appendix 2 – Letter from the GLA in response to the statutory consultation
Appendix 3 – Report on Consultation
Appendix 4 – Equality Impact Assessment
-

Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

List of “Background Papers” used in the preparation of this report

A bundle of non-exempt representations received from Registered Providers and other respondents to the consultation.

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Draft Tower Hamlets Tenancy Strategy

Tower Hamlets' Tenancy Strategy seeks to ensure that the Council and Registered Housing Providers work effectively in partnership to meet the Council's strategic housing priorities.

The strategy is set out under four headings which are the high-level matters to which Registered Providers must have **due regard** to under the Localism Act in formulating their tenancy policies

1. The kinds of tenancies they grant,
2. The circumstances in which they will grant a tenancy of a particular kind,
3. Where they grant a tenancy of a certain term, the lengths of the term, and,
4. The circumstances in which they will grant a further tenancy on the coming to an end of an existing fixed-term tenancy.

In addition, the tenancy strategy sets out advice in three further areas:

5. The expectations the Council has in term of advice and support to tenants where a further tenancy is not granted
6. The Council's policy on affordable rents
7. Monitoring and review of the tenancy strategy.

1. The kinds of tenancies granted by Registered Providers in Tower Hamlets

1.1 Tower Hamlets Homes

It will be standard practice that social rented homes in Tower Hamlets let by the Council's Arms Length Management Organisation, Tower Hamlets Homes should continue to be let on lifetime secure tenancies except where it is clear that a property will only be required by a tenant in the short term (see 2.1 below). All new Tower Hamlets Homes tenancies will continue to be subject to the one-year probationary period under the Council's probationary tenancy scheme.

1.2 Other Registered Providers

The Council's preference is for other Registered Providers including those set up under the Council's Housing Choice and previous stock transfers programme and regional/national partners to offer lifetime assured tenancies.

1.3 Other types of tenancies

Introductory or starter tenancies: Registered Providers can also use introductory or starter tenancies (in combination with either lifetime or where adopted, fixed-term tenancies) as part of their own agreed

tenancy policies and in accordance with government guidance and regulations.

1.4 **Short-term accommodation:** This tenancy strategy does not apply to tenancy / license arrangements for specific housing used as short-term accommodation is used to meet supported housing needs, and temporary accommodation provided to homeless applicants.

2.0 **The circumstances in which Registered Providers offer different types of tenancy**

2.1 **Tower Hamlets Homes**

The Council will make provision for the discretionary use of fixed term tenancies in the circumstances set out below by Tower Hamlets Homes. These will only be used in cases where it is clear that the property will only be required in the short term and where a lifetime tenancy would not be appropriate. In these cases, a flexible or fixed term tenancy will be used. The express terms of the tenancy will be set out in the notice that must be served on the tenant, informing them that the tenancy is to be fixed term. The terms should mirror those of a secure tenancy except where the legislation states otherwise e.g. succession rights. What should be granted is a form of secure tenancy but one that is limited in time. Any use of such tenancies will be expected to be subject to approval and monitoring by senior management.

The only circumstances where the clause could be used would be in order to alleviate a situation where a tenant has a terminal illness and requires a property on shorter term basis with additional care.

When deciding whether to end fixed term tenancies in these circumstances Tower Hamlets Homes will be required to ensure that the following best practice be applied:

- that clear advice and information is given at the outset of a fixed-term tenancy on the process for granting a new one;
- what criteria is used when deciding whether a further tenancy should be granted at the end of a fixed-term, and
- when considering the actions to be taken where it is decided not to grant a further tenancy, to ensure that tenants affected are able to secure suitable alternative accommodation.

Tower Hamlets Homes will:

- Contact all tenants at least nine months before the end of their fixed term tenancies and give them notice of their intended review

- In line with Section 107D of the Localism Act give tenant six months' notice of their intention not to grant a new tenancy at the end of a fixed-term,
- at the point of giving notice or earlier, discuss alternative housing options with the tenant,
- put in place a bespoke individual plan for advising and/or assisting the tenant to secure suitable alternative housing,
- give clear details to the tenant about how to appeal against a decision not to grant a new tenancy.

2.2 Other Registered Providers

The Council recognises that Registered Providers may wish to introduce fixed-term tenancies in some circumstances in order to manage their own stock efficiently and in line with local priorities and to assist in the delivery of the Mayor of London's affordable housing programme.

Where this is the case, we ask that each Registered Provider provide the Council with a copy of its policy, setting out the type of fixed-term tenancies it will use and for the length of the term. We expect Registered Providers to have due regard to the conditions for use of fixed term tenancies set out below. We will expect Registered Providers to participate in a review of the strategy and the impact on lettings patterns in the borough.

3.0 The length of tenancy terms

3.1 In those cases where Registered Providers offer fixed-term tenancies, the term should be for a minimum length of five years. However, decisions on the length of tenancy should take particular account of the longer term needs of the following groups who should be given either lifetime or longer term tenancies.

- **People with long-term illness or disability**

Tenants with long-term illness or disabilities who have been rehoused with either adaptations or specific local support packages should be given lifetime tenancies.

- **Households with children**

Households where children under the age of 10 years of age are very unlikely to require rehousing to a smaller property within 5 years of being rehoused. Registered Providers should consider granting a fixed term tenancy of at least 10 or possibly 15 years in these circumstances to enable parents to make a commitment to local education and community services.

- **Older People**

Older people without dependents who are rehoused into a home which is ordinarily expected to meet their needs for the rest of their life should be offered lifetime tenancies.

- **Transferring secure tenants**

Secure tenants who transfer in order to meet their housing needs should always be offered a lifetime tenancy as required under the Localism Act. Transfers could include those facilitated through the Housing Moves and the Seaside and Country Homes schemes for the over 60's age group.

4.0 The circumstances in which a further tenancy will be granted

- 4.1 The Council's expectation is that a new tenancy would be normally be granted at the end of a fixed-term to the property they already live in unless the tenant's circumstances have changed in line with the Registered Provider's own tenancy policy.
- 4.2 A further tenancy should always be offered where the household circumstances in terms of size of the property required and housing need of the tenants have not changed.
- 4.3 The Council does not support the ending of fixed term tenancies where the tenant is not in breach of their tenancy agreement. In those situations where a fixed term tenancy is to be terminated and the property recovered, this should only be achieved through obtaining a court order, having first given the tenant the opportunity to have the decision to terminate the tenancy reviewed.
- 4.4 The Council does not support using income criteria by Registered Providers. In deciding whether a further tenancy will be granted. The Council is of the view that tenants should be encouraged to seek employment and improve their financial circumstances.

Where a Registered Provider uses income criteria to inform a decision on whether to grant a further tenancy, clear and unambiguous criteria should be applied. It should be noted that those tenants who are rehoused through the Tower Hamlets Common Housing Register are not subject to an income check, so when renewing fixed term tenancies, Registered Providers will not have a base income level from the start of the tenancy to compare with if they do apply an income cap as part of any policy.

- 4.5 Where there has been a change in circumstances which could give consideration to a tenancy not being renewed, the Registered Provider should also take into account individual households employment or voluntary sector contributions. If such contributions or benefits would be undermined by a tenancy not being renewed, the Registered Provider

should give due consideration to extending the fixed term of the tenancy.

- 4.6 Where a further tenancy is granted, the Council expects the Registered Provider to continue with the rent formula agreed at the time of the original letting and to not rebase the rent formula in line with the housing market (see 6.4 below).

5.0 Advice and support to tenants where a further tenancy is not granted

- 5.1 Registered Providers should work with the council to ensure that the following best practice be applied:
- that clear advice and information is given at the outset of a fixed-term tenancy on the process for granting a new one;
 - what criteria is used when deciding whether a further tenancy should be granted at the end of a fixed-term, and
 - when considering the actions to be taken where it is decided not to grant a further tenancy, to ensure that tenants affected are able to secure suitable alternative accommodation.
- 5.2 Our expectation is that Registered Providers will in line with the requirements of the Localism Act:
- Contact all tenants at least nine months before the end of their fixed term tenancies and give them notice of their intended review
 - In line with Section 107D of the Localism Act give tenant six months' notice of their intention not to grant a new tenancy at the end of a fixed-term,
 - at the point of giving notice or earlier, discuss alternative housing options with the tenant,
 - put in place a bespoke individual plan for advising and/or assisting the tenant to secure suitable alternative housing,
 - give clear details to the tenant about how to appeal against a decision not to grant a new tenancy.
- 5.3 The Council would expect the tenant to be assisted in their rehousing either into an appropriate property in their own housing stock or into the private sector through either renting, shared ownership or outright ownership where the tenant can afford to make this choice.
- 5.4 The Council expects the rehousing to take place without any burden on the Council and for the property to be let to a household whose need can be met effectively.
- 5.5 Where a decision is taken not to grant a new tenancy at the end of a fixed term this should not result in the risk of a former tenant potentially being treated as statutorily homeless It is particularly important that

families with children do not become homeless as the result of such a decision, to avoid disruptive changes to their lives and the possible making of a homeless application.

6.0 Affordable Rent

6.1 Alongside the Localism Act, the Government has introduced a framework for delivering new affordable housing. The GLA has agreed a new Affordable Homes Programme to deliver new housing over the Comprehensive Spending Review period, ending in 2015. As part of the revised grant arrangements, Registered Providers will be able to charge affordable rents, up to 80% of local market levels on both new properties together with a proportion of re-let properties through a contractual agreement with the GLA.

6.2 The Council has carried out research and developed guidance on what it considers an acceptable level for affordable rents. The table below provides an indication of what acceptable affordable rent levels are likely to be for the borough as a whole. This has been informed by the research carried out by POD (2011) and updated in 2012 which takes account of local socio-economic circumstances. In practice, each scheme will need to apply rent levels which reflect the particular local housing market of that area and the needs of the borough. These rent levels will need to be agreed with the Council as part of the development management process.

1 bed	65%
2 bed	55%
3 bed	50%
4 bed	50%

6.3 The Council will support new housing development proposals, which include affordable rent homes only where the provision of social rent homes has been maximised, specifically for larger family homes. This approach enables the housing needs of the borough to be met - as identified in the Strategic Housing Market Assessment. These indicative rent levels will be kept under review to ensure they are affordable and relevant.

6.4 In addition, once the property has been let it is subject to the national formula on rent increases for the lifetime of that tenancy. However, once a tenancy ends and the property is to be relet, the rent can be 'rebased' at the market rent at the point where the tenancy is renewed. Where a Registered Provider agrees to renew a fixed term tenancy the Council will expect the Registered Provider not to re-base rents at the end of their first fixed term tenancy, but instead commit to the social rent-setting formula in place at the time of the original letting.

7.0 Monitoring and review of the tenancy strategy

- 7.1 The Council will monitor the impact of the Tenancy Strategy on lettings behaviour and patterns through the Tower Hamlets Housing Forum. If the Tenancy strategy is considered to be having a negative impact in meeting the Council's strategic priorities it will be subject to a formal review under the terms set out in section 150 of the Localism Act.

8.0 Availability of Registered Providers tenancy strategies

- 8.1 The Council will seek to publish the tenancy strategies of all Registered Providers operating in Tower Hamlets will be available on Tower Hamlets Council web pages

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cc. Martin Ling

Draft tenancy strategy – Mayor of London consultation response

The Localism Act introduced a new duty on local housing authorities to produce tenancy strategies. In adopting or making modifications to tenancy strategies, section 151 of the Act requires that all London borough councils consult with the Mayor of London and have regard to the London Housing Strategy. This letter contains the Greater London Authority (GLA) response, on behalf of the Mayor of London, to a consultation on a draft Tenancy Strategy by Tower Hamlets Council.

Background

1. Tenancy strategies are a way for local housing authorities to shape how housing providers in their area make use of the flexibilities granted to them by other parts of the Localism Act. This includes the power to set fixed term tenancies for new social tenants.
2. In London, the Mayor is broadly supportive of the government's reforms to the social housing system. A number of policies in his draft revised London Housing Strategy encourage boroughs and registered providers to make full use of their new flexibilities in order to better reflect the situation on the ground and their local priorities.
3. However, the Mayor has a duty to set out policies that address regional housing challenges as well as local ones. The government has recognised this by granting the Mayor statutory consultee status for tenancy strategies, and requiring that boroughs have regard to the London housing strategy when formulating or revising their tenancy strategies. This is in addition to the general conformity duty set out in part 7a of the GLA Act 2007, which is not covered here.

General assessment of draft tenancy strategy

4. In responding to consultations, the Mayor makes an assessment of draft tenancy strategies based on five key themes.

Increasing the supply of affordable housing

5. The 2012-15 Affordable Housing Programme (AHP) will deliver 55,000 new affordable homes, with 36% of the new Affordable Rent homes being family sized. In order to meet their contractual commitments, and to deliver the much needed new homes, registered providers need more flexibility to manage their existing and new stock, and they need some consistency across the many local housing authorities in which they operate. This is a key theme in the Mayor's draft revised London Housing Strategy.
6. Tower Hamlets supports the continued use of life time tenancies in most cases, but also acknowledges that RPs may wish to use fixed term tenancies. We are satisfied that the approach set out in your draft tenancy strategy does give registered providers the flexibility they need in order to meet their contractual commitments, although we would like to see a more explicit acknowledgement of the link between RPs' ability to grant fixed term tenancies and the affordable housing programme.

Promoting mixed and balanced communities

7. We would like to underline the Mayor's commitment to prioritising people who make an active and positive contribution to their community – e.g. through employment or volunteering – and who may also face barriers to accessing suitable housing in other tenures. It might be appropriate to take this into account when determining whether a tenancy is renewed or not, as well as the factors already set out in the tenancy strategy.

Tackling need

8. In section 2.1, the draft strategy states that in 'limited circumstances' fixed term tenancies will be used and that 'the tenancy strategy will seek to define... all possible circumstances when THH will be able to grant a fixed term tenancy'. Ideally these circumstances would be stated in the draft tenancy strategy. In its current form, there is not enough detail in the draft strategy to enable us to determine whether those in need will have adequate protections.
9. The Mayor believes that boroughs and social landlords should be working to reduce levels of underoccupation in the social rented sector, which, if achieved, will directly benefit those households who are in need of larger accommodation. It may be worth considering how wider use of fixed term tenancies in Tower Hamlets could help to achieve this aim.

Enhancing mobility and choice

10. The Mayor is supportive of any measures that seek to reduce as far as possible the potential barriers facing existing tenants who may need or want to move to a different home. This is particularly important given the recent launch of the Mayor's new pan-London mobility scheme, Housing Moves, which Tower Hamlets is soon to join. We therefore welcome the 'transferring secure tenants' statement

in section 3.1, but this could be more explicit about the mobility schemes that Tower Hamlets participates in.

Rent policy

11. The draft strategy also includes rent policy, which, though not included in the scope of a tenancy strategy as defined in the Localism Act, is closely related to tenure policy issues such as tenancy length.
12. The HCA/GLA agrees contracts with RPs to deliver new affordable rented homes at a range of rents, up to 80% of average market rent. The GLA requires that RPs take account of proposed household benefit caps, particularly on larger homes, when agreeing rent levels. RPs should be allowed the flexibility to set rents on a site by site basis within the envelope of their overall contract with the GLA.
13. The National Planning Policy Framework sets out the framework for delivering the Government's housing objectives, including the Affordable Rent Programme. This is to be taken into account by local authorities and other planning bodies in preparing local development documents and spatial strategies. The GLA expects that London boroughs will maximise the delivery of affordable housing through their planning and housing policies and does not accept that this can be achieved by setting specific rent caps in local planning policies or tenancy strategies. The Mayor has clarified this position through consulting on Supplementary Planning Guidance devolving from his London Plan and a minor Alteration to the Plan.

Yours sincerely,



Alan Benson

Head of Housing Strategy, Policy and Services
Greater London Authority

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Report on consultation on the draft Tenancy Strategy

1.0 Background

The Cabinet approved a draft Tenancy Strategy on the 5th September 2012 and the statutory consultation with the Mayor of London and Registered Providers ran from Monday 17th September to Friday 2nd November. In addition a public consultation process, also agreed by Cabinet took place over the same period.

This appendix sets out in more detail the outcome of the consultation.

2.0 Statutory requirements

Before adopting a tenancy strategy, the Council is required to consult with every private Registered Provider of social housing in Tower Hamlets and must give them a reasonable opportunity to comment on its proposals. The Council must also consult the Mayor of London and such other persons as the Secretary of State may by regulations subscribe. At the time of writing, the Secretary of State had not yet made any such regulations.

3.0 Mayor of London

The GLA on behalf of the Mayor of London wrote to the Council setting out his comments on the draft tenancy strategy on 9th October 2012.

The Mayor of London has stated that he is broadly supportive of the government's reforms to the social housing system. A number of policies in his draft revised London Housing Strategy encourage boroughs and Registered Providers to make full use of their new flexibilities in order to better reflect the situation on the ground and their local priorities.

3.1 General assessment of draft tenancy strategy

In responding to consultations, the GLA on behalf of the Mayor makes an assessment of draft tenancy strategies based on five key themes. The Mayor of London's comments and the Council's proposed response to each comment is set out below:

3.2 Increasing the supply of affordable housing

Mayor of London's comments: 'The 2012-15 Affordable Housing Programme (AHP) will deliver 55,000 new affordable homes, with 36% of the new Affordable Rent homes being family sized. In order to meet their contractual commitments, and to deliver the much needed new homes, Registered Providers need more flexibility to manage their existing and new stock, and they need some consistency across the many local housing authorities in which they operate. This is a key theme in the Mayor's draft revised London Housing Strategy.'

Tower Hamlets supports the continued use of life time tenancies in most cases, but also acknowledges that Registered Providers may wish to use fixed term tenancies. We are satisfied that the approach set out in your draft tenancy strategy does give Registered Providers the flexibility they need in order to meet their contractual commitments, although we would like to see a more explicit acknowledgement of the link between Registered Providers' ability to grant fixed term tenancies and the affordable housing programme'.

Council response: The tenancy strategy has been enhanced to recognise the link between fixed term tenancies and the affordable housing programme set out in the second paragraph in section 2.3 of the attached tenancy strategy.

3.3 Promoting mixed and balanced communities

Mayor of London's comments: We would like to underline the Mayor's commitment to prioritising people who make an active and positive contribution to their community – e.g. through employment or volunteering – and who may also face barriers to accessing suitable housing in other tenures. It might be appropriate to take this into account when determining whether a tenancy is renewed or not, as well as the factors already set out in the tenancy strategy.

Council response: The Council has inserted a clause in section 4 .5 recommending that Registered Providers take into account individual households employment or voluntary sector contributions when reviewing tenancies.

3.4 Tackling need - A

Mayor of London's comments: in section 2.1, the draft strategy states that in 'limited circumstances' fixed term tenancies will be used and that 'the tenancy strategy will seek to define... all possible circumstances when THH will be able to grant a fixed term tenancy'. Ideally these circumstances would be stated in the draft tenancy strategy. In its current form, there is not enough detail in the draft strategy to enable us to determine whether those in need will have adequate protections.

Council response: As set out at 2.0 of the Tenancy Strategy, the Council has agreed with THH, the circumstances in which it will issue fixed term tenancies.

3.5 Tackling need - B

The Mayor believes that boroughs and social landlords should be working to reduce levels of under occupation in the social rented sector, which, if achieved, will directly benefit those households who are in need of larger accommodation. It may be worth considering how wider use of fixed term tenancies in Tower Hamlets could help to achieve this aim.

Council response: the Council is in the process of agreeing an under occupation plan but does not intend to use fixed term tenancies as a specific tool to reduce under occupation through Tower Hamlets Homes.

3.6 Enhancing mobility and choice

The Mayor is supportive of any measures that seek to reduce as far as possible the potential barriers facing existing tenants who may need or want to move to a different home. This is particularly important given the recent launch of the Mayor's new pan-London mobility scheme, Housing Moves, which Tower Hamlets is soon to join. We therefore welcome the 'transferring secure tenants' statement, but this could be more explicit about the mobility schemes that Tower Hamlets participates in.

Council response

This comment is noted and the two schemes that the Council participates in, Housing Moves and the Seaside and Country Homes schemes for the over 60's age group have been referred to in the tenancy strategy.

3.7 Rent Policy

The GLA states that the National Planning Policy Framework sets out the framework for delivering the Government's housing objectives, including the Affordable Rent Programme. This is to be taken into account by local authorities and other planning bodies in preparing local development documents and spatial strategies. The GLA expects that London boroughs will maximise the delivery of affordable housing through their planning and housing policies and does not accept that this can be achieved by setting specific rent caps in local planning policies or tenancy strategies. The Mayor has clarified this position through consulting on Supplementary Planning Guidance devolving from his London Plan and a minor Alteration to the Plan.

Council response

The Council has carried out research and developed guidance on what it considers to be an acceptable level for affordable rents for the borough as a whole. In order to give a clear indication as to what the Council views is on affordable rents in the borough, the direction on rents and affordable homes will be included in the tenancy strategy. This guidance would apply to homes built through section 106 planning gain or potentially through Council funding which sits outside the Affordable Housing programme.

4.0 Registered Providers

4.1 Consultation prior to agreement of the draft strategy

Registered Providers were fully involved in the development of the initial proposals through the following avenues:

- Regular reports to the Tower Hamlets Housing Forum and selection of 2 representatives to sit on the Tenancy Strategy Project Board
- Letter to all Registered Providers in the Borough setting out Council's approach and requesting information on Registered Providers emerging policies
- Half day seminar to discuss the tenancy strategy issues in detail with a report back on the emerging Registered Providers policies

4.2 Statutory Consultation

All Registered Providers who manage rented property in the borough were sent a copy of the draft tenancy strategy at the same time as the Mayor of London and were given six weeks to respond.

Nine Registered Providers formally responded to the consultation by the closing date which appears to be a low number. However, the majority of Registered Providers had set out their views prior to the statutory consultation and their views helped shape the draft tenancy strategy.

Set out below is a summary of the responses from Registered Providers who responded to the statutory consultation:

Anchor Housing Trust

Anchor Housing Trust provides housing for older persons. The Trust sent a position statement which recognised the potential benefits of the use of fixed term tenancies for general needs tenancies. They have stated that the opportunities presented by flexible fixed term tenancies are not the same for landlords and residents of older person's supported housing as they are for general needs residents. Anchor will retain lifetime tenancies in most cases.

A2 Dominion

A2 Dominion expressed concerns that the Council wished to see the continuation of lifetime tenancies. A2 Dominion intends to introduce fixed term tenancies of 5 years to all affordable properties and to trial it to 3 bed plus sized properties subject to re-let, where the nominee does not hold an existing tenancy that commenced before 1st April 2012 and who is under state retirement age.

Riverside

Riverside will not be issuing fixed term tenancies in Tower Hamlets. They will operate starter tenancies for all tenancies across their stock in London. This fits within the guidance issued within Tower Hamlets and Riverside's strategies.

Riverside has stated that as a national organisation sitting across many local authorities, their strategy has been set up to offer the flexibility to divisions to fit the local authorities we work within.

Places for People

Place for People sent an email stating that they had reviewed the Council's draft Tenancy Strategy and that it causes them no difficulties.

Poplar Harca

Poplar Harca are supportive of the Council's position on lifetime tenancies and will be retaining 1 year probationary followed by lifetime tenancies for their tenants. Poplar Harca questioned the Council's rationale in potentially offering flexible tenancies in exceptional circumstances. Poplar Harca believe that the benefit that security brings to a household far outweighs the benefit of making the property available to another household. Their view is that re-housing in the saddest of circumstances for the individuals concerned will be counter-productive in terms of sustainable and supportive communities. The Council will consider each case on its own merits and ensure the welfare of the individual household is paramount when decisions are taken.

Genesis Housing Association

From 1 April 2012, Genesis Housing association will, in most circumstances, grant a five year assured short hold fixed term tenancy for general needs new build property lettings and all relets. Genesis's view is that flexible tenancies strikes a balance between allowing a landlord to manage their stock effectively e.g. in the case of underoccupation, and security of tenure. They had no specific comments on the Tower Hamlets draft tenancy strategy.

Southwark and London Diocesan Housing Association

Southwark and London Diocesan Housing Association will continue to grant permanent tenancies across all 1 and 2 bedroom homes and to all those residents who are vulnerable by virtue of age or health. They will grant 5 year time-limited tenancies on all new 3 and 4 bedroom homes. They had no specific comments on the Tower Hamlets draft tenancy strategy.

One Housing Group

One Housing Group state that they are encouraged by Tower Hamlets decision to make provisions for the use of fixed term tenancies. One Housing Group will be offering fixed term tenancies to all tenants new to social housing. One Housing Group state that they understand the Council's concern that some tenant groups would benefit from receiving lifetime tenancies, but they would like to assure the Council that their fixed term tenancies will primarily provide a means of regularly checking that the household still requires the size and/or type of property they are occupying.

Swan Housing Group

Swan Housing Group made a number of observations relating to the draft tenancy strategy. They suggest that the document sets out the Council's responsibilities more clearly, that the Tower Hamlets Homes use of fixed term tenancies gives clear examples. Swan also suggest that it may be useful to set out specific differences between tenants with particular illnesses or disabilities and the nature of the adaptations in their properties. Swan suggest that in some circumstances if the nature of the adaptations or support is a shorter term requirement that fixed term, rather than a lifetime tenancy would be more appropriate.

Swan also questioned whether it is feasible that all Registered Providers will provide their policies for publication on the Council's website. This section of the tenancy strategy will be modified to reflect this concern.

5.0 Resident consultation

Cabinet agreed that a 'light touch' consultation would run concurrently with the statutory consultation. Following an article in East End Life, comments were invited through a website survey, at residents meetings, through an invitation to all tenants associations to comment on the draft and a series of focus groups with residents on the housing register. Overall the responses indicated broad support for the Council's approach but highlighted the need to ensure that the tenancy strategy is kept under review.

The responses can be summarised as follows:

5.1 Residents Scrutiny Panel

A presentation was given to the Residents Scrutiny Panel on Tuesday 25th September. The meeting was in broad agreement with the Council's draft tenancy strategy.

5.2 Tenants and Residents Federation

The Federation supported the Council's preference for lifetime tenancies and raised concerns about the level of consultation that Registered Providers were carrying out with their residents. It was also suggested that the Council should be firmer with Registered Providers who do not retain lifetime tenancies.

5.3 Tenants and Residents Associations

The draft tenancy strategy was sent to all Tower Hamlets Homes tenants and residents associations. Only one Tenants and Residents Association has formally responded to the consultation and they supported the Council's position on lifetime tenancies and in its direction to Registered Providers.

6.0 Focus Groups

Four focus groups were held across the Borough during September and October 2012 with nearly 60 households taking part in discussions about the draft tenancy strategy. The households were drawn from a range of people who were currently on the common housing register who were either in temporary accommodation or on the transfer list. Tenants from Registered Providers also attended two of the sessions. The attendees were representative of the broad demography of the borough covering a range of age groups, ethnic backgrounds and household sizes.

The conversations were wide ranging and in addition to specific discussion about the tenancy strategy, participants raised a number of concerns about meeting the housing shortage, rent levels, condition in temporary accommodation, housing quality and housing management issues.

6.1 **General views**

With regard to the tenancy strategy there was clear support for the continuation of lifetime tenancies. Attendees recognised the idea behind using fixed term tenancies to tackle issues such overcrowding and making better use of adapted properties but were generally of the view that a lifetime tenancy was important to enable people to have stability and contribute to the local community.

6.2 **Anti-social behaviour** - This was the one area where a number of participants felt strongly that fixed term tenancies could be used – in most meetings there was real feeling that anti-social tenants were rehoused and that it was difficult to change their behaviour.

Set out below is a summary of the range of comments recorded in response to specific questions across the four meetings in relation to the tenancy strategy.

6.3 **What would you want to see in the Council's Tenancy Strategy?**

Priority view – Lifetime tenancies should remain

There was general agreement that lifetime tenancies should remain and that this enabled people to put down roots in an area with schools, families and communities.

The benefit of secure tenancies is that they root people in the community and encourage them to build links especially through children. Therefore if flexible tenancies do become a reality, people should be always be rehoused in the same area.

In general, people in temporary accommodation were in favour of lifetime tenancies – need to settle in community – reassurance after so much uncertainty.

Many participants who were currently in temporary accommodation said they would be unlikely to bid / accept a fixed term tenancy as they would want the security of a lifetime tenancy.

A younger single man present at one session stated that he would be delighted to accept a one bed 5 year fixed term tenancy as that would give him the time to move on in other areas of his life – His main problem was no fixed housing. People in the group agreed that they would take a fixed term in his position.

People want a house they can call their own – an emotional attachment.

It was suggested that families with children require stability and in to meet the challenges in raising children, a permanent abode is necessary.

Residents may not provide commitment in the community as they could potentially move on if offered a fixed term tenancy.

Anti – social behaviour

Some strong agreement with fixed term tenancies if there is a history of anti – social behaviour

Other Comments

People need to be involved in the process and have some choice – decisions should not be simply forced upon them.

One of the primary concerns was what happens after the fixed term period i.e. in terms of future allocation of housing.

NB – Without proper explanation people will confuse fixed term / flexible tenancies with temporary accommodation. How the review and tenancy renewal process works needed to be explained very clearly.

People should be given a choice – not told to move to a smaller property.

6.4 How important is length of tenancy to you?

Very important – after a discussion about renewal, attendees could see that using fixed term tenancies as a tool to tackle overcrowding to help people in their current situation could be reasonable but were still not keen on fixed term

Adapted properties – Reasonable to expect people to give up specialist property if something suitable is offered.

Income limits – Not seen as an issue in Tower Hamlets

Tenancy length should be dependent on age of children Households with children under 15 years should be given longer tenancies.

Flexibility should be used – each case on its merits.

Participants in one focus group were clear that a fixed term tenancy would not be accepted because it is seen as a new form of temporary accommodation. However, if push comes to shove, they would, but reluctantly due to uncertainty of next offer of housing accept a fixed 5 year term.

Most of the residents in the group said they would prefer life time tenancies, because they have an attachment to the borough and fixed term tenancies sounded too confusing and not stable.

One resident who had moved several times said she would not mind fixed term tenancies and would be happy with a 5-10 years tenancy.

One resident asked if with a fixed term tenancy if you down size will you get a lump sum payment as you currently do with life time tenancies – she felt that this was another drawback of fixed term tenancies.

6.5 Do you think it is fair to not renew a tenancy if people's need changes?

Under – occupation

Under occupation – People saw that this could help but were reluctant to say that it should be introduced.

Should only be used to tackle under occupation of good quality alternative occupation is offered.

Under –occupation should be addressed through tailor made solutions for individuals who will persuade them to move.

Change of income

People felt it was unworkable and that jobs/ salaries were too temporary and unreliable and it would not be fair to move people on as there circumstances could easily change again.

General view that if people got a windfall, had a secure financial future they would move on anyway.

View that income criteria was unworkable - people won't share information, or will hide it, no permanent jobs.

When asked if they felt that tenancies should not be renewed for households with high incomes, residents said that there is no such thing as a permanent job now, most people who can afford it would want to go and buy a nice

house somewhere, but if they lose their job, will the Council guarantee that they will rehouse them again. If not, why take the risk.

Adaptations

Disability / adaptations – people saw this as a sensitive area – It was generally felt that it would be unfair to move people out of their homes.

Adapted properties – some people felt that it was reasonable to expect people to give up specialist property if something suitable is offered.

6.6 General Comments

Council should do more to tackle sub-letting instead of fixed term tenancies.

There should be other choices available. There should be a proper review process.

Residents raised concerns about welfare reform and the impact this would have on their families. It was generally felt that it should only apply to new benefit claimants and those already living in the borough, many of whom have lived in the borough for many years, should be housed in Tower Hamlets because this is their home.

Residents said that housing people outside of the borough would lead to family breakdown, depression and other health problems.

One resident stated that he was in the process of completing his Black Cab training, if his family is moved away, that would mean he would not be able to complete his training and work in London.

6.7 How can the changes and choices available be made clear to people entering social housing?

Agreed that it was a complex area and that all households had different needs.

Agreed that it was important that people were given sound 1-1 advice on their options and that the publicity made it clear where fixed term tenancies would be introduced.

Advertising in East End Life is quite clear and should be used to set out tenancy policies.

Through Council, Registered Providers and Common Housing Register websites.

There should be more transparency on where people are on list and their chances of rehousing.

Should communicate change via Bangladeshi TV channels.

Focus Groups are excellent – very well received by group.

Housing officers are usually the first point of contact, but they must have sufficient knowledge and information to relay to applicants on changes proposed.

All responsible organisations must give a balanced position, outlining the pros and cons of fixed term tenancies.

When explaining the change including any implications, it should be free of any jargon, concise and no long wind.

7.0 Website survey

As part of its public consultation, a short survey was carried out through the Council website and there was total of 18 responses. In general the respondents were in broad agreement with the direction to retain lifetime tenancies. Set out below is a summary of the responses.

General

1. Tenure of respondents

Renting from Council	6
Renting from Housing Association	8
Renting from private landlord	1
Buying on a mortgage	2
Owned outright	1

2. Postcode of respondents

E1	7
E2	5
E3	5
E14	1

3. No of bedrooms

1	3
2	11
3	3
3	1

4. How many people live with you in your house?

1	2
2	4

3	2
4	2
5	1
6	2
7	2
8	3

5. How satisfied are you with your current housing

Very satisfied	3
Fairly satisfied	7
Neither satisfied or dissatisfied	1
Fairly dissatisfied	4
Very dissatisfied	3

6. Do you plan to move home in the next five years?

Yes	6
No	3
Maybe	9

Tenancy Strategy Questions

7. Lifetime tenancies

The Council would like to retain lifetime secure tenancies for new Council tenants in homes managed by Tower Hamlets Homes in most circumstances. Do you think this is the right approach for the Council to take?

Yes	11
No	7

8. Lifetime tenancies

The Council would like Housing Associations to retain lifetime assured tenancies in most circumstances, for new in tenants Housing Association homes. Do you think this is the right approach for the Council to take?

Yes	12
No	6

9. Fixed term tenancies

Some Housing Associations may consider introducing fixed term tenancies for a minimum of five years. These fixed term tenancies may not be renewed if a tenant's circumstances change.

However, all Housing Associations will be expected to either rehouse the tenants into more suitable housing or give them advice on the alternative choices available to them.

Please tell us whether you think fixed term tenancies should or should not be renewed if a tenant's circumstances change in the following ways:

When the home they live in has more bedrooms than they originally needed and it could be used to rehouse an overcrowded household.

Yes, the tenancy should be renewed	11
No the tenancy should not be renewed	7

When the home they live in has been classified as a wheelchair accessible which they no longer require

Yes, the tenancy should be renewed	9
No the tenancy should not be renewed	9

When the household could afford to either rent, part buy (shared ownership) or buy a home in the private sector.

Yes, the tenancy should be renewed	9
No the tenancy should not be renewed	9

10. Anti – social behaviour

The Council believes that landlords should not use fixed term tenancies as a way of removing tenants who have breached their tenancy - for example where a household has fallen into rent areas or caused anti-social behaviour – because landlords have adequate powers to take action through the courts to deal with such matters.

Do you agree with this approach?

Yes	13
No	5

11. Households with children

Where households have children aged 10 and under, the Council would expect Housing Associations who use fixed term tenancies to issue them for

at least 10 and possibly up to 15 years, to reduce the need for children to change schools when families are rehoused.

Do you agree that this is the right approach to take?

Yes	13
No	5

12. Comments

Are there any other comments you wish to make on the Council's draft tenancy strategy?

Any antisocial behaviour, aggressive dogs, binge drinking and they should be evicted from council houses. Subletting council properties should be forbidden and someone should enforce it.

Please keep the tenancies as they are at present. Please also outline in East End Life if there is a way using the same Localism Act to protect the tenancy, such as Community Right to Build, Bid to enable people to remain in their homes.

Anti-social behaviour like dumping rubbish, spitting in communal areas, and vandalism had become the norm in social housing. There should be more powers for housing associations to act on this. A lack of action makes living in social housing a living hell and breeds hatred.

I have broadly agreed that tenancies should always be renewed however I think it should be made attractive for people to downsize and for ex-wheelchair users to relocate. My RSL is 'tricky' and I suspect, not unique, Tenants need clear regulations to protect them from abuse.

Many people are living in council and housing association properties that are too big for their needs. At a time of great housing shortage, the council should be encouraging and introducing processes to free up these homes so that better use may be made of them for the public good.

I have lived in my current address since it was built in 1968 with my Father, Mother and Sister. My Mother has passed away and my Sister has her own place, I now live here with my Father, wife and 2 Sons, when my Father passes away and my 2 Sons move out, my wife and I would like to down size, so Mutual exchanges in Tower hamlets should be made easier this is how it should be.

Band 3 housing list people need to be taken into consideration, Tower Hamlets is doing very poorly to address the needs of band 3 bidders. There needs to be an urgent change in allocating more properties to Band 3, however it must be a justified move, for example, a person who is currently on

Band 3 list should be re housed quickly if they have children under the age of 5 and have been on the bidding list for more than 9/10 years. I think that no one should be waiting more than 10 years for a council to give at least one offer to a person, this is something that needs to be addresses quickly and efficiently.

If the council and their partners introduce the 5 year tenancy limits then they should also help steer these tenants financially and provide other support so that they can become independent and move onto accommodation privately rented or buy their own properties. However I also agree that tenants who have more rooms than they need should be moved into smaller but appropriate accommodations. This should be done on a compulsory basis. Having said that, there will always be people who would like to use loopholes, for their advantage by registering close relatives or members of the family onto their tenancy when given notices or the time comes for them to re-new their tenancies.

Homes for life play a vital role in building stable communities.

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Equality Analysis (EA)

Section 1 – General Information (Aims and Objectives)

Name of the proposal including aims, objectives and purpose:

(Please note – for the purpose of this doc, ‘proposal’ refers to a policy, function, strategy or project)

Tenancy Strategy

The London Borough of Tower Hamlets is required to produce a tenancy strategy as set out in the Localism Act which gained Royal Assent in November 2011. The tenancy strategy has to be published by January 2013.

Through the existing allocations system, Registered Providers including Local Authorities generally enter into lifetime tenancies with new tenants. The Government will now allow Registered Providers the flexibility to offer shorter term tenancies if they decide that it will enable them to make better use of their housing stock and assist those people with the most pressing need more effectively.

Government has protected the security and rights of existing social housing tenants, including when they move to another social rented home. However, provisions in the Localism Act allow for more flexible arrangements for people entering social housing in the future. Registered Providers will be able to grant tenancies for a fixed length of time. The minimum length of tenancy will be two years in exceptional circumstances with five years or more likely to be considered as a more normal initial agreement. There is no upper limit on the length of tenancy and Registered Providers can still offer lifetime tenancies if they wish.

Individual Councils will have to set out their approach to future tenancies in a published tenancy strategy.

The aim of government policy is that Registered Providers (including the Council) shall grant tenancies which are compatible with the purpose of the accommodation, the needs of individual households, the sustainability of the community, and the efficient use of the stock.

The Council’s draft strategy will be to retain lifetime tenancies in most circumstances for new Council tenants and to encourage Registered Providers to also retain lifetime tenancies. However the Council recognises that many Registered Providers will want to make use of the new flexibilities in order to more effectively manage their stock. In setting the Tenancy Strategy for Tower Hamlets, the Council would wish to see Registered Providers who do make use of the flexibility to abide by a set of conditions to ensure that the needs of vulnerable groups are met.

This Equalities Assessment applies primarily to the Council’s preference for lifetime tenancies to be retained. It should be noted that the current ‘status quo’ position of lifetime tenancies can have a negative impact on some households such as those who are overcrowded and who have to wait longer to be rehoused under the current system.

Who is expected to benefit from the proposal?

The Government’s view is that by allowing Registered Providers the flexibility to offer shorter term tenancies if they decide that it will enable them to make better use of their housing stock and assist those people with the most pressing need more effectively. This has to be countered against enabling people who are rehoused into a community the opportunity to make a lifetime contribution to that community or neighbourhood without the possibility of having their tenancy

terminated after a fixed term. Through the introduction of fixed term tenancies it can be argued that different people will benefit at different times. For people who do not have their tenancies renewed, it is expected that the providers will assist in meeting their housing need through the offer of a more suitable property or by assisting a move into the private sector.

Service area:

Development and Regeneration

Team name:

Strategic Housing

Service manager:

Faisal Butt

Name and role of the officer completing the EA:

Martin Ling – Housing Policy Officer

Section 2 – Evidence (Consideration of Data and Information)

What initial evidence do we have which may help us think about the impacts or likely impacts on service users or staff?

Issues and options paper presented to Cabinet
Survey of Registered Providers in Borough

Statistics covering housing demand in the Borough including:

Housing Waiting list broken down by need
Data on overcrowding
Data on underoccupation
Data on medical need
Data on race of applicants for social housing
Lettings statistics for Tower Hamlets Homes
Lettings statistics for Registered Providers

Registered Providers emerging Tenancy Policies

Section 3 – Assessing the Impacts on the 9 Groups

How will what you're proposal impact upon the nine Protected Characteristics?

For the nine protected characteristics detailed in the table below please consider:-

- **What is the equality profile of service users or beneficiaries that will or are likely to be affected?**

-Use the Council's approved diversity monitoring categories and provide data by target group of users or beneficiaries to determine whether the service user profile reflects the local population or relevant target group or if there is over or under representation of these groups

- **What qualitative or quantitative data do we have?**

-List all examples of quantitative and qualitative data available

(include information where appropriate from other directorates, Census 2001 etc)

-Data trends – how does current practice ensure equality

- **Equalities profile of staff?**

-Indicate profile by target groups and assess relevance to policy aims and objectives e.g. Workforce to Reflect the Community. Identify staff responsible for delivering the service including where they are not directly employed by the council.

- **Barriers?**

-What are the potential or known barriers to participation for the different equality target groups? Eg, communication, access, locality etc

- **Recent consultation exercises carried out?**

-Detail consultation with relevant interest groups, other public bodies, voluntary organisations, community groups, trade unions, focus groups and other groups, surveys and questionnaires undertaken etc. Focus in particular on the findings of views expressed by the equality target groups. Such consultation exercises should be appropriate and proportionate and may range from assembling focus groups to a one to one meeting.

- **Additional factors which may influence disproportionate or adverse impact?**

-Management Arrangements - How is the Service managed, are there any management arrangements which may have a disproportionate impact on the equality target groups

- **The Process of Service Delivery?**

-In particular look at the arrangements for the service being provided including opening times, custom and practice, awareness of the service to local people, communication

Please also consider how the proposal will impact upon the 3 One Tower Hamlets objectives:-

- Reduce inequalities
- Ensure strong community cohesion
- Strengthen community leadership.

Please Note -

Reports/stats/data can be added as Appendix

	<p>Impact – Positive or Adverse</p> <p>What impact will the proposal have on specific groups of service users or staff?</p>	<p>Reason(s)</p> <ul style="list-style-type: none"> • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will inform decision making <p>Please also how the proposal will promote the three One Tower Hamlets objectives?</p> <ul style="list-style-type: none"> -Reducing inequalities -Ensuring strong community cohesion -Strengthening community leadership
	<p>Retaining Lifetime Tenancies</p>	<p>Introducing Fixed Term Tenancies</p>
<p>Race Page 48</p>	<p>No Impact - In retaining lifetime tenancies for Council tenants and where Registered Providers also retain lifetime tenancies, the strategy will have neither a positive or adverse impact on this group as the current position will not change. It can be argued that lifetime tenancies enhance community cohesion by enabling households to settle and contribute to their local community.</p>	<p>Positive - Where Registered Providers choose to introduce fixed term tenancies in order to reduce under occupation, opportunities to speed up the rehousing process for overcrowded families in the longer term could be realised. Data shows that Bangladeshi households are more likely to be overcrowded and could therefore benefit from such policies.</p>
<p>Disability</p>	<p>No Impact - In retaining lifetime tenancies for Council tenants and where Registered Providers also retain lifetime tenancies, the strategy will have neither a positive or adverse impact on this group as the current position will be not change. It can be argued that lifetime tenancies enhance community cohesion by enabling households to settle and contribute to their local community.</p>	<p>Positive - Where Registered Providers or the Council choose to introduce fixed term tenancies in order to provide improved access to homes that have had adaptations for disabled people this could result in disabled people being rehoused more quickly to suitable housing.</p> <p>Adverse: If fixed term tenancies were introduced for disabled people it could have a significant impact on their sense of security and ability to create local and reliable support networks. The Council therefore urges Registered Providers to offer lifetime tenancies to people with longer term disabilities.</p>
<p>Gender</p>	<p>No Impact - In retaining lifetime tenancies for Council tenants</p>	<p>No impact - Where Registered Providers or the Council</p>

	and where registered providers also retain lifetime tenancies, the strategy will have neither a positive or adverse impact on this group as the current position will be not change. It can be argued that lifetime tenancies enhance community cohesion by enabling households to settle and contribute to their local community.	choose to introduce fixed term tenancies, the policy should have neither a positive or adverse impact on this group.
Gender Reassignment	No impact - In retaining lifetime tenancies for Council tenants and where Registered Providers also retain lifetime tenancies, the strategy will have neither a positive or adverse impact on this group as the current position will be not change. It can be argued that lifetime tenancies enhance community cohesion by enabling households to settle and contribute to their local community.	No impact - Where Registered Providers or the Council choose to introduce fixed term tenancies, the policy should have neither a positive or adverse impact on this group.
Sexual Orientation Page 49	No impact - In retaining lifetime tenancies for Council tenants and where Registered Providers also retain lifetime tenancies, the strategy will have neither a positive or adverse impact on this group as the current position will be not change. It can be argued that lifetime tenancies enhance community cohesion by enabling households to settle and contribute to their local community.	No impact - Where Registered Providers or the Council choose to introduce fixed term tenancies, the policy should have neither a positive or adverse impact on this group
Religion or Belief	No impact In retaining lifetime tenancies for Council tenants and where Registered Providers also retain lifetime tenancies, the strategy will have neither a positive or adverse impact on this group as the current position will be not change. It can be argued that lifetime tenancies enhance community cohesion by enabling households to settle and contribute to their local community.	No impact - Where Registered Providers or the Council choose to introduce fixed term tenancies, the policy should have neither a positive or adverse impact on this group.
Age	No impact - In retaining lifetime tenancies for Council tenants and where Registered Providers also retain lifetime tenancies, the strategy will have neither a positive or adverse impact on this group as the current position will be not change. It can be	Positive / Adverse - Where partners choose to introduce fixed term tenancies in order to reduce underoccupation, opportunities to speed up the rehousing process for overcrowded families in the longer term could be realised.

argued that lifetime tenancies enhance community cohesion by enabling households to settle and contribute to their local community.

This is likely to bring a better focus on the needs of underoccupying households who are more likely to be older people. This could lead to improved consideration of the offer to older persons and potentially a better choice if the policy is introduced sensitively.

Adverse: If fixed term tenancies were introduced for disabled people it could have a significant impact on their sense of security and ability to create local and reliable support networks. The Council therefore urges Registered Providers to offer lifetime tenancies to people over 60 years of age.

The policy could have a negative impact on older people who may have to leave their family home once their family has moved out. It should be noted that the policy will need to be introduced with care – If unsuitable offers were made to older persons at the end of fixed term tenancies there could be an adverse impact but the Council will work with partners to ensure the policy does not have such adverse impacts with safeguards introduced

Children and young people who rehoused from overcrowded households will also benefit from the draft tenancy strategy where it is used to tackle this area of housing need.

Marriage and Civil Partnerships.

No impact - In retaining lifetime tenancies for Council tenants and where Registered Providers also retain lifetime tenancies, the strategy will have neither a positive or adverse impact on this group as the current position will not change. It can be argued that lifetime tenancies enhance community cohesion by enabling households to settle and contribute to their local community

No impact - Where Registered Providers or the Council choose to introduce fixed term tenancies, the policy should have neither a positive or adverse impact on this group.

Pregnancy and Maternity

No impact - In retaining lifetime tenancies for Council tenants and where Registered Providers also retain lifetime tenancies, the strategy will have neither a positive or adverse impact on this group as the current position will not change. It can be argued that lifetime tenancies enhance community cohesion

No impact - Where Registered Providers or the Council choose to introduce fixed term tenancies, the policy should have neither a positive or adverse impact on this group.

	<p>by enabling households to settle and contribute to their local community.</p>	
<p>Other Socio-economic Carers</p>	<p>No impact - In retaining lifetime tenancies for Council tenants and where Registered Providers also retain lifetime tenancies, the strategy will have neither a positive or adverse impact on this group as the current position will be not change. It can be argued that lifetime tenancies enhance community cohesion by enabling households to settle and contribute to their local community.</p>	<p>Positive - Where partners or the Council choose to introduce fixed term tenancies in order to provide improved access to homes for people with support needs and accommodation for carers, the policy could enable improved access and support for both the person requiring the support and the carer in both the short and longer term.</p>

Section 4 – Mitigating Impacts and Alternative Options

From the analysis and interpretation of evidence in section 2 and 3 - Is there any evidence of or view that suggests that different equality or other protected groups (inc' staff) could have a disproportionately high/low take up of the new proposal?

No, access to housing will be maintained at similar levels for all groups.

However as some Registered providers may introduce fixed term tenancies, the Council will expect them to introduce a minimum set of conditions and safeguards where these tenancies are granted.

If yes, please detail below how evidence influenced and formed the proposal? For example, why parts of the proposal were added/removed?

(Please note – a key part of the EA process is to show that we have made reasonable and informed attempts to mitigate any negative impacts. AN EA is a service improvement tool and as such you may wish to consider a number of alternative options or mitigation in terms of the proposal.)

The Council is required to give direction to Registered Providers on how it expects their tenancy policies to operate in the borough and RPs must have 'due regard' to this direction. A number of RPs in the Borough have already progressed their tenancy policies which will include letting some properties on assured shorthold tenancies on a fixed term basis. The Council's draft tenancy strategy whilst in favour of lifetime tenancies recognises that many Registered Providers will want to make use the new flexibilities in order to more effectively manage their stock. In setting the draft tenancy strategy for Tower Hamlets, the Council would wish to see Registered providers who do make use of the flexibility to abide by a set of conditions to ensure that the needs of vulnerable groups are met.

These conditions are set out in the tenancy strategy and can be summarised as follows:

Tenancies:

The following categories of households will be offered lifetime tenancies:

Person over 60 years of age

People with a long term disability

All transferring secure tenants of homes managed by Tower Hamlets Homes and tenant whose homes were transferred under the Housing Choice programme.

Fixed term tenancies of 10 years or more should be offered to the following categories of households:

Households containing one or more children under 10 years old.

Section 5 – Quality Assurance and Monitoring

Have monitoring systems been put in place to check the implementation of the proposal and recommendations?

No

How will the monitoring systems further assess the impact on the equality target groups?

The draft policy recommends that the policy is kept under constant review by all partners to measure its impact on lettings patterns including how they impact on target groups. The tenancy strategy will not come into force until 2013 but initial impacts will be monitored where partners have already started to introduce fixed term tenancies.

The reports will track the proportion of life time/fixed tenancies being granted over coming years, and track these by relevant groups (ie: those where we've identified a potential impact on equality, older people) and a further equalities assessment will be carried out as part of the review process.

Does the policy/function comply with equalities legislation?
(Please consider the [OTH objectives](#) and [Public Sector Equality Duty](#) criteria)

Yes

If there are gaps in information or areas for further improvement, please list them below:

None

How will the results of this Equality Analysis feed into the performance planning process?

The Council's Housing Options section and Tower Hamlets Homes will take part in the monitoring of the proposals and feed the outcomes into their performance planning process. This work will also feed into the Tower Hamlets Housing Forum Common Housing Register group's action plan.

Section 6 - Action Plan

*As a result of these conclusions and recommendations what actions (if any) **will** be included in your business planning and wider review processes (team plan)? Please consider any gaps or areas needing further attention in the table below the example.*

Recommendation	Key activity	Progress milestones including target dates for either completion or progress	Officer responsible	Progress
Example				
1. Better collection of feedback, consultation and data sources	1. Create and use feedback forms. Consult other providers and experts	1. Forms ready for January 2010 Start consultations Jan 2010	1.NR & PB	
2. Non-discriminatory behaviour	2. Regular awareness at staff meetings. Train staff in specialist courses	2. Raise awareness at one staff meeting a month. At least 2 specialist courses to be run per year for staff.	2. NR	

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Recommendation	Key activity	Progress milestones including target dates for either completion or progress	Officer responsible	Progress
Monitoring of partner tenancy policies and equality assessments	Survey of all agreed Registered Provider policies	Survey completed by April 2013	Martin Ling	
Monitoring of lettings patterns and take up of fixed term tenancies through Housing Options	Analysis of lettings data and reports to Common Housing Forum	Consideration of impact of Tenancy Strategy and flexibilities allowed by the Localism Act to be considered in standard reports	Rafiqul Hoque / Martin Ling	
Monitoring of impact on	Equalities Analysis of lettings data	Consideration of impact of	Rafiqul	

equalities.	and reports to Common Housing Forum	Tenancy Strategy and flexibilities allowed by the Localism Act to be considered in standard reports	Hoque / Martin Ling	
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Section 7 – Sign Off and Publication

Name: (signed off by)	
Position:	
Date signed off: (approved)	

Section 8 Appendix – FOR OFFICE USE ONLY

This section to be completed by the One Tower Hamlets team

Policy Hyperlink :

Equality Strand	Evidence
Race	
Disability	
Gender	
Gender Reassignment	
Sexual Orientation	
Religion or Belief	
Age	
Marriage and Civil Partnerships.	
Pregnancy and Maternity	
Other Socio-economic Carers	

Link to original EQIA	Link to original EQIA
EQIAID	

(Team/Service/Year)	
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Agenda Item 6.2

Committee/Meeting: Cabinet	Date: 5/12/12	Classification: Unrestricted	Report No: 50/123
Report of: Head of Paid Service and Corporate Director Communities Localities and Culture– Stephen Halsey Originating officer(s) R. Beattie Service Head Strategy and Resources		Title: Olympic Impact Planning Ward(s) affected All	

Lead Member	Mayor
Community Plan Theme	All
Strategic Priority	N/A

1. **SUMMARY**

1.1 This report provides a final round up on Olympic preparations and Games-time (27th July – 9th September) operations.

2. **DECISIONS REQUIRED**

The Mayor in Cabinet is recommended to:-

2.1 Agree the Council should continue to participate in and support the Growth Borough (6 Host Borough) group to maintain a coordinated lobby group for investment in East London and continued focus on legacy and regeneration.

2.2 Agree the Council should review the promotion of Small and Medium sized businesses in the Borough with a view to improving it further

2.3 Note the outcomes of the Impact Planning process outlined in the report.

3. **REASONS FOR THE DECISIONS**

3.1 To ensure effective lobbying of regional and national government to secure the necessary investment in East London to deliver the promised long term economic legacy.

4. ALTERNATIVE OPTIONS

4.1 Do not participate in the collective action of the six Growth Boroughs formerly known as the 6 Host Boroughs.

Lobbying could be undertaken by the Borough on these matters in isolation. However, this offers little benefit as participation in the Growth Borough Group would not preclude independent action whilst the decision not to participate is likely to reduce the effectiveness of the Borough to bring forward local priorities to Government and could result in sub regional engagement that does not include the Borough.

5. BACKGROUND

Games planning assumptions, considerations and challenges

5.1 The Olympics and Paralympics are the largest and second largest sporting events in the World respectively. Although, ODA and LOCOG were responsible for the delivering and staging of the Games, the Olympic Act (2006) and Host Borough Agreement required LBTH to actively support and assist the delivery of the Games. As such, LBTH Games planning was largely dependent on information gleaned from LOCOG and TfL's planning assumptions and transport modelling which consistently indicated very high numbers of people would be involved in and attending the Games.

5.2 In addition, Tower Hamlets (unlike other host boroughs) hosted and was surrounded by a large array of Games-time infrastructure designed to facilitate the successful delivery of the Olympics and Paralympics. The key elements were:

- Olympic and Paralympic Route Networks (ORN and PRN)
- MPS Security Zone
- ODA trading boundary
- BT official Live Site (Victoria Park)
- Cycle Hub and Last Mile arrangements
- Games time training venues
- Non competition venues
- National Olympic Committees (NOCs)

5.3 Unlike most other large-scale events only limited planning information was available from the out-set. Information from TfL (i.e. transport congestion heat maps) strongly indicated that East London and Tower Hamlets in particular, would face extensive traffic disruption throughout the Games with their success dependent on a 30 per cent reduction in background traffic (e.g. commuters). However, the Games and its associated infrastructure, posed a number of further key risks and challenges to LBTH and the local community (i.e. traffic disruption, crowd congestion, restricted access to public space and maintaining public and private business continuity).

5.4 Furthermore, following a desk top review of previous games impacts, it was found that large-scale events also stimulate and attract changes secondary impacts resulting in rises in:

- Crime and ASB
- Organisational cyber attacks
- Health and socio-economic related issues
- Security concerns
- Associated changes in service demand
- Civil disruption

5.5 To ensure that Games related risks and impacts were minimised the council developed a three phase project management approach.

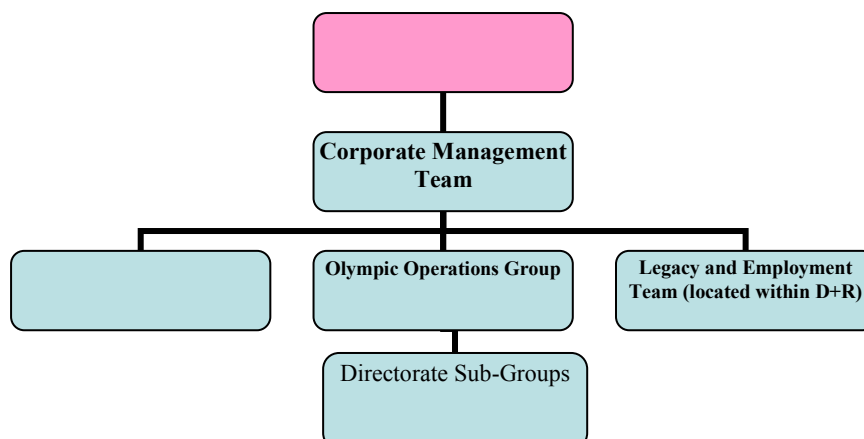
1. Set-up: Information gathering and analysis;
2. Planning: Partnership engagement, risk identification, strategic planning and resource allocation;
3. Implementation: Recruitment, training, communications and service changes.

6. **STRATEGIC APPROACH TO OLYMPIC PLANNING**

6.1 **Project set up and governance arrangements**

6.2 CLC took over corporate responsibility for Olympic Impact Planning in December 2010. Olympic legacy remained with D+R. CLC set up the necessary LBTH Olympic governance structure for impact planning via which all Olympic strategic and planning decisions were processed (see diagram 1 below). Initially this included an Olympic Board but given the scale of the risks and associated planning this was subsequently stood down in favour of direct reporting to CMT.

Diagram 1: LBTH Olympic Governance Structure



6.3 LBTH officers and Members worked with a host of partners (Olympic bodies, regional organisations, local stakeholders and Council Directorates) to ensure a coordinated and joined-up approach to manage the impact of the Games. The Olympic Operations Group (OOG) was the key partnership group (including senior LBTH managers, police, NHS, LFB, Tower Hamlets Homes, Canary Wharf Group and TfL) that drove Council service planning and information share necessary to understand and address the anticipated impacts of the Olympic Games.

6.4 Each Directorate was responsible for ensuring that their key Games related service risks were adequately defined and mitigated. Three Olympic Impact Sub Groups were set up in Children, Schools and Families (CSF); Adults Health and Well-Being (AHWB); Communities, Localities and Culture (CLC). Resources, D+R and Chief Executives managed their smaller Olympic planning agenda via their standing DMT. Each had a lead representative who reported to the OOG and was responsible for ensuring that information from the OOG was passed back to the Directorate and OOG decisions were implemented by the Directorate.

6.5 Corporate Games-time frameworks

6.6 To ensure LBTH had appropriate resilience to deliver essential services and maintain the reputation of the Council in Games-time several key corporate work streams were developed. These included

- Risk Identification
- HR - Olympic staffing requirements and data analysis
- C3 arrangements
- Communications and engagement plans
- 6 Host Borough Framework – Including Leaders and Mayors Group and the Chief Executives Group
- Member Engagement

6.7 Prioritising Risks

6.8 One of the initial work streams was to identify which LBTH services were considered 'critical' and were defined as being:

- A statutory service
- A service focused on 'life and limb' issues
- An essential support service without which the Council could not operate effectively on a daily basis;
- A service necessary to facilitate the effective delivery of the Olympic or Paralympics' Games or associated activities (e.g. trading standards, licensing and parking).

Table 1: below presents information on critical divisions, services and teams by Council directorates

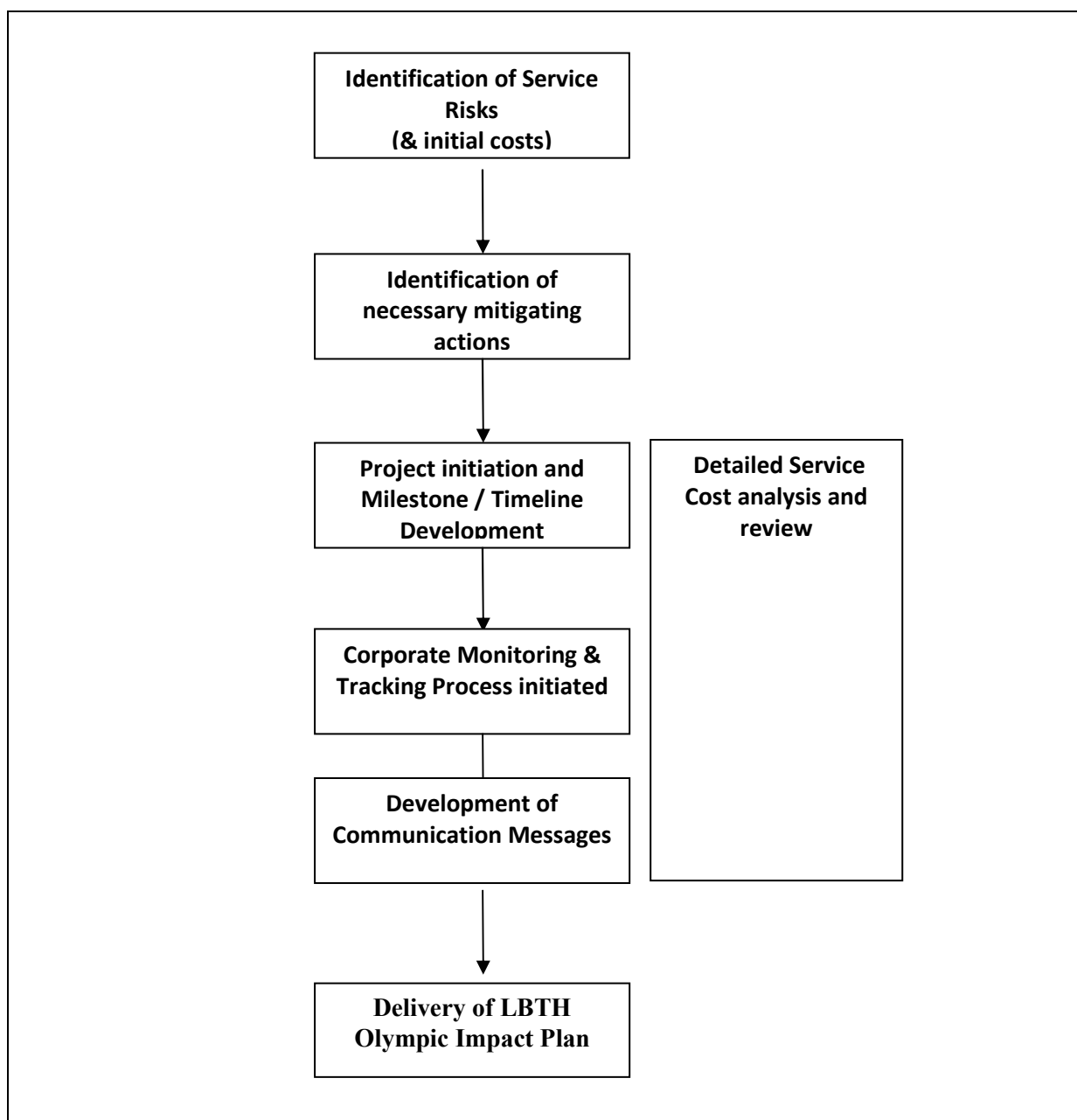
Table 1: Critical Games-time Services and Teams by Directorate

Directorate	Number of Critical Divisions	Number of Critical Services	Number of Critical Teams
AHWB	3	11	30
CE	0	0	0
CLC	5	17	127
CSF	6	24	282*
D&R	4	7	35
Resources	3	13	61
LBTH	21	72	535

*includes schools and colleges

- 6.9 Analysis showed there were 3,174 critical Council Games-time staff working in 72 services (across 21 divisions) in 535 teams with the majority identified within CSF and CLC. In addition, to provide adequate critical service cover and boost resilience a 'reserve pool' of staff were identified. In total, 1,331 staff reported they were willing to undertake different duties in Games-time, if required.
- 6.10 The flowchart (diagram 2) below highlights the key steps for LBTH service planning leading to the development of strategic plans and ultimate implementation.

Diagram 2: Service Planning Flowchart



- 6.11 Olympic progress reports were provided to the Corporate Risk team for comment prior submission to CMT and provided oversight of all risks, ownership and timelines.
- 6.12 In total, 128 Olympic projects across the Council were identified with 351 priority risks. To deliver these 750 separate milestones were tracked to manage Directorate preparations. In the week prior to the start of the Games 98.7% of the Council milestones had been completed

6.13 To ensure all LBTH risks were effectively covered and mitigated the Council adopted a worst-case scenario planning approach. All Games-time critical services completed the following planning work:

- Developed mitigation action plans and risk analysis
- Contributed to staff travel analysis and emergency staffing Plans.
- Provided transparent project milestones and timelines
- Developed internal and external communication messages
- Produced finalised full service costings related to Games delivery

6.14 Once completed, this work formed the detailed Olympic Impact Plan which outlined Games-time service delivery arrangements and any adjustments required. This work was also aligned to HR requirements and costing exercises and was accompanied by a staged financial assessment and review process overseen by the Resources Directorate and Financial Services Group (FSG). This ensured that all projects were reconciled by Directorate DMT's to the MTFP and accounted for the limited external funding provided by Olympic Agencies for Olympic service preparations.

6.15 C3 arrangements

6.16 A key component of the Council's Games-time arrangements was to set up appropriate C3 arrangements. This took the form of the Borough Olympic Coordination Centre (BOCC) which acted as the communications hub for Council services in Games-time. A key requirement of the BOCC was to provide daily 'situation reports' to the sub-regional Borough Group Support Unit (BGSU) on a number of essential services (e.g. waste collection and clean-up operations) who submitted updates to regional and national levels to inform daily Ministerial press briefings. In addition, the Council's 'Emergency Response' arrangements were reviewed and tested at local and regional level ahead of the Games.

6.17 Communications and engagement

6.18 Another vital component of LBTH Olympic planning was to ensure that pertinent and important information was cascaded to services, partners and local community. This was the responsibility of Corporate Communications to plan manage and deliver and for key service messaging and timings to be clarified with services and incorporated in to a Communications Plan.

6.19 In addition to this the Council's Olympic Planning Unit engaged a range of local stakeholders (via forums and presentations) to ensure that they were aware of emerging issues regarding Olympic planning. Key local stakeholders and partners engaged by the OPU included:

- Council of Mosques
- Tower Hamlets Community Voluntary Sector
- Pan Providers (Social Care)
- Canary Wharf Group

- KPMG
- GLA
- Registrars Service
- Children's Social Care Providers
- Key Suppliers
- RSL's

6.20 To ensure that local views concerning Olympic plans were considered, LBTH persuaded the Olympic delivery organisations (i.e. LOCOG, ODA and TfL) to deliver four additional meetings to SMEs designed to inform them of local Games-time impacts.

6.21 In May 2012 the former Head of Olympic and Paralympic Planning for Vancouver City Council visited the borough for three days and provided validation of Games-time operation planning.

6.22 Member Engagement

6.23 Over the life of the project three Member's briefing sessions were delivered to inform and update on Olympic planning progress. These were delivered with specific inputs from both TfL and LOCOG.

6.24 Three planning days were arranged with the Mayor and CMT on Olympic Planning. At these events CMT presented their service risk preparations and assumptions for review and challenge.

6.25 Overview and Scrutiny reviewed the planning approach twice ahead of the games and met on a separate occasion with representatives of TfL to better understand the technical challenges specific to modelling of traffic and congestion and verify the reasons for technical delays in the release of modelling info to the Borough.

7 BOROUGH OVERVIEW OF GAMES-TIME OPERATIONS AND ACTUAL IMPACTS

7.1 All of the service preparation at directorate level performed as planned and coped well with games time pressures. Whilst congestion pressures were sporadic and less than anticipated services in many areas were tested as predicted upturns in demand materialised. Where this occurred all services coped well.

7.2 Borough Olympic Coordination Centre

7.3 Overall, there were no major issues reported by services over the Games. The BOCC operated throughout the period with the opening and closing ceremonies being the busiest days. The BOCC was not called upon very often as most games time challenges were being adequately dealt with by Services without the need for matters to be escalated. As a result BOCC staffing levels were reduced mid games following a risk assessment. All BGSU links were successfully maintained and obligations delivered.

7.4 Service delivery

- 7.5 Comprehensive plans were put in place ahead of the games by all services to ensure that staffing levels were not disrupted. These measures included reconfiguring service operating times to avoid peak periods of the day and the introduction of new systems (e.g. Smarter Working) to enable higher numbers of staff to work from home. ICT considered the system to have worked successfully with 190 and 300 users logged onto the Virtual Network per day during the Olympic Period.

7.6 Transport impacts

- 7.7 TfL have reported that road traffic was down by 15% and the DLR and Tube carried more passengers (up 100% and 30% respectively) compared to last year. Although, traffic incidents and congestion occurred sporadically, the impacts on Borough services were very manageable. There was generally far less traffic congestion than had been anticipated across London and this has been attributed to the large number of people put off travelling in to London altogether by the TfL and LOCOG pre publicity of the ORN and Public Transport Arrangements. Public worries or uncertainties around penalties for straying on to the ORN are also likely to have been a factor.

7.8 Games-time security

- 7.9 Initial problems were encountered with the Army specific to the deployment of missiles in the Borough when agreed community engagement protocols were not followed. This resulted in considerable public anxiety. Following intervention by the Mayor and affected Ward Members and additional effort by the Army to provide assurance these concerns subsided.
- 7.10 There were a number of incidents that were addressed by security forces in the Borough the details of which were not made transparent to the Council. Following the missile deployment consultation problems security operations were generally low key with the exception of the unscheduled arrival of 2,500 troops in Wapping. All operational matters necessary to manage this deployment were dealt with successfully.
- 7.11 The Police continued to work well with the Council's THEO's and no problems with Policing were reported.

7.12 Business impacts

- 7.13 In the first week of the Games it became apparent that the ORN, TfL Traffic Management arrangements and associated messaging campaigns had caused retail and leisure footfall to drop below levels anticipated. LBTH had put in place a local SME business survey to track impacts over games time. As media stories broke regarding this impact on business the BGSU requested weekly updates on borough footfall and business impacts. The

LBTH sample based survey was used to report LBTH business impacts. It focused on:

- Staff travel
- Passing trade
- Business takings
- Deliveries
- Operating costs
- Overall impacts

7.14 The survey found that around 80% of local SME businesses reported negative impacts derived from the Games over the six weeks of the study as a result of the LOCOG and TfL 'Stay away' campaign. The Council had already established a business promotion programme ahead of the games. During the games period dialogue was also established with the Federation of Small Businesses specific to their campaign to Government for Small business compensation.

7.15 Communications work undertaken to support business during games time included targeted promotional activity targeting Brick Lane as Curry Capital of the World, Phone based area promotions and EEL promotions.

Technical work to support businesses included

- The monitoring and reporting of games time impacts on SME's to the BGSU and regional government.
- Technical support and lobbying on behalf of Fish Island Businesses.
- Engagement with TfL and statutory undertakers to resolve specific issues for businesses.
- Engagement with the Federation of Small business and support for their campaign for compensation from LOCOG for small business hit by drop off in trade as a result of the games.

8 GAMES-TIME PARTICIPATION

8.1 A successful Olympic volunteers scheme kick started the Mayor's Community Champions scheme. 100 local people were recruited and trained to accredited standards and successfully deployed during the games to act as hosts or undertake support roles for Council services. This was part funded by the NHS for which the volunteers undertook a range of way finding and public support duties effectively through out the games.

8.2 4621 residents of all ages have been able to go to the Olympics, Paralympics, Olympic Park and Olympic test events free as a direct result of the Mayors ticket scheme and other tickets secured and distributed via arrangements negotiated between the Six Host Boroughs and LOCOG.

8.3 All of the borough state run secondary schools signed up for the Get Set Ticket programme ensuring that many hundreds more children secured

Olympic Tickets and an Olympic experience to remember. Many more young people participated in school and youth based Olympic community events. 3,472 tickets were issued directly to schools via LOCOG's Ticket Share scheme.

- 8.4 In addition, 450 young people from the borough received 'master classes' from visiting Olympic teams based in the Borough. These included four engagement events with the US embassy, Olympic Committee and coaches and the GB Swimming Team.
- 8.5 The Torch Relays generated an excellent local turnout (with estimates for the Olympic event in the region of 100,000 borough residents turning out to watch). Furthermore, there was a good turnout for the Paralympic Torch Relay particularly at Canary Wharf (despite the poor weather conditions on the day).

Table 2: Total Olympic Tickets received and distributed by LBTH

Number	Tickets
200	Olympic Tickets
200	Paralympics Tickets
1040	Olympic Day Passes
1200	Goal ball/Handball test event
33	Wheel chair basketball test event
1000	Technical rehearsal Olympic Opening Ceremony
725	Olympic park day pass only (Distributed by CSF as part of the Key Seats Programme)
4	To Mayor as part of host borough dignitary
223	Opening Ceremony (distributed by CSF as part of Mosh Pit programme)
Total	4625

9 SPORTS INFRASTRUCTURE AND LEGACY BENEFITS

9.1 Mile End Stadium and training improvements

9.2 The London 2012 Games provided many positive outcomes and benefits for Tower Hamlets – which included sports facilities and equipment, Games participation and employment opportunities for local residents.

9.3 There a number of important key sports legacy benefits which were directly derived from the US team being based at Mile End Stadium as a training venue. This included:

- Replacement of athletic running track at no cost to the Council
- Upgrade of field event areas at no cost to the Council
- Resurfaced run up areas for field events at no cost to the Council
- Upgrade throwing circles at no cost to the Council

- Donation of Olympic quality training equipment (e.g. cardio-vascular, weights and strength and conditioning items).
- Upgrade of changing room areas at no cost to the Council.

9.4 Although the cost for the track replacement was significant (and will be provided by the US Athletics Association) the publication of the exact figure is subject to a confidentiality agreement requested by the US team and cannot be released. Furthermore, other work to refurbish the stadium was carried out by Barclays Bank volunteers under its corporate responsibility agenda in readiness for the Olympics.

9.5 St George's Leisure Centre (underwater PA system)

9.6 The Russian Synchronised Swimming Team was based at St George's Leisure Centre during Games-time. To facilitate their training requirements a underwater PA system was installed funded by the Russian Team. LBTH secured this as a donation to the Borough following the Team's departure to enable the community to benefit in the future.

9.7 Mile End Urban Adventure Base BMX Track facilities

9.8 The six Host Boroughs have submitted an application to 'Access Sport' (a community sport organisation for the provision of six tracks across the boroughs. Mile End Urban Adventure Base has been identified as the borough location.

9.9 Mayor's Agreement with LOCOG

9.10 Following LOCOG's decision to change the Marathon route (in November 2010) LBTH gained a number of concessions which led to a programme of activities to increase the accessibility of the Games to Borough residents (via tickets, jobs and participation) and to promote Brick Lane as a Curry Capital 2012. The agreement was signed in public on 16th February 2011.

9.11 The Mayor's 1,000 jobs commitment was exceeded with 1,700 job offers being secured from LOCOG contractors for Tower Hamlets residents. In addition, 249 Tower Hamlets residents were employed directly by LOCOG.

10. DIRECTORATE FEEDBACK

10.1 This section presents information on Games-time operations by directorate. However, it should be noted, that the information is based on currently available data which may be subject to change as some data streams have inherent time lags.

10.2 Communities Localities Culture

10.3 All CLC services performed well during Games-time.

10.4 Waste and Street Care

10.5 Waste and Street Care services operated as planned over the Games period with high levels of cleanliness delivered across the borough. In total, 125 Fixed Penalty Notices (FPN) were issued by the Commercial Waste Officers and Street Care Team over the Olympic period. The majority (62%) of FPN's during this period were for littering.

10.6 Games-time ASB

10.7 Pre games analysis indicated that an increase in some forms of ASB could be expected and service adjustments were made in preparation for such an uplift. Expected uplifts were anticipated for Alcohol related ASB, Prostitution and Noise. A 24/7 noise service was instituted; THEO Olympic deployment strategy developed and support services specific to combating prostitution reviewed. Information retrieved from the APP system showed 1,590 ASB reports were received by the Council over the Olympic period. This represented an increase of 29% reported over the same period in 2011 (1,125). There were increases in nuisance involving alcohol, prostitution, general ASB and touting compared to the same period in the previous year. Table 4 identifies all reported ASB over the Olympic period compared with the same period in 2011. Individual reports are presented below and in rank order of percentage change, highest to lowest.

Table 4: Reported ASB in Tower Hamlets

Activities	2012	2011
Alcohol	388	81
Prostitution	87	23
General ASB	51	19
Touting	16	7
Rubbish	74	45
Byelaw	33	23
Noise	607	451
Vehicle	30	23
Housing	46	41
Violence	51	46
Animal	32	31
Drugs	32	32
Begging	18	20
Other	43	61
Hate Crime	5	9
Environmental	68	164
Vandalism	5	17
Fly-Posting/Fly-Tipping/Graffiti	4	32
Total	1590	1125

10.8 Drug Interventions Programme (DIP)

10.9 Pre games analysis indicated that levels of street based drug activity would increase during games time. The DIP functioned well during the Olympic Games period and there were no disruptions to the service in Games-time. Emerging figures show that drug related arrests halved between 2011 and 2012 (from 315 to 148). However this may reflect a temporary shift in local policing priorities during the games rather than a reduction in street level drug activity. The number of arrested people testing positive for drugs increased by 21% (from 31% to 52%).

10.10 Parking

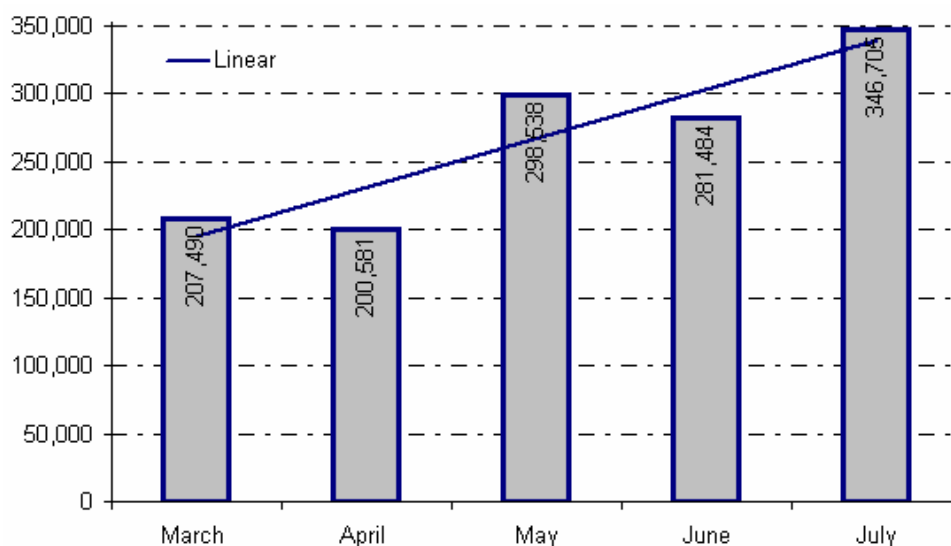
10.11 The Residents and Businesses Parking Protection Area (RBPPA) extended parking restrictions in the eastern half of the borough from their normal times to 8.30am to 9.00pm, Mondays to Sundays. This required extra resource in terms of both the number of enforcement officers and the times that officers worked. The Borough also implemented a temporary permit solution in order to minimise the impact of the extra restrictions on residents and businesses.

10.12 Parking Services assessed and managed effectively all relevant risks. The RBPPA functioned as planned.

10.13 Cycle Hire

10.14 Information collected on the total Barclays cycle hire scheme showed a large increase in the number of cycle trips in July (346,705) compared with June 2012 (281,484) – representing a 23% rise between the two months. The chart (1) below highlights a steady increase in scheme use from March to July 2012.

10.15 Chart 1: Total Barclay Cycle Hire Use in Tower Hamlets (March to July 2012)



10.16 Live Site

10.17 The Live Site was managed and delivered by contractors (Live Nation) working to the GLA. All Live Site marketing required sign off from Live Nation, LBTH, GLA and Royal Parks. Live Nation led on delivering the Live Site and also led on marketing. Whilst visitor numbers varied significantly day to day and hour to hour approximately 200,000 visitors attended Victoria Park Live Site over the Games period. The Council secured a bond (of £80,000) from Live Nation as contingency to cover the full costs of any necessary reparations, if required – which has now been used to carry out the essential remedial works.

10.18 *Development & Renewal*

10.19 D&R have reported that its Services operated effectively throughout the Games period. The measures put in place by services to mitigate the Olympic risks meant that the Olympics had no significant adverse effects on the standards or levels of service delivered.

10.20 The Housing Options Service did, as anticipated, experience a reduction in the availability of emergency private sector accommodation in Tower Hamlets and neighbouring boroughs. However, it had procured additional emergency B&B accommodation in partnership with other East London boroughs to make up for the shortfall.

10.21 The Building Control service operated an extended rota in order to maintain emergency cover.

10.22 The preparatory measures put in place by Facilities Management meant there was no impact on service delivery during the period.

10.23 For Tower Hamlets Homes the objective was to maintain normal operations as far as possible. This was achieved.

10.24 A number of measures implemented for the Games will have ongoing benefits for service delivery. For example, stronger links were established with AHWB around supporting vulnerable residents. The new contacts and relationships that were developed will continue to be used to improve the way we work together and share intelligence. Similarly, the changes to the caretakers' shift patterns received positive feedback from both staff and residents, which will be incorporated into a future review of the service".

10.25 In addition to the jobs secured via the Mayors Agreement negotiated by D+R and outlined in 7.9 above, 1,668 Tower Hamlets residents worked for the ODA or their contractors over the Games period.

10.26 *Children Schools Families & Adults Health and Well Being*

10.27 CSF & AHWB have reported that all of the projected risks were effectively covered and both directorates performed well during the Olympics. It is

expected that there will be many benefits emerging from the experience in terms of improved business continuity planning and supporting tools, including enhanced GIS and embedded plans for satellite hubs, youth engagement and partnership working.

10.28 Some of the specific benefits identified by both directorates are listed as follows:

- CSF is looking into future events such as World Cup and Commonwealth Games for Youth Engagement activities. Also currently contributing to a Sports Strategy to 'Lock in' momentum and benefits.
- From a business continuity perspective CSF and AHWB now have a documented process for setting up alternative duty points (based on the Olympic planning) in partnership with other Directorates and local Boroughs.
- A bespoke GIS module for use during emergencies. The resulting system held geographical and service related data on every vulnerable client in the Borough. In addition, the system was set up to include locations of satellite service hubs in accordance with pre-planned risk mitigation, along with other Olympics related information.
- Partnership working was also re enforced and improved by the Olympic Planning activities that took place between the two Directorate areas particularly between the Meals Service and Day services for adults and home care.

10.29 Resources

10.30 The Resources Directorate provided support in relation to HR planning and Olympic HR policy development ensuring that everyone had a clear understanding of the implications of their mitigation planning specific to HR obligations. The collection of employee data, especially items such as home location was used by managers to inform decisions and could prove useful in the future.

10.31 ICT supported the new VDI environment which enabled a greater number of staff to work from home or other sites. This complimented the work on managing behaviours to support Smarter Working that was undertaken corporately. Customer Access received fewer calls and visits than the same time the previous year.

11. COMMENTS OF THE CHIEF FINANCE OFFICER

11.1 The following net additional costs have been identified as having been incurred by the Council during the period of the Games:

Street Cleansing	£458,000
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CCTV in Victoria Park	£115,000
Events and marketing to promote tourism	£235,000
Total:	£808,000

11.2 These costs will be met from earmarked reserves set aside for the purpose.

11.3 In addition, £1.754m was provided by LOCOG, TfL, the GLA and other partner bodies contributing to street cleaning, the Olympic Route Network, volunteering and other costs. This included funding provided by the US Olympic Committee for track improvements at Mile End Stadium. In all an additional £2.562m was spent during the period of the Games, around two-thirds of which was met by external partners.

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

12.1 The proposal to continue to lobby in conjunction with other host boroughs may be properly aligned with discharge of the Council's statutory functions and Council's strategic objectives, such as expressed in the Tower Hamlets Community Plan. This may be supported by reference to specific statutory powers, the Council's general power of competence in section 1 of the Localism Act 2011 or the incidental power in section 111 of the Local Government Act 1972.

12.2 The Council's Games-related planning required hundreds of hours of legal support. This included –

- Preparation of legal agreements, including for the Victoria Park Live Site.
- Dealing with litigation, such as the challenge to the decision to move the Olympic marathon route (which secured jobs for the borough).
- General advice about Games issues, such as the curry capital designation and crowd control, often on an urgent basis.

12.3 It does not appear that the Games gave rise to higher than usual enforcement referrals to Legal Services. Usual court listings in the Thames Magistrates' Court were suspended during the Games and the associated back-log is presently being dealt with.

13. ONE TOWER HAMLETS CONSIDERATIONS

13.1 The effective planning undertaken by the Council and its partners ensured that all One Tower Hamlets issues were well managed during games time and community cohesion did not suffer.

13.2 Effective pursuit of Olympic legacy regeneration will assist with a wide range of poverty related inequalities experienced by residents in this Borough. The Growth Borough Group are preparing a lobby platform based on addressing key disadvantages across economic, housing, employment and health agendas faced by residents of the east end.

14. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

14.1 There are no implications.

15. RISK MANAGEMENT IMPLICATIONS

15.1 The approach taken to Olympic Impact preparation was entirely risk based. The programme of risk management actions were completed to time and all relevant processes put in place to manage risks worked effectively.

16. CRIME AND DISORDER REDUCTION IMPLICATIONS

16.1 There are no crime and disorder reduction implications specific to the recommendations. Monitoring and joint tasking arrangements are in place to review and manage the nature of any uplift in localised crime and ASB should it persist.

17. EFFICIENCY STATEMENT

17.1 N/A

18. APPENDICES

None

**Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012
List of “Background Papers” used in the preparation of this report**

Brief description of “background papers”	Name and telephone number of holder and address where open to inspection.
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None

Agenda Item 6.3

Committee/Meeting: Cabinet	Date: 5 th December 2012	Classification: Unrestricted	Report No: CAB 51/123
Report of: Corporate Director: Stephen Halsey Originating officer(s) David Tolley – Head of Consumer and Business Regulations		Title: Saturation Policy – Brick Lane Area Wards Affected: Weavers, Spitalfields and Banglatown, Whitechapel	

Lead Member	Councillor Ohid Ahmed
Community Plan Theme	A Safe and Cohesive Community
Strategic Priority	Focusing on Crime and ASB

1. **SUMMARY**

- 1.1. Under the Licensing Act 2003 the Council have the power to designate an area within the Borough a “Cumulative Impact Zone” if it feels that the number of licensed premises is having an adverse impact on any of the Licensing Objectives (crime and disorder, noise / nuisance, public safety and harm to children).
- 1.2. It is proposed that the Council adopt a saturation policy for Brick Lane and environs on the basis of the high levels of crime, anti social behaviour and alcohol related harm. This has the support of the Police and would be managed in partnership with them.
- 1.3. This report presents the context, evidence and justification for adoption and explains the process required for implementation.

2. **DECISIONS REQUIRED**

The Mayor in Cabinet is recommended to:-

- 2.1 Consider and comment on the proposal for the area defined in the draft policy to become a “Cumulative Impact Zone”
- 2.2 Consider and comment on the draft policy.
- 2.3 Agree that consultation on the draft policy may commence

3. REASONS FOR THE DECISIONS

- 3.1 The Council has the power to consider the cumulative impact of licensed premises in any part of the Borough and make special provision for this in its statement of Licensing Policy.
- 3.2 The draft policy consultation will be undertaken highlighting the policy considerations in section 12 of the attached 'Proposal for Cumulative Impact Policy for the Brick Lane area'.

4. ALTERNATIVE OPTIONS

- 4.1 Cabinet does have the option not to introduce a cumulative impact zone. This option may have an adverse impact on the achievement of the licensing objectives .i.e. reducing crime and disorder and nuisance.
- 4.2 The creation of the cumulative impact zone will enable the current licence holders to carry on their business as they currently do. The creation of the zone will require any new licence applicants to demonstrate that they will not have an adverse impact on the area and that a rebuttal presumption will stand.

5. BACKGROUND

- 5.1 Tower Hamlets Police in their role as a "Responsible Authority" under the Licensing Act 2003 have expressed their concern at the levels of alcohol related harm, crime, disorder and anti social behaviour in and around the Brick Lane.
- 5.3 The Council have introduced many measures to deal with Crime and Disorder within the Borough namely:
 - a) Investment with the police to create the Partnership Task Force, 21 Officers
 - b) Second round of 18 Police Officers to commence in November 2012
 - c) Creation of the Police Town Centre Team
 - d) Introduction of the Tower Hamlets Enforcement Officers who from September 2011 to August 2012 made 2146 alcohol seizures, an 89 per cent rise on the previous year. They also made 115 street urination prosecutions and served 20 Noise abatement notices over the last 12 months in Brick Lane and the surrounding area.
 - c) Introduction of a Drinking Control Zone in September 2011
 - d) Licensing reviews undertaken and extra conditions imposed on licences to reduce anti social behaviour.

- 5.2 Under the Licensing Act 2003 the Council as Licensing Authority may consider introducing saturation policies (known under the guidance to local authorities as “Cumulative Impact Policies”).
- 5.3 These policies can be introduced where there is a combined impact or cumulative effect of licensed premises on one or more of the four Licensing Objectives, namely crime and disorder, the protection of children from harm, public safety or public nuisance
- 5.4 To develop this policy there is a requirement to specifically identify the area and for adequate evidence to be produced to justify a policy.
- 5.5 If a policy is then proposed by the Council, it must consult with relevant stakeholders. If the consultation responses support the proposals the Council can then introduce a policy that presumes against further licences being issued.
- 5.5 This does not stop applications being submitted and considered – it is not a ban on new licences. Any applicants may be successful if they can demonstrate and convince the Responsible Authorities and Licensing Sub Committee that their business will not add to any of the problems that have been identified.
- 5.6 Current licence holders and their current operating hours are not affected. The affect will be for new applicants or those that wish to vary their licences. The licences affected are both alcohol on and off sales and those premises that require a licence for late night refreshments.
- 5.7 It has been agreed with the Communications Team that there will be a communications strategy around the consultation exercise to reduce any potential concerns for current licence holders.

6. PROPOSAL, JUSTIFICATION & TIMETABLE

- 6.1 There has been an ongoing dialogue between the Police and the Council. Considerable evidence has been produced and captured in the “Proposal for Cumulative Impact Policy for Brick Lane Area” which is in Appendix 1 of this report
- 6.2 The proposal explains in detail:-
- What a Cumulative Impact Zone (CIZ) is
 - The powers the Council has to introduce a CIZ
 - The limitations of a saturation policy
 - The area suggested in and around Brick Lane for the CIZ
 - The Brick Lane demographics
 - The detailed evidence that provides the justification for a CIZ.
 - Details of other saturation policies in the rest of London
 - Conclusions and recommendations

- 6.3 The justification for a saturation policy in Brick Lane can be summarised as:-
- a. There are already over 207 Licensed Premises within this small area (17.6% of all premises within Tower Hamlets).
 - b. The continuing high levels of violent / alcohol related in the Brick Lane Area (2011 Violent Crime 30% of all Alcohol Related Crime)
 - c. It is responsible for 8% of all crime within Tower Hamlets.
 - d. There has been a steady increase in notifiable offences
 - e. There has been a steady increase in criminal damage and drug offences
 - f. It is responsible for the highest level of complaints about street drinking
 - g. 22% of all police calls to Licensed premises are in the Brick Lane Area
 - h. There are clear demonstrable links between violence against the person offences and alcohol related violence in the Brick Lane Area.
 - i. LBTH has the second highest level of ASB in London
 - j. The highest rates of ASB in the Borough are in the Brick Lane Area
 - k. ASB is now decreasing in the Borough and Brick Lane Area but it still is at levels that continues to give rise to complaints from local residents
 - l. LBTH has significantly worse alcohol related harm indicators compared with regional and national averages
 - m. There is a steady increase in ambulance call outs in the Brick Lane Area
 - n. The Brick Lane Area has a vibrant and expanding night time economy which has led to a sizeable and steady increase in visitors to the area.
 - o. Considerable tensions have been built up because of the conflicting demands of the night time economy and the local residents.
 - p. The increasing levels of crime, disorder, and alcohol related harm has meant the need to deploy increasing levels of resourcing by the Police, Local Authority and other partners.
- 6.4 It is therefore contended that the numbers of licensed premises have reached saturation point and there is a need to limit any further increases in licences being issued or variations being made.
- 6.5 The likely timetable for the Policy Implementation will be
- Cabinet approval – Dec 2012
 - Consultation concludes – Feb 2013
 - Policy Implementation – June 2013
- 6.6 The Appendix to this report contains the draft policy document “Proposal for Cumulative Impact Policy for Brick Lane area
- 6.7 This report outline plans for the consultation on the policy, including timeframes. The Communications Team will liaise with the Consumer and Business Regulation Service to develop a communications strategy for this policy in line with the Mayor’s priorities for the borough.

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 7.1 There are no specific financial implications emanating from this report. The service will need to ensure that in adoption of the policy it is deliverable within existing budgeted resources.

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

- 8.1 The Council is required by section 5 of the Licensing Act 2003 to determine its policy with respect to the exercise of its licensing functions, and to publish a statement of that policy. The statement of licensing policy operates for a period of three years (in future it will be five years following a change in the law), during which time the Council must keep it under review and make such revisions to the policy as are considered appropriate.
- 8.2 Cumulative impact is not mentioned specifically in the Licensing Act 2003. The Secretary of State has, however, issued guidance under section 182 of the Act, which deals with cumulative impact. The Council must have due regard to the statutory guidance in exercising its licensing functions (Licensing Act 2003, section 4(3)).
- 8.3 According to the statutory guidance, cumulative impact means “the potential impact on the promotion of the licensing objectives of a significant number of licensed premises concentrated in one area”. The cumulative impact of licensed premises on the promotion of the licensing objectives is a proper matter for the Council to consider in developing its licensing policy statement. The statutory guidance gives an indication of types of cumulative impact, which focus on nuisance, disorder and crime in areas where the number, type or density of premises selling alcohol is high or exceptional, resulting in a concentration of large numbers of drinkers.
- 8.4 A saturation policy or cumulative impact policy would form part of the Council’s statement of licensing policy. This would require the Council to revise its existing policy statement. Before revising the policy, the Council must first consult with persons specified in section 5(3) of the Licensing Act. Revisions to the statement of licensing policy are the responsibility of full council. The statement of licensing policy forms part of the budget and policy framework in Article 4 of the Council’s Constitution and revisions to it should be brought forward in accordance with the Budget and Policy Framework Procedure Rules. This will involve consultation with the Overview and Scrutiny Committee.
- 8.5 The statutory guidance provides that there should be an evidential basis for the decision to include a special policy within the statement of licensing policy. In that regard, local community safety partnerships and responsible

authorities, such as the police and the local authority exercising environmental health functions, may hold relevant information which can be used to establish the evidence base for introducing a special policy relating to cumulative impact into their licensing policy statement. Evidence to show cumulative impact of licensed premises on the promotion of the licensing objectives may include:

- Local crime and disorder statistics, including statistics on specific types of crime and crime hotspots;
- Statistics on local anti-social behaviour offences;
- Health-related statistics such as alcohol-related emergency attendances and hospital admissions;
- Environmental health complaints, particularly in relation to litter and noise;
- Complaints recorded by the local authority, which may include complaints raised by local residents or residents' associations;
- Residents' questionnaires;
- Evidence from local councillors; and
- Evidence obtained through local consultation.

8.6 Relevant evidence will need to be gathered and considered before any cumulative impact policy can be formulated and brought forward for adoption.

8.7 The statutory guidance identifies steps to be followed in considering whether to adopt a cumulative impact policy within the statement of licensing policy. At this stage, concerns have been identified about crime and disorder and a risk of cumulative impact. If a policy is to be brought forward, then the evidence base will need to be expanded and the statutory consultation carried out.

8.8 When preparing revisions to its statement of licensing policy, 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. This will require equality analysis, which should be carried out in conjunction with any consultation.

9. ONE TOWER HAMLETS CONSIDERATIONS

9.1 An equalities impact assessment has been undertaken and no adverse impacts have been identified.

10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

10.1 There are no adverse impacts identified.

11. RISK MANAGEMENT IMPLICATIONS

11.1 There are no identified risks, current licence holders and their current terms of business are not affected. Any new application, if representations are made, will still be determined by the Licensing Sub – Committee and subjected to the procedures of that Sub-Committee.

12. CRIME AND DISORDER REDUCTION IMPLICATIONS

12.1 The Appendix to the report identifies the current crime and anti-social behaviour statistics. As discussed in the report the adoption of a cumulative impact zone should have a downward pressure on the number of crime and anti-social behaviour incidents and complaints.

13. EFFICIENCY STATEMENT

13.1 The costs of monitoring the cumulative impact zone will be included in the current monitoring regime.

14. APPENDICES

Appendix 1 – Proposal for Cumulative Impact Policy for Brick Lane Area
Appendix 2 – Equality Analysis Quality Assurance Checklist

**Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012
List of “Background Papers” used in the preparation of this report**

Brief description of “background papers”	Name and telephone number of holder and address where open to inspection.
None	N/A

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Proposal for Cumulative Impact Policy for Brick Lane Area

1.0 What is a Cumulative Impact Policy and what powers does the Council have

- 1.1 Under the Licensing Act 2003 the Council has to have and review a “Statement of Licensing Policy” which details how it will administer and enforce the provisions of the Act.
- 1.2 The Council has the power to consider the “cumulative impact” of licensed premises in any part of the Borough and make special provision for this in its Statement of Licensing Policy. Cumulative impact means the potential impact on the promotion of the licensing objectives of a significant number of licensed premises concentrated in one area.
- 1.3 The Licensing objectives are:-
- The prevention of crime and disorder.
 - Public safety.
 - The prevention of public nuisance.
 - The protection of children from harm.
- 1.4 If the Council identifies a concern linked to a Licensing Objective it may choose to start the process towards adopting a special policy for a Cumulative Impact Zone. The process of adopting a policy is as follows:-
- a. Gather evidence and demonstrate issues are happening and are caused by customers of licensed premises or identify that the risk of cumulative impact is imminent
 - b. Define boundaries / area where problems are occurring
 - c. Consult with responsible authorities, affected businesses and residents
 - d. Determine and publish in statement of Licensing Policy
- 1.5 The effect of adopting a special policy for a Cumulative Impact Zone is to create a “rebuttable presumption” that applications for new premises licences or club premises certificates or variations that are likely to add to the existing cumulative impact will normally be refused, following relevant representations. If however the applicant can demonstrate in their operating schedule that there will be no negative cumulative impact on one or more of the licensing objectives, their application could be granted.
- 1.6 However, a special policy must stress that this presumption does not relieve responsible authorities or interested parties of the need to make a relevant representation, referring to information which had been before the licensing authority when it developed its statement of licensing policy, before a licensing authority may lawfully consider giving effect to its special policy.

- 1.7 If there are no representations to an application when a special policy is in force, the licensing authority must grant the application in terms that are consistent with the operating schedule submitted. It is also a requirement that special policies should be regularly reviewed to ensure they are still relevant and needed.
- 1.8 The guidance for Local Authorities which advises on the application of its powers under the Licensing Act 2003 is clear about the limitations about the extent of cumulative impact. It advises the following:-
- a. Cumulative impact as it relates to the Licensing does not relate to need. This is an issue that is dealt with through the Planning process.
 - b. Special Policies must not be used to revoke a licence. Revocation must take place after an individual licence review.
 - c. Special Policies must not impose quotas
 - d. Other mechanisms both within and outside the remit of the licensing regime should be recognised for controlling cumulative impact
 - e. Special Policies must not state a blanket terminal hour
 - f. Special Policies must never be absolute - individual circumstances must always be considered
- 1.9 The guidance also advises that other mechanisms both within and outside the remit of the licensing regime should be recognised for controlling cumulative impact. Examples of these are:-
- a. Planning controls.
 - b. Positive measures to create a safe and clean town centre environment in partnership with local businesses, transport operators and other departments of the local authority.
 - c. The provision of CCTV surveillance in town centres, ample taxi ranks, provision of public conveniences open late at night, street cleaning and litter patrols.
 - d. Powers of local authorities to designate parts of the local authority area as places where alcohol may not be consumed publicly.
 - e. Police enforcement of the general law concerning disorder and anti-social behaviour, including the issuing of fixed penalty notices.
 - f. The prosecution of any personal licence holder or member of staff at such premises who is selling alcohol to people who are drunk.
 - g. The power to confiscate alcohol in public places across the borough (Drinking Control Zone).
 - h. Police powers to close down instantly for up to 24 hours any licensed premises or temporary event on grounds of disorder, the likelihood of disorder or noise emanating from the premises causing a nuisance.
 - i. The power of the police, other responsible authorities or a local resident or business to seek a review of the licence or certificate in question.
 - j. Other local initiatives that similarly address these problems.
- 1.10 The Council have introduced many measures to deal with Crime and Disorder within the Borough namely:

- a) Investment with the police to create the Partnership Task Force, 21 Officers
- b) Second round of 18 Police Officers to commence in November 2012
- c) Creation of the Police Town Centre Team
- d) Introduction of a Drinking Control Zone
- e) Introduction of the Tower Hamlets Enforcement Officers who from September 2011 to August 2012 made 2146 alcohol seizures, an 89 per cent rise on the previous year. They also made 115 street urination prosecutions and served 20 Noise abatement notices over the last 12 months in Brick Lane and the surrounding area.
- f) Licensing reviews undertaken and extra conditions imposed on licences to reduce anti social behaviour.

2.0 Cumulative Impact Proposals for the Brick Lane Area

- 2.1 The Police in Tower Hamlets have expressed a desire to formulate a special policy on cumulative impact for Brick Lane and its immediate environs.
- 2.2 Over the last decade, Brick Lane has developed into one of London's major night time economies. Brick Lane attracts not only Londoners to the area but many tourists, especially young foreign students who have read about the vibrant night life in and around the Truman Brewery. Others are attracted by the many curry restaurants in the street.
- 2.3 Brick Lane and its environs have the highest concentration of licensed premises in Tower Hamlets. This continued development and increased number of restaurants, late night takeaways, off licences and bars, have now placed a considerable strain on police resources and also that of other responsible authorities.
- 2.4 This has lead to alcohol related violence, public disorder and anti-social behaviour (ASB). Some may be considered "low level" ASB but actions such as urinating in the street or groups of foreign students playing drums into the early hours of the morning has a debilitating effect on the local residents and blights their home lives.
- 2.5 A special policy on cumulative impact is an important strand in a range of policies to promote and support the delivery of three of the four licensing objectives, namely:-
 - a. The prevention of crime and disorder
 - b. The prevention of public nuisance
 - c. Public safety
- 2.6 The Police in Tower Hamlets advocate that the proposed policy would include all licensed premises. It is not usual to include off licences in a special policy but there is an association in Brick Lane that off licences are linked to some of the disorder in the area. There are nine off licences in the area. Some of these are open after the nearby pubs and clubs have closed. As a result, people congregate outside the premises and the continued access to alcohol

only increases ASB. It often leads to people sitting in surrounding streets disturbing the residents whether it is by continuing their partying or committing disorder. Although a special policy will not directly affect the current off licences in this area, it will play a very important role in any future applications including variations. This is similarly true of late night eateries, especially chicken shops.

- 2.7 The Borough's Police would like a special policy to be adopted for the Brick Lane area. It will maintain a balance between the importance of the night time economy and the concerns of the Metropolitan Police and local residents.
- 2.8 Whilst it is important to support a vibrant economy in Tower Hamlets the balance has to be struck between an uncontrolled expansion of licensed premises and what follows and the need to ensure public safety, quality of life for local people and prevention of crime and disorder.
- 2.9 It is clear that over recent years the development of Brick Lane into a tourist attraction has seen considerable investment to draw people into the night economy. With this comes large numbers of visitors, crowded places and a crime hotspot with issues related to alcohol. This needs to be managed at a strategic level and the special policy proposal would be an essential tool in focusing attention on getting the balance right.

3.0 Context, Scope and Evidence

- 3.1 The evidence provided to support this proposal has been produced by the Police and the Council's Safer Communities Services.
- 3.2 The evidence provided is as follows:-
- a. An overview of the premises licensed under the Licensing Act 2003 across the Borough
 - b. The proposed area where the special policy for cumulative impact will apply
 - c. Brick Lane demographics
 - d. Comparative crime statistics for the Brick Lane area to show trend and hot spots.
 - e. Links with violent crime in wards surrounding Brick Lane
 - f. Comparative Anti Social Behaviour statistics for the Brick Lane Area
 - g. Comparative Alcohol Related Harm statistics
 - h. Current CIZ's in London.

4.0 Licensing Overview for Tower Hamlets

- 4.1 Tower Hamlets has an area of just over 19 sq km. It is the 6th smallest Local Authority area in England and London. Located within Tower Hamlets are **909** venues with premise licenses and these venue types can be broken down into the following categories;

Licensed Premises in Tower Hamlets	
Premises Category	Number of Premises
Church / Community Organisations	7
Members / Social / Sports Clubs	26
Pub / Night Club / Wine Bar	190
Restaurant / Café	312
Nightclub	9
Off Licences / Grocers / Shops	245
Hotel / Arts / Cinema / Conference	48
Office / Catering / Commerce	28
Takeaways	39
Educational	8
Other	22
Total	909

- 4.2 The two main geographical areas for licensed premises are concentrated are the Brick Lane and Canary Wharf Areas.
- 4.3 The map below (Figure 1) shows the location of the licensed premises within Tower Hamlets with the two key high concentration locations of **Brick Lane** (blue area) and **Canary Wharf** (green area) highlighted.

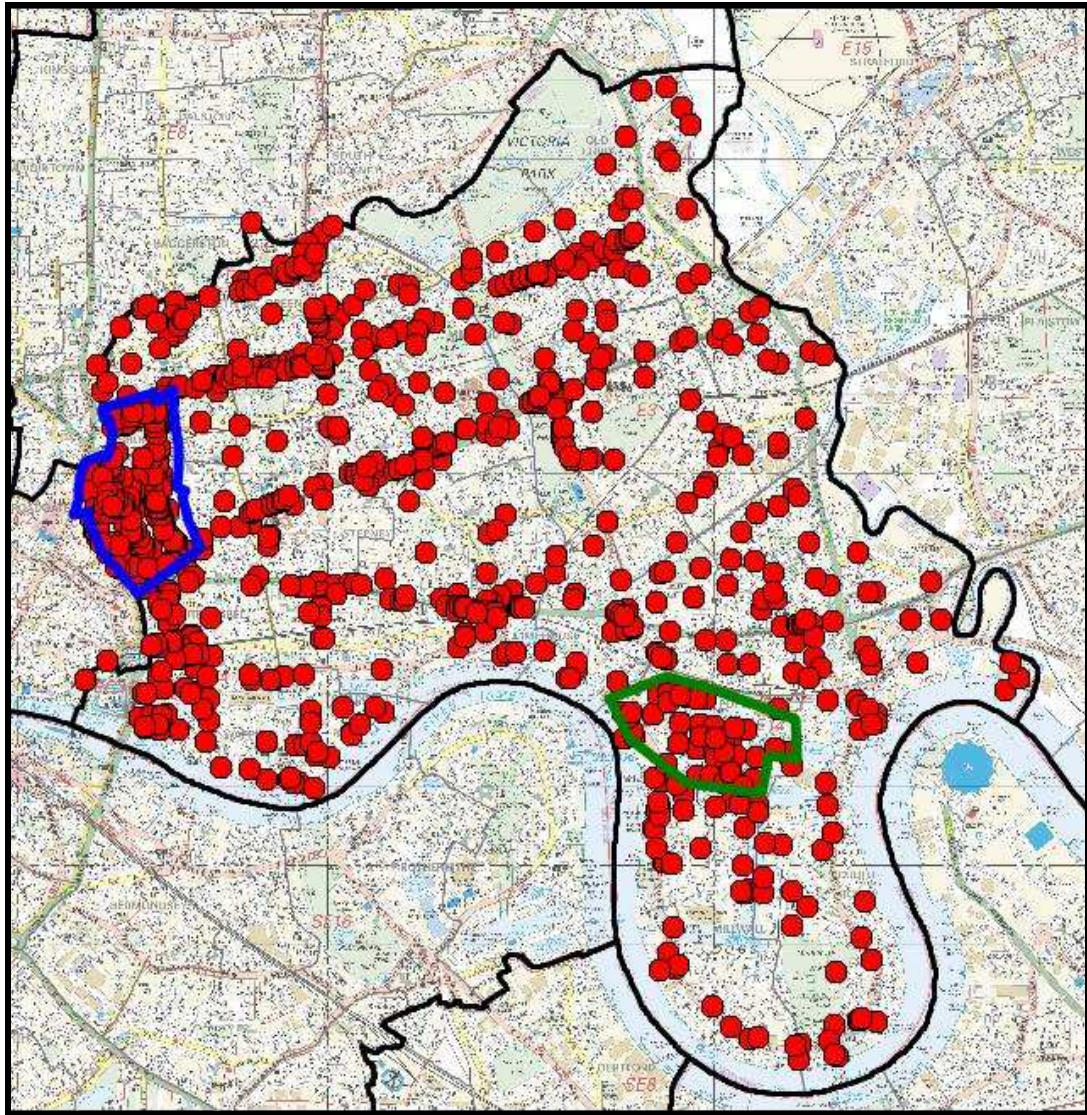


Figure 1

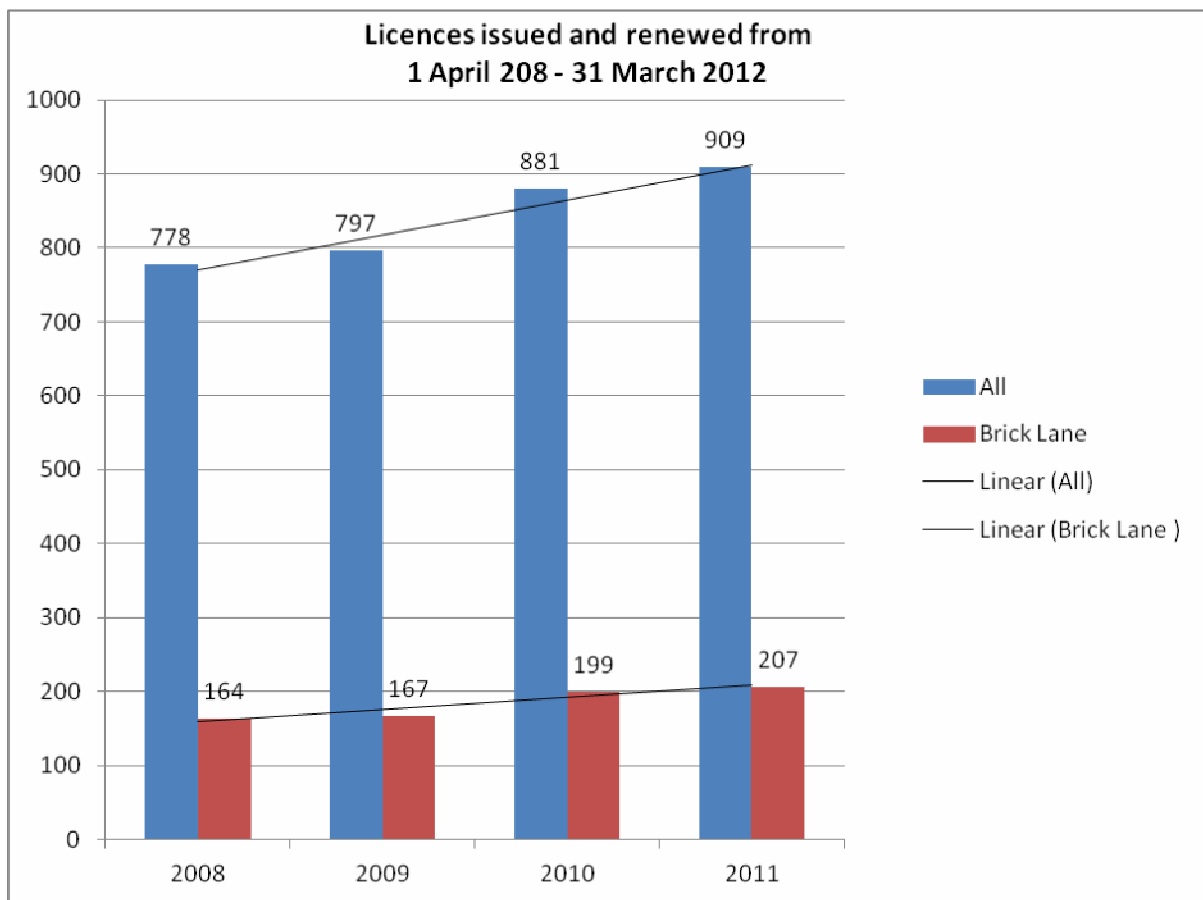
4.4 The 207 premises in the proposed Brick Lane Saturation Zone can be broken down into the following categories.

Licensed Premises in the Brick Lane Saturation Area	
Premises Category	Number of Premises
Church / Community Organisations	4
Members / Social / Sports Clubs	1
Pub / Night Club / Wine Bar	31
Restaurant / Café	117
Off Licences / Grocers / Shops	28
Hotel / Arts / Cinema / Conference	14
Office / Catering / Commerce	0
Takeaways	4

Educational	3
Other	0
Total	207

4.5 The proposed saturation area accounts for 22.8% of all licensed premises in the Borough. The proposed saturation area is 2.85% of the total area of the Borough.

4.6 The chart below (Figure 2) shows that the number of annual premises licences that are operational for the Borough and in the Brick Lane area. The number of licences is shown to be steadily increasing both in the Borough as a whole and in the Brick Lane area



(Figure 2)

5.0 The Proposed Brick Lane Cumulative Impact Zone

5.1 The proposed Cumulative Impact Zone area is detailed in the map below (Figure 3). The map shows all of the premises (red dots) currently licensed under the Licensing Act 2003 in the Brick Lane Area. The proposed area is defined by the blue line.

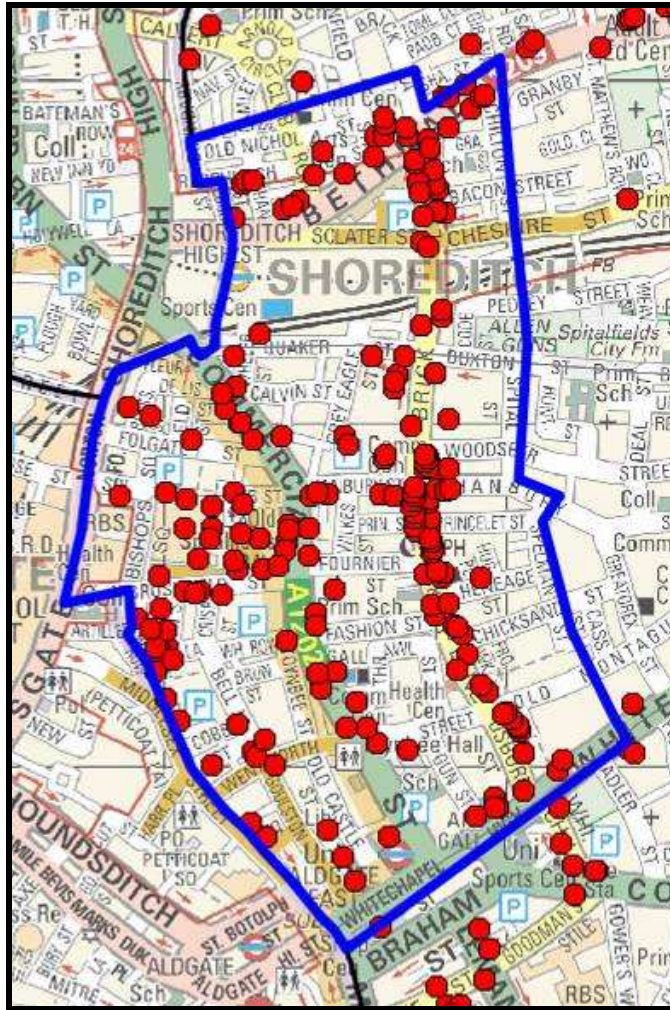


Figure 3

6.0 **Brick Lane Profile**

- 6.1 In the north west of Tower Hamlets are the busy commercial and residential wards of Weavers and Spitalfields & Banglatown. Brick Lane runs down the spine of these two wards. Brick Lane's thriving night time economy is its main attraction to visitors from within and outside the Borough.
- 6.2 Brick Lane houses a large number of licensed venues, clubs and restaurants, predominantly clustered around the Truman Brewery, drawing large crowds. Its proximity to the City's commercial centre means that the population of this area can increase dramatically after offices close. In addition, large volumes of tourists visit the area during peak summer months.
- 6.3 There are several key transport hubs in the area making Brick Lane and its immediate environs readily accessible. The main access point is Liverpool Street train and underground stations which draw an increasingly high volume of people from across the UK with over 57 million using the train station alone during 2007/08 [Office of Rail Regulation statistics] linking to commuters and airports. In addition, there is a nearby underground station at Aldgate East. In May 2010, a new underground station opened at the northern end of Brick Lane (Shoreditch High Street – East London Line) which is linked to the London overground network.

- 6.4 This is likely to increase the number of visitors to the area.
- 6.5 The southern half of Brick Lane is populated with restaurants, many serving as licensed premises. Touting remains a problem in these areas with some of these venues employing 'touts' to persuade customers inside.
- 6.6 There is also evidence of links between this Touting activity, drug dealing and violent crime.
- 6.7 Brick Lane and Spitalfields has been a centre for prostitution in London for centuries and during 2009-2010, the area around Commercial Road accounted for the majority of prostitution related offences on the Borough.
- 7.0 **Overview of Alcohol Related and linked Crime in the Brick Lane Area**
- 7.1 There is a well established link between alcohol and violent crime. This manifests in higher levels of violent crime where there is a strong night time economy and higher levels of alcohol consumption.
- 7.2 The hotspot maps (Figure 4 and 5) below show Street Drinking complaints to the Police for the periods, April 2010– March 2011 and April 2011– March 2012 shows 3 main hotspots with the largest and most noticeable in the proposed Brick Lane Cumulative Impact Zone. The proportion of the Borough's total calls for the Brick Lane area was for the two periods 13% and 12% of the complaints received.

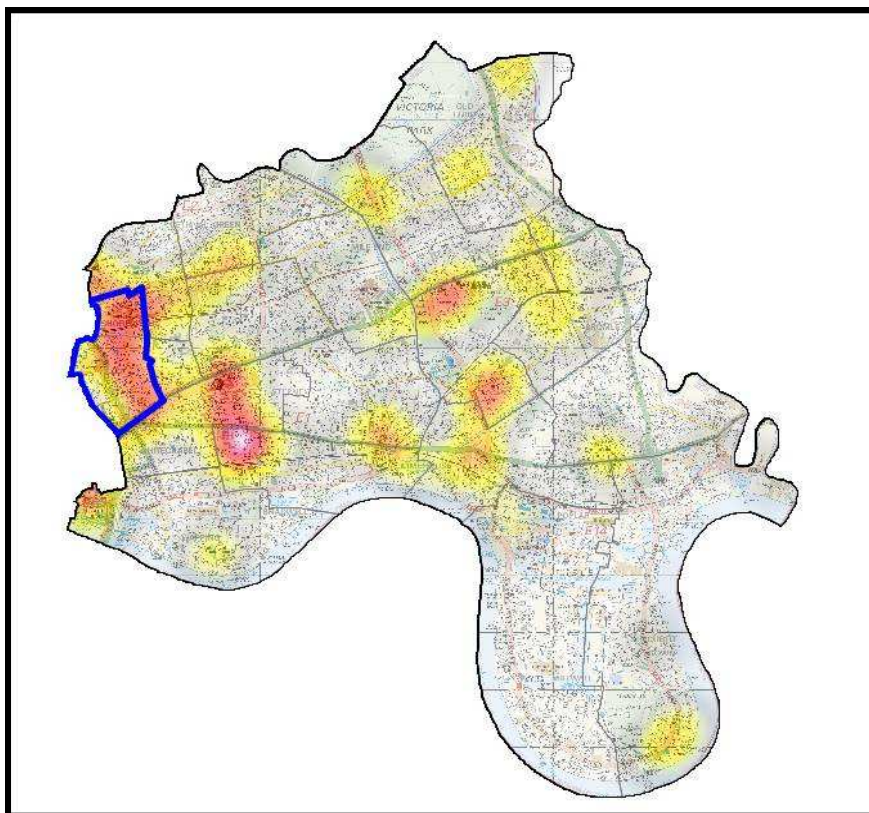


Figure 4

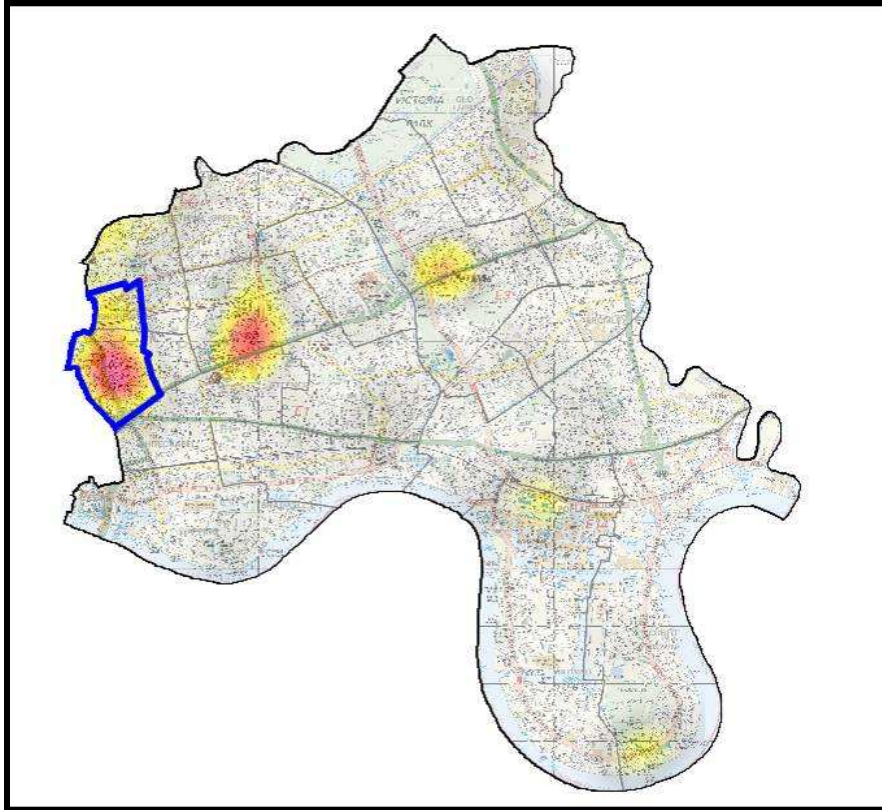


Figure 5

7.3 The next hotspot maps (Figures 6 and 7) for the Borough shows calls made to the Police about Licensed premises for the periods April 2010 – 2011 and April 2011 – March 2012. The proportion of total calls in the Borough calls emanating from premises in the proposed Brick Lane Cumulative Impact Zone for these periods were 18 and 22% respectively.

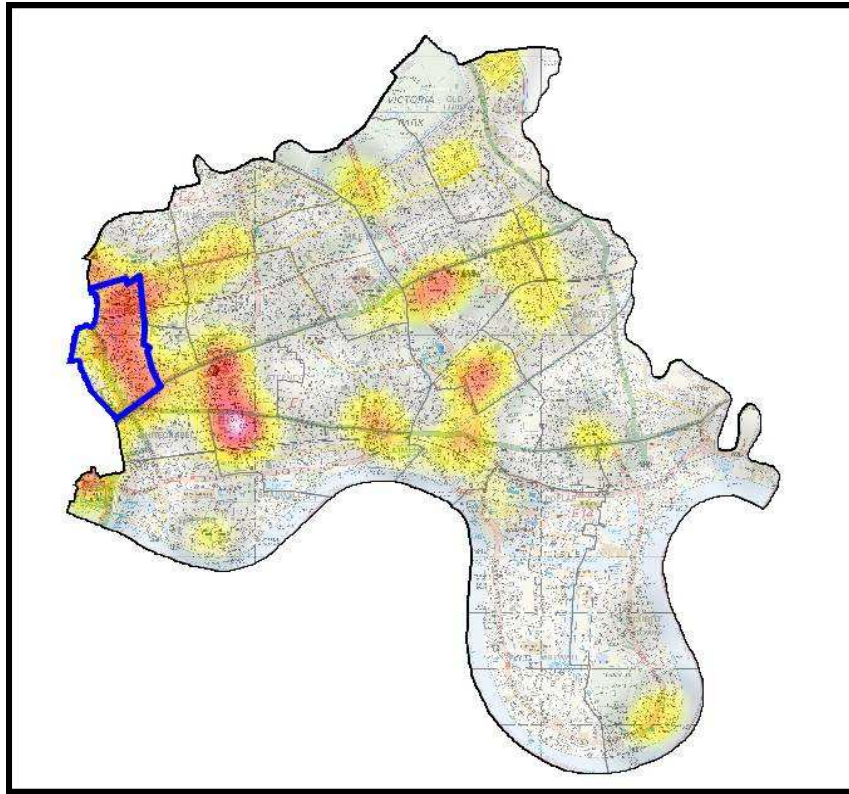


Figure 6

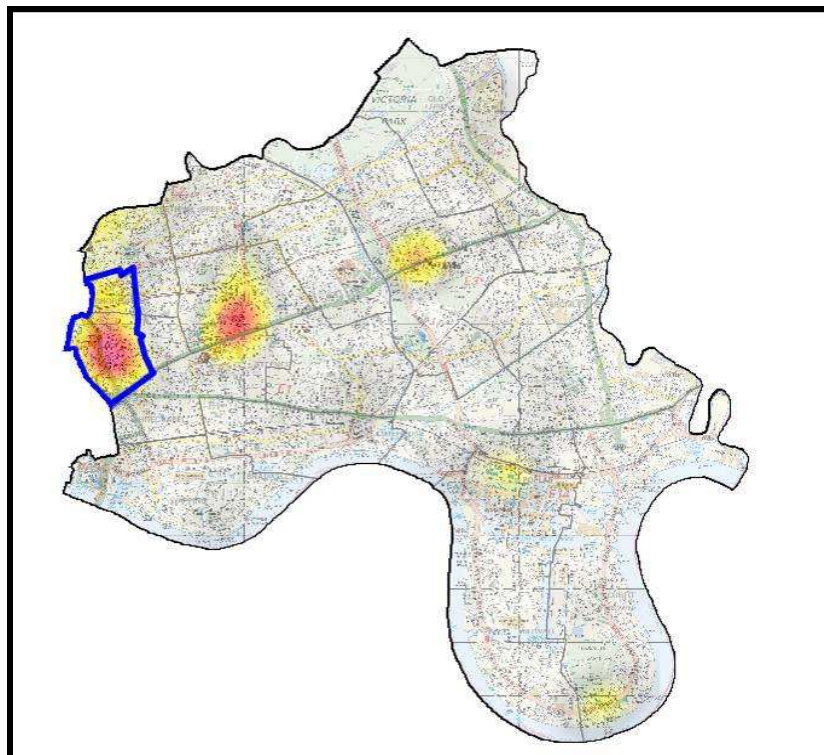


Figure 7

7.4 The map below (Figure 8), produced by the Police, shows the wards with the highest rates for Violence Against the Person (VAP) offences for the period April to March 2012. The busiest ward for VAP was Bethnal Green South.

Other busy wards were Whitechapel, Spitalfields & Banglatown (circled) and East India & Lansbury, Millwall and Limehouse. This map is also reflective of the past five financial years with Bethnal Green South the busiest ward for these periods. It is apparent that the wards that contain and surround the Saturation Policy Area are the busiest wards for violence against the person offences. There are clear demonstrable links between violence against the person offences and alcohol related violence in the Brick Lane Area,

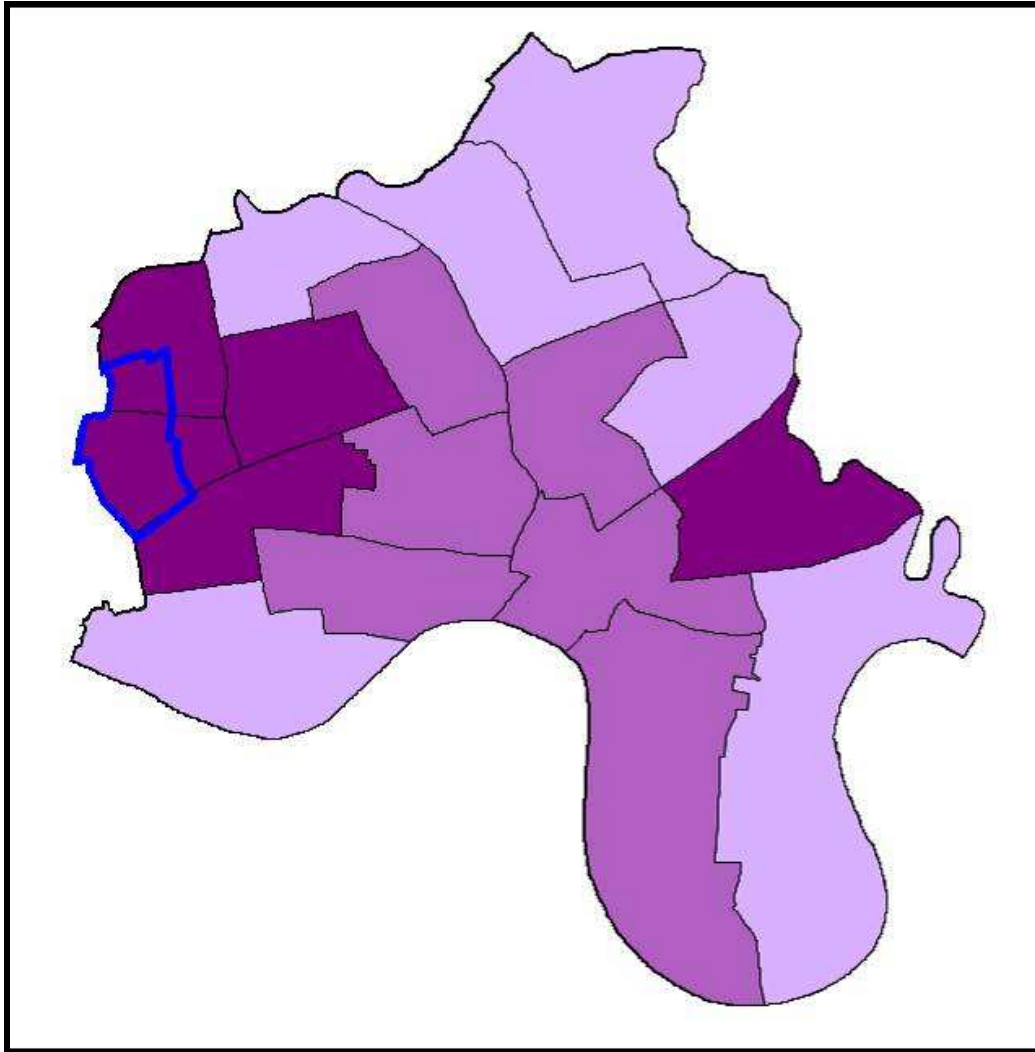


Figure 8

- 7.5 A study of the proposed Saturation Policy area was conducted to look at crimes within the area for the following time periods, calendar years 2007, 2008, 2009 2010 and.2011.
- 7.6 Six crime types were looked at for these periods to see if increases had been seen in the area during this five year period. The crime types looked at were:-
- a. Total Notifiable Offences (all offences)
 - b. Criminal Damage
 - c. Drug Offences
 - d. Robbery
 - e. Sexual Offences
 - f. Violence Against the Person

7.8 The graph (Figure 9) below shows all Notifiable Offences. Apart from a peak in 2007 there has been there has been a steady year on year increase from 2008

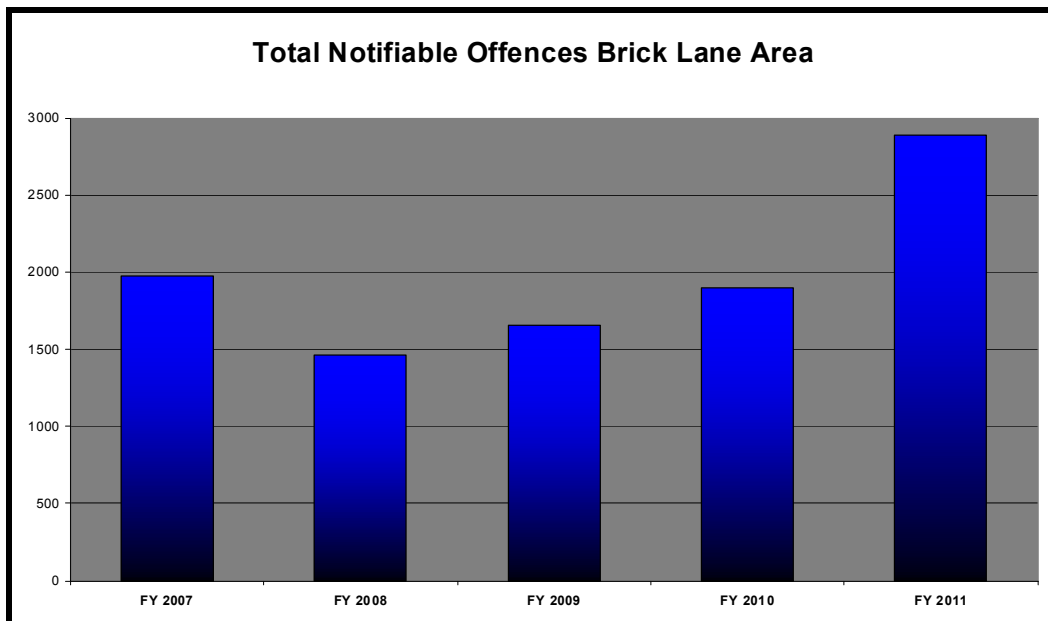


Figure 9

7.9 The graphs below (Figures 10,11,12, 13 and 14) show the criminal damage, drug, robbery sexual and violence against the person offences for the Brick Lane saturation area. The data shows that :-

- Since 2008 criminal damage offences have increased year on year.
- Since 2007 drug related offences have dramatically increased
- In 2011 the was a dramatic increase in robberies
- Apart from a significant decease in 2010 there has been a steady increase in sexual related offences
- Since 2007 there has been a steady rise in violence against the person offences

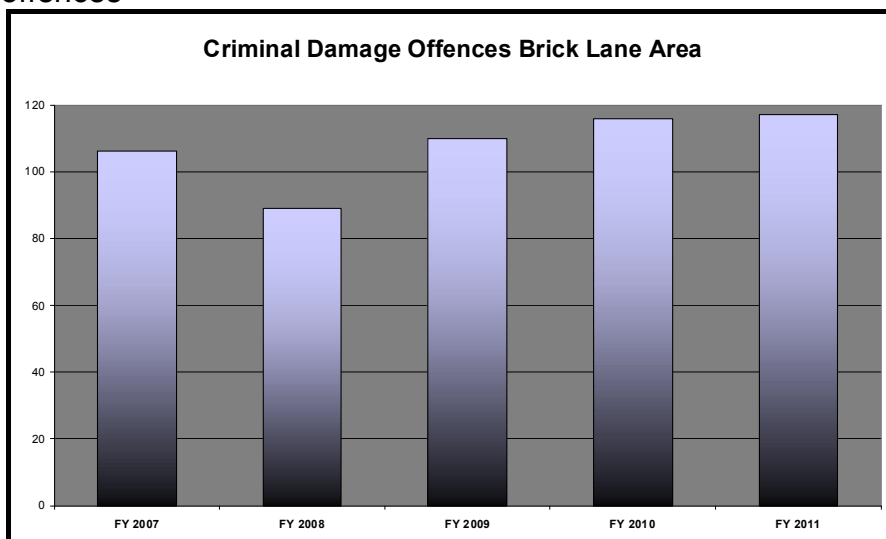


Figure 10

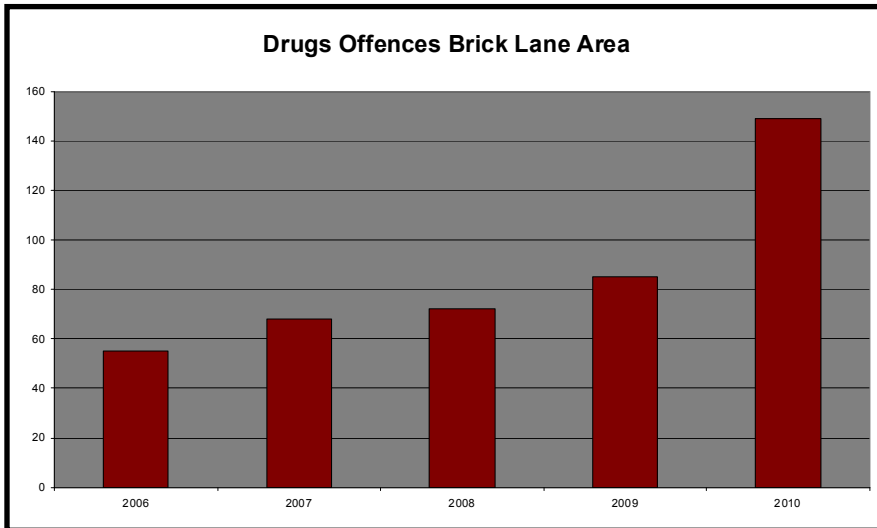


Figure 11

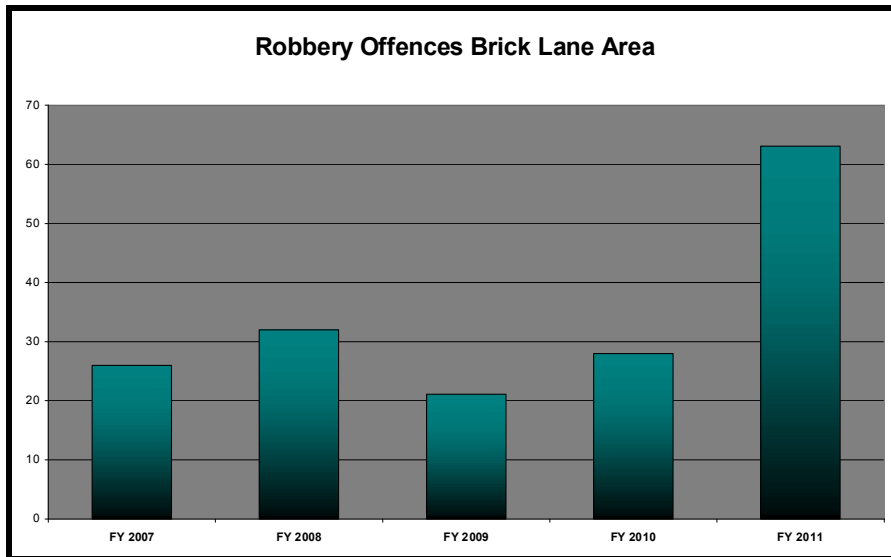


Figure 12

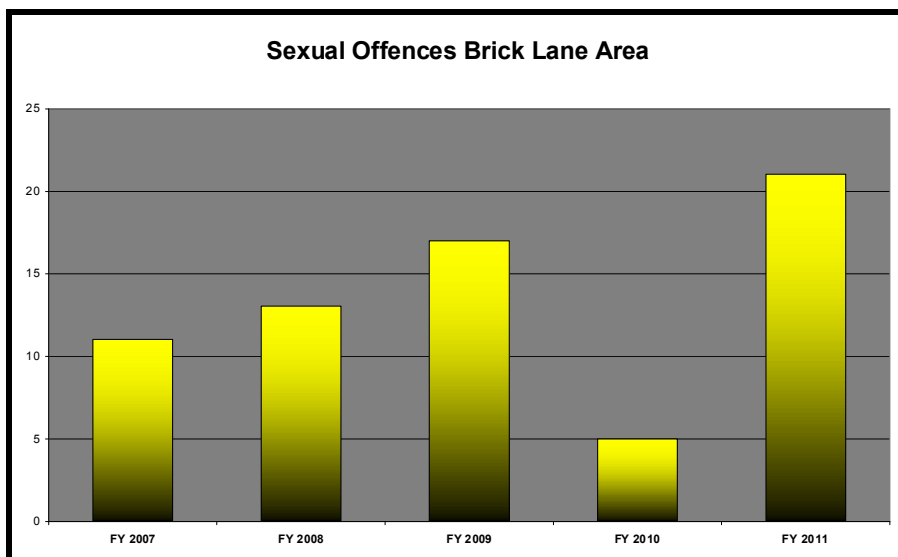


Figure 13

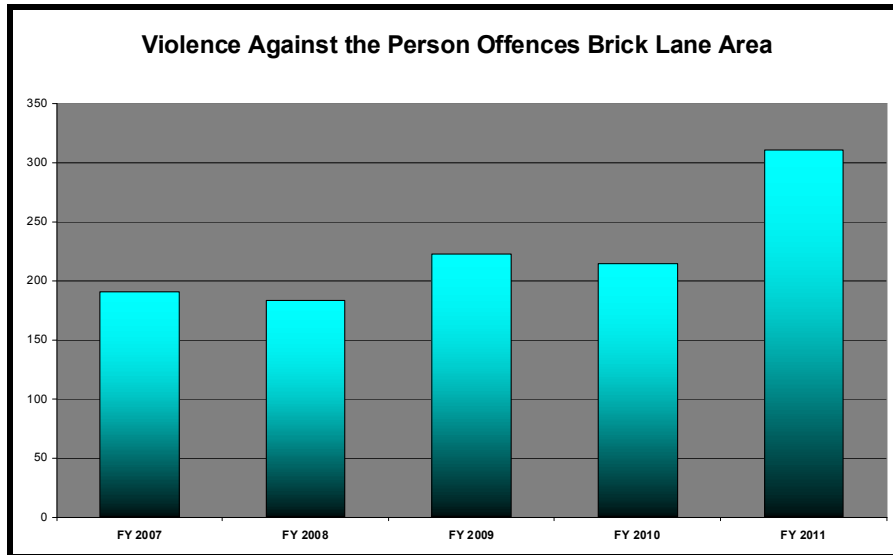


Figure 14

8.0 Overview of Anti Social Behaviour in the Brick Lane Area

8.1 The most recent data from the Police shows that Tower Hamlets has experienced decrease in complaints to the Police about Anti Social Behaviour. The chart below (figure 15) shows the different ASB categories and the respective changes (RED = increase, GREEN = decrease). In 2011/12 there was nearly a 12% reduction in complaints. However overall the level of ASB complaints remain quite high.

ASB Category	2010/2011	2011/12	% change
Abandoned vehicles	340	175	-49%
Animal Problems	614	238	-61%
Begging / Vagrancy	339	267	-21%
Fireworks	219	309	41%
Littering / Drugs Paraphernalia	64	41	-36%
Malicious Communications	1591	1592	0%
Noise	1199	1280	7%
Nuisance Neighbours	1737	1357	-22%
Prostitution Related Activity	266	231	-13%
Rowdy / Inconsiderate Behaviour	16690	14889	-11%
Street Drinking	276	75	-73%
Trespass	253	241	-5%
Vehicle Nuisance / Inappropriate Use	738	749	1%
	24326	21444	-11.85%

Figure 15

8.2 The two maps (Figure 16 /17) below from LBTH Safer Communities data shows a 24 month (April 2010 to March 2012) Anti Social Behaviour Hotspot Map with the location of Pubs/Bars shown. The maps demonstrate the link between the concentration of licensed premises in the Brick Lane area and the highest rates of Anti Social behaviour

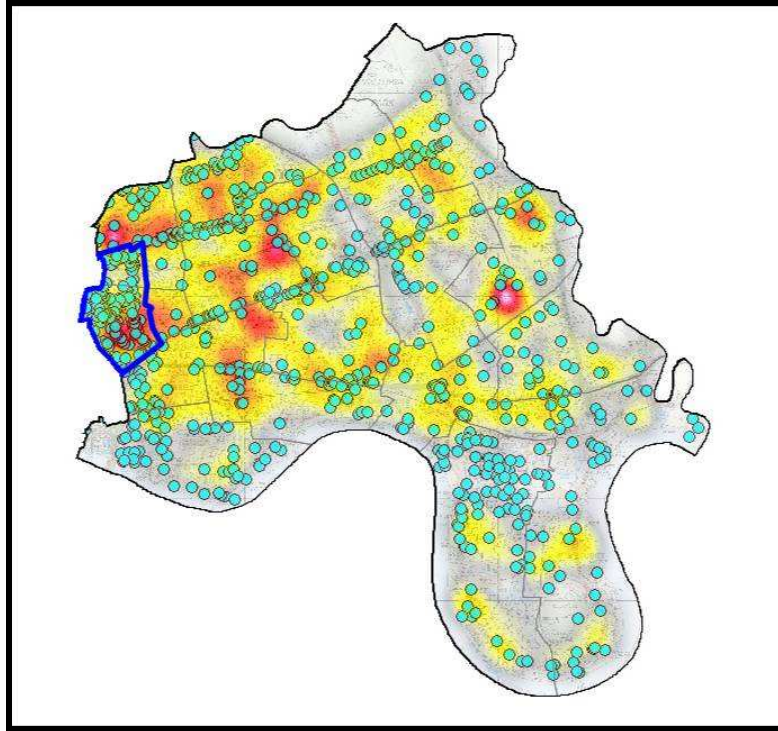


Figure 16

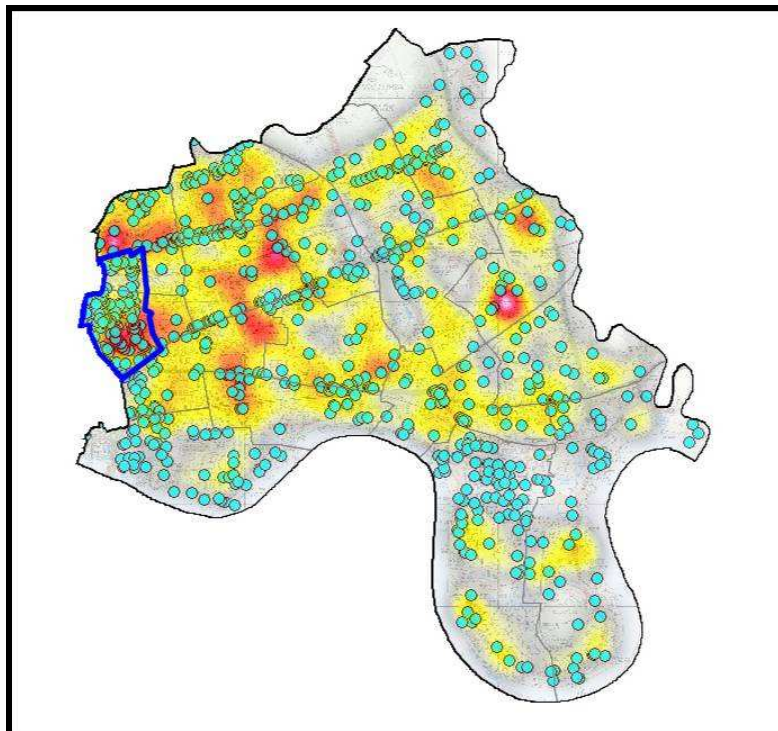


Figure 17

8.3 Data from the LBTH Anti-Social Behaviour Hotline also supports and correlates with the Police CAD. The graph below (Figure 18) demonstrates the steady and significant increase in Anti-Social Behaviour Calls from 2009 –March 2011. From April 2011 to March 2012 however there has been a decline in ASB complaints. This is in the main due to the implementation of the Borough’s Drinking Control Zone and the increased high visibility enforcement of the Police and the Tower Hamlets Enforcement Officers

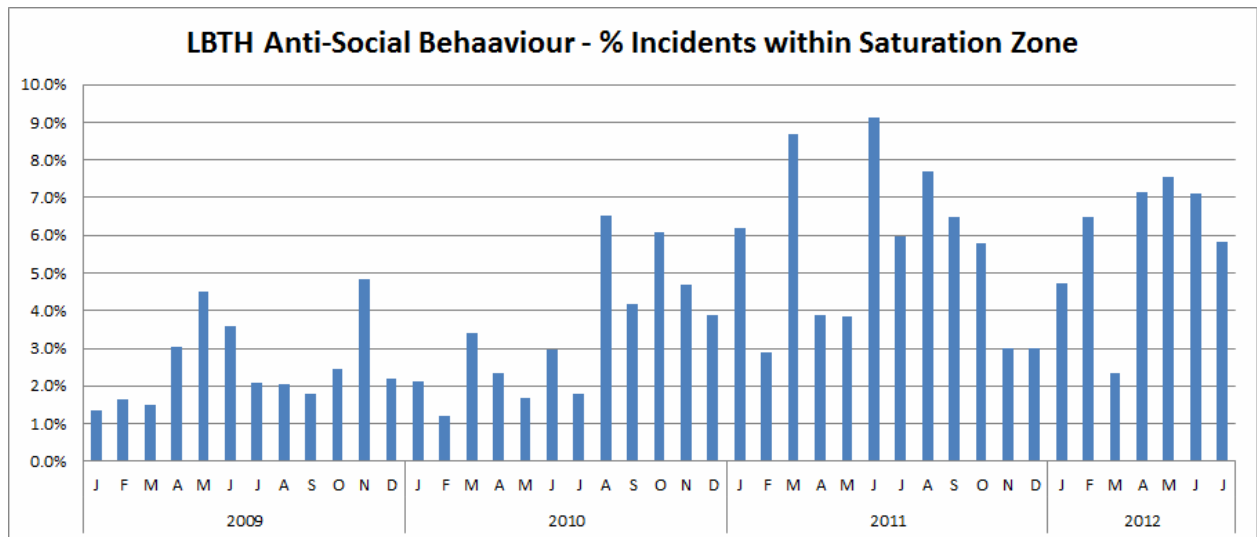


Figure 18

8.4 Due to the high concentration of licensed premises, the continued development and increasing number of restaurants, late night takeaways, off licences and bars there continues to be a significant levels of Anti-Social behaviour within the Brick Lane area.

8.5 Although a CIZ will not directly affect the current venues in this area, it will play a very important role in any future applications including variations and a key strand within the CIZ is the prevention of public nuisance.

9.0 Alcohol Related Harm in the Brick lane Area

9.1 This chart below (Figure 19) shows Tower Hamlets' measure for each indicator for Alcohol Related Harm, compared with the regional and English averages. When looking at specific measures, Tower Hamlets shows a significantly worse prevalence in the following categories;

- Alcohol Specific Male Hospital Admissions
- Alcohol Attributed male Hospital Admissions
- Admission Episodes for Alcohol Attributed Conditions
- Alcohol Related Recorded Crimes
- Alcohol Related Violent Crimes
- Alcohol Related Sexual Offences

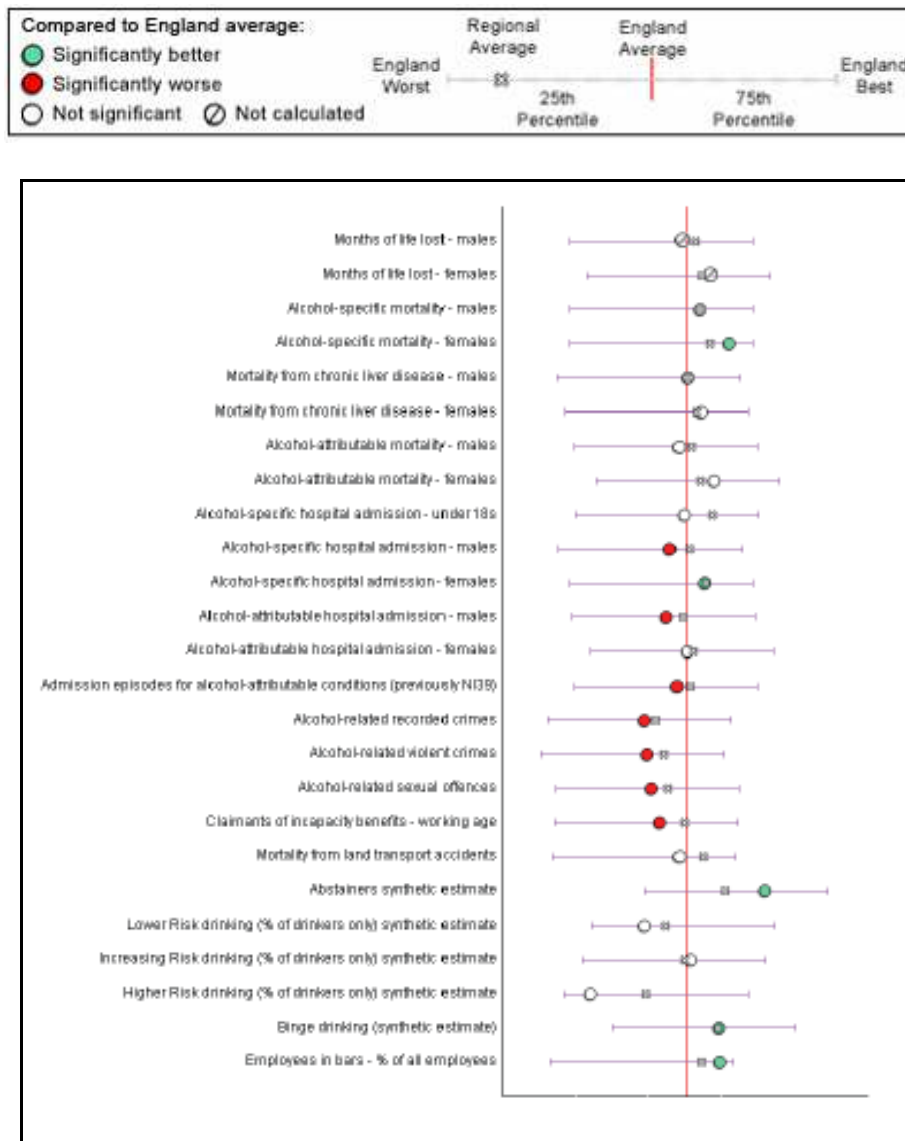


Figure 19

- 9.2 This next part of this section uses data produced by the London Ambulance Service to show the increase in alcohol related call outs in the Brick Lane area and the disproportionately high levels. Also demonstrated is the link between Alcohol Related Harm and the number of licensed premises
- 9.3 It is difficult for the Police to give exact numbers of Violent Incidents around Brick Lane area as under reporting of violence within all night time economy areas is generally accepted to be higher than available data suggests. Less serious incidents are unlikely to attract police attention or warrant A&E attendance, and so often go unrecorded. The 'hidden' figure of violence, especially violence occurring inside pubs and clubs, is substantial (Shepherd and Brickley, 1996). Other research suggests that in 2003 A&E Data boosted the number of violent incidents by police data by 16%. It may be that venue staff are reluctant to report violence occurring on their premises for fear of inviting negative police attention and license revocation.
- 9.4 The chart below (Figure 20) shows alcohol related ambulance callouts within the proposed Brick Lane Cumulative Impact zone. The data runs from January 2004 to Feb 2012. There is a clear correlation between the increasing number of licensed premises and the number of ambulance callouts.

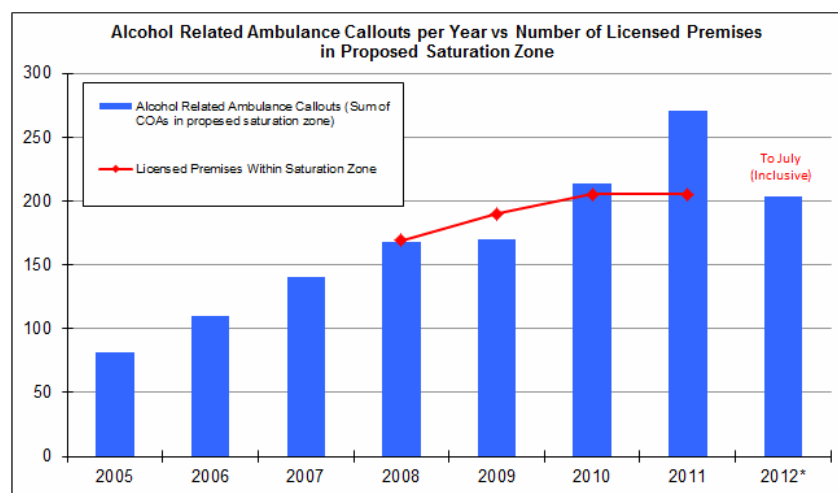


Figure 20

- 9.5 The charts below (Figures 21,22 and 23) shows the increasing number alcohol related calls year on year ambulance callouts in the Borough. It also demonstrates that whilst the overall call out rate has increased by 47.4% since 2005 it has increased by 333% in the Brick Lane area.

Alcohol Related Ambulance Callouts			
Year	In Proposed Saturation Zone	Borough Total	% in Proposed Saturation Zone
2005	81	1,315	6.2%
2006	110	1,387	7.9%
2007	140	1,698	8.2%
2008	168	1,670	10.1%
2009	170	1,703	10.0%
2010	214	1,834	11.7%
2011	270	1,939	13.9%
2012*	203	1,218	16.7%

**To July (inclusive)*

Figure 21

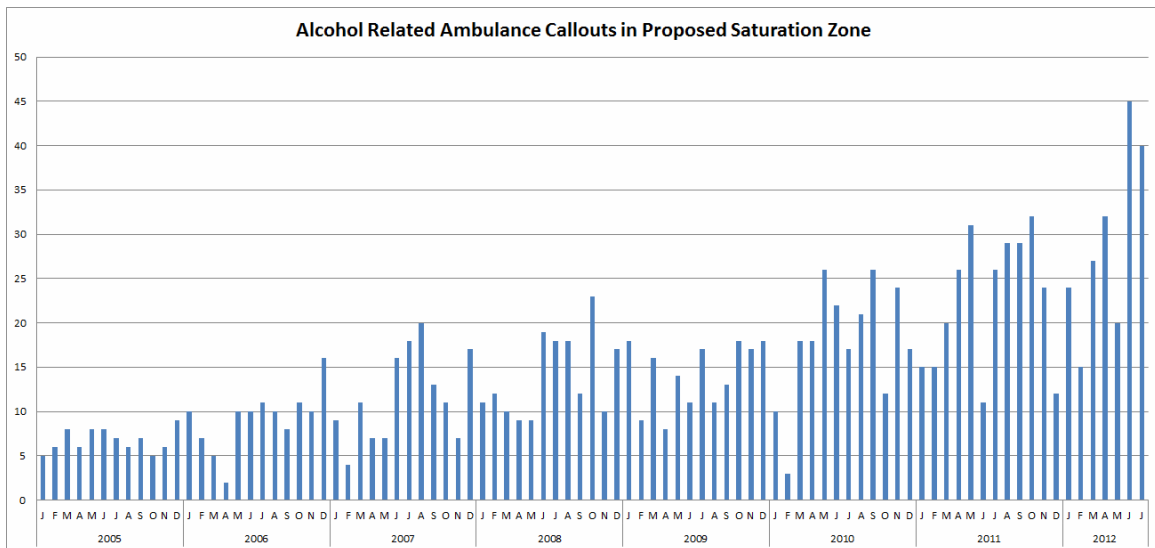


Figure 22

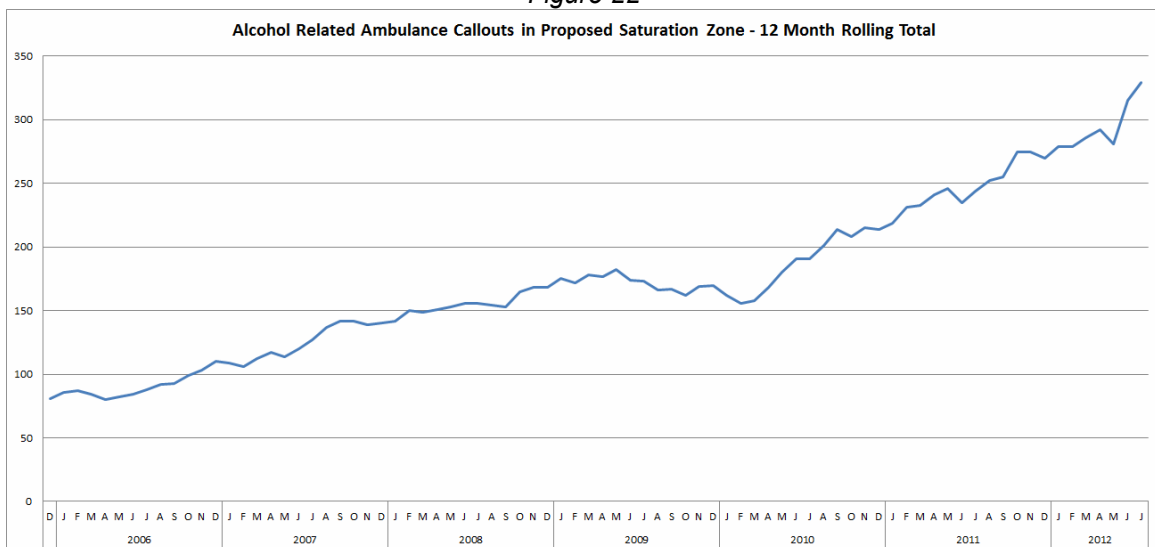


Figure 23

10.0 Other Cumulative Impact Areas in London

- 10.1 Cumulative Impact Areas are a widely used tool by many Local Authorities and more are applying for such Zones.
- 10.2 The latest figures available show that there are 134 Cumulative Impact Areas within England and Wales. 29 areas are in the London Boroughs. The indications are that the introduction of Cumulative Impact Areas effective in stabilising the stress and problems caused by high numbers of licensed premises in a confined area. The London Boroughs that have implemented special policies are as follows:-

London Boroughs	Number of Cumulative Impact Areas
Croydon, Redbridge and Hackney	1
Bromley, Camden, Lewisham, Ealing, Merton and Richmond	2
Bexley, Westminster and Southwark	3
Greenwich	5

- 10.3 The map below (Figure 24) also shows the location of Cumulative Impact Areas in London.

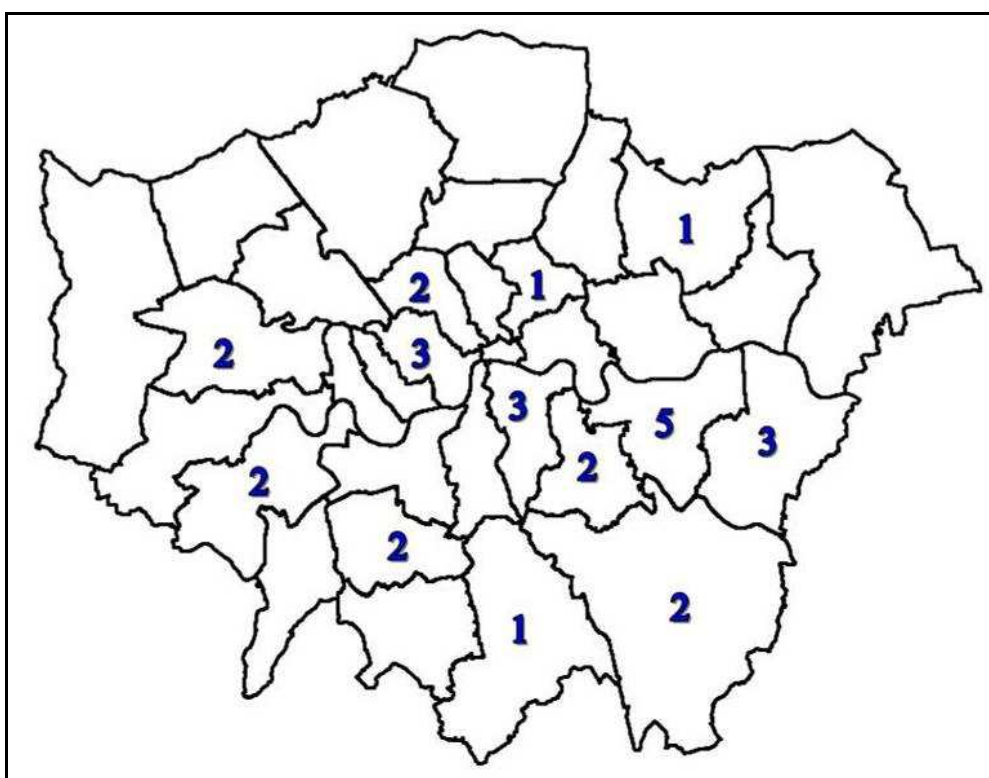


Figure 24

11.0 **Conclusions**

- 11.1 The proposed Cumulative Impact Area for Brick Lane is required because :-
- a. There are already over 207 Licensed Premises within this small area (22.8% of all premises within Tower Hamlets).

- b. The continuing high levels of violent / alcohol related in the Brick Lane Area (2011 Violent Crime 30% of all Alcohol Related Crime)
 - c. It is responsible for 8% of all crime within Tower Hamlets.
 - d. There has been a steady increase in Notifiable offences
 - e. There has been a steady increase in criminal damage and drug offences
 - f. It is responsible for the highest level of complaints about street drinking
 - g. 22% of all police calls to Licensed premises are in the Brick Lane Area
 - h. There are clear demonstrable links between violence against the person offences and alcohol related violence in the Brick Lane Area.
 - i. The highest rates of ASB in the Borough are in the Brick Lane Area
 - j. ASB is now decreasing in the Borough and Brick Lane Area but it still is at unacceptably high levels
 - k. LBTH has significantly worse alcohol related harm indicators compared with regional and national averages
 - l. There is a steady increase in ambulance call outs in the Brick Lane Area
- 11.2 The Brick Lane Area has a vibrant and expanding night time economy which has led to a sizeable and steady increase in visitors to the area.
- 11.3 The increasing levels of crime, disorder, and alcohol related harm has meant the need to deploy increasing levels of resourcing by the Police, Local Authority and other partners.
- 11.4 It is contended that the numbers of licensed premises have reached a saturation point and there is a need to stop any further licences being issued or variations being made.

12.0 Draft Policy Principles for Consultation

12.1 The Suggested Policy Principles for consultation are set out below:-

PP1. The adverse ASB, Crime and public safety implications resulting from the cumulative impact of Licensed premises are sufficiently acute to justify a special licensing policy (a Cumulative Impact Zone) in the area comprising Brick Lane and its environs as set out in Figure 3 of this report.

PP2. Within this area there will be presumption against additional licences being granted or varied in a way that would add to the adverse cumulative impact on the local community.

PP.3 This presumption should relate to all premises that require a licence to sell alcohol including off licences.

PP.4 This presumption should also relate to all premises that require a licence for late night refreshment

PP.5 Any company or persons seeking a licence for late night refreshment or a license to sell alcohol or a variance to an existing licence for the same must

demonstrate to the satisfaction of the Licensing Authority that the proposal will not add to the cumulative adverse impact of in respect of :

- Crime and disorder
- Public safety
- Public nuisance.

PP.6 The above policy principles relate only to those matters outlined by PP.5. Arguments supporting applications specific to demand or need are not relevant to the licensing considerations. These are issues more properly dealt with through the Planning process.

PP.7 The Policies outlined here will not be used to revoke an existing licence.

PP.8 These proposals will not impose quotas as this would prevent applications being considered on their merits and deny prospective applicants the opportunity to demonstrate that their proposals would not add to adverse cumulative impacts specific to the areas identified in PP5. This is not the purpose of the CIZ and any such quota based policy approach would, in any event, be likely to successful challenge.

PP.9. The CIZ policies are not to be applied as the sole method of controlling cumulative impact. The Council will ensure that it will also apply other mechanisms both within and outside the remit of the licensing regime to do this.

PP.10. In accordance with licensing guidance individual circumstances of the application and of those making representations will always be considered.

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EQUALITY ANALYSIS QUALITY ASSURANCE CHECKLIST

Name of 'proposal' and how has it been implemented (proposal can be a policy, service, function, strategy, project, procedure, restructure/savings proposal)	Saturation Policy – Brick Lane
Directorate / Service	CLC, Community Safety, Environmental Health (Commercial)
Lead Officer	David Tolley
Signed Off By	

Stage	Checklist Area / Question	Yes / No / Unsure	Comment (If the answer is no/unsure, please ask the question to the SPP Service Manager or nominated equality lead to clarify)
1	Overview of Proposal		
a	Are the outcomes of the proposals clear?	Yes	<p>This report presents a draft saturation policy for the Brick Lane area for consultation. Under the Licensing Act 2003, the Council is able to introduce saturation policies, where there is a combined impact or cumulative effect of licensed premises on one or more of the licensing objectives (crime and disorder, the protection of children from harm, public safety and public nuisance). To develop a policy, it is required to identify an area where a saturation policy is exercised (Cumulative Impact Zone) and evidence to justify a policy.</p> <p>The report includes the context, evidence and justification for adoption of a saturation policy for the area and the process required for implementation. If a policy is endorsed by the</p>

			<p>Council, relevant stakeholders must be consulted. If the consultation responses support the introduction of a saturation policy, the Council will introduce a policy that allows the Council to impose a measure to control licence granting in the Cumulative Impact Zone (Zone).</p>
b	<p>Is it clear who will be or is likely to be affected by what is being proposed (inc service users and staff)? Is there information about the equality profile of those affected?</p>	Yes	<p>If a saturation policy is introduced after consultation, the policy would allow the Council to reject certain licence applications that would otherwise increase the cumulative effect of licensed premises in the Cumulative Impact Zone.</p> <p>The power granted by the policy would enable the Police and the Council to further control and manage the problems, including crime and disorder, public safety and public nuisance, currently occurring in the area.</p> <p>Residents and visitors in and around the Zone would be benefited by a safer environment facilitated by the policy and continuing community safety activities by partners including the Police and the Council.</p> <p>Ward level equalities data exists and has informed the development of this policy proposal. Equalities data on victims of crime and asb also exists and has also been used to inform the policy. Existing businesses in the Zone will continue to operate as normal even after the introduction of a Cumulative Impact Zone. They would also benefit from a safer environment facilitated by the policy and other community safety activities.</p>
c	<p>Is there a narrative in the proposal where NO impact has been identified? Please note – if a Full EA is not to be undertaken based on the screen or the fact that a proposal has</p>	No	<p>This policy is still a draft and subject to public / stakeholder consultation. Only when the consultation is complete can the Council finalise its position regarding equalities impact. However, it is likely that the majority of impacts resulting from</p>

	not been 'significantly' amended, a narrative needs to be included in the proposal to explain the reasons why and to evidence due regard		this policy will be positive on the health, safety and quality of life of protected groups.
2	Monitoring / Collecting Evidence / Data and Consultation		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	Yes	A full analysis supports the strategy. The consultation process will provide further information. There is data available on the protected characteristics at a local level but the quality of this does vary by crime or ASB incident type.
b	Is there sufficient evidence of local/regional/national research that can inform the analysis?	Yes	This has informed the legislation that the policy seeks to use.
c	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Yes	The Police and community safety support services and relevant partners have been engaged in the development of this policy proposal. A local consultation process with residents and business in the area impacted by the policy will be held, if the Council supports this draft policy.
c	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	NA	A consultation process will be held, if the Council supports this draft policy.
3	Assessing Impact and Analysis		
a	Are there clear links between the sources of evidence (information, data etc) and the interpretation of impact amongst the nine protected characteristics?	Yes	
b	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups? Has the assessment sufficiently considered the three aims of the Public Sector Equality Duty (PSED) and OTH objectives?	Yes	
4	Mitigation and Improvement Action Plan		
a	Is there an agreed action plan?	NA	The proposal is for consultation at this stage
b	Are all actions SMART (Specific, Measurable, Achievable, Relevant and Time Bounded)	NA	The proposal is for consultation at this stage

c	Are the outcomes clear?		NA	The proposal is for consultation at this stage
d	Have alternative options been explored		NA	The proposal is for consultation at this stage
6	Quality Assurance and Monitoring			
a	Are there arrangements in place to review or audit the implementation of the proposal?		NA	Yes
b	Is it clear how the progress will be monitored to track impact across the protected characteristics??		NA	The proposal is for consultation at this stage
7	Reporting Outcomes and Action Plan			
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?		NA	The proposal is for consultation at this stage
8	Sign Off and Publication			
a	Has the Lead Officer signed off the EA? Please note – completed and signed off EA and Quality Assurance checklists to be sent to the One Tower Hamlets team		Yes	

Any other comments	<p>This report presents a draft saturation policy for the Brick Lane area for consultation. Under the Licensing Act 2003, the Council is able to introduce saturation policies, where there is a combined impact or cumulative effect of licensed premises on one or more of the licensing objectives (crime and disorder, the protection of children from harm, public safety and public nuisance). In order to implement a policy, the area where the saturation policy will apply must be clearly identified (Cumulative Impact Zone) along with the evidence to support the need for the policy.</p> <p>If a policy is endorsed by the Council, relevant stakeholders will be consulted. If the consultation responses support the introduction of a saturation policy, the Council will introduce a policy that allows the Council to impose a measure to control licence granting in the Cumulative Impact Zone (Zone).</p> <p>In the event that a saturation policy is formally proposed following the consultation process, a full equality analysis will be undertaken.</p>
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Signature		Date	
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FORWARD

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Agenda Item 7.1

Committee/Meeting: Cabinet	Date: 5 th December 2012	Classification: Unrestricted	Report No: CAB 52/123
Report of: Assistant Chief Executive (Legal Services) Originating officer(s) Afazul Hoque, Senior Strategy & Policy, Performance Officer		Title: Establishing Healthwatch Tower Hamlets and Commissioning of Independent Complaints Advocacy Service Wards Affected: ALL	

Lead Member	Adults Health & Wellbeing
Community Plan Theme	A Healthy and Supportive Community
Strategic Priority	Ensure that NHS reforms are implemented effectively locally

1. **SUMMARY**

- 1.1 This report provides Cabinet with an update on the local and national situation regarding the commissioning and establishment of Healthwatch Tower Hamlets and the commissioning of the NHS Independent Complaints Advocacy Service as required by the Health and Social Care Act 2012.

2. **DECISIONS REQUIRED**

The Mayor in Cabinet is recommended to:-

- 2.1 Agree to the establishment of Healthwatch Tower Hamlets and authorise the Assistant Chief Executive (Legal Services) to enter into contract with the preferred bidder which will be known as Healthwatch Tower Hamlets.
- 2.2 Agree that the Council enter into a pan-London Framework Agreement for the provision of NHS Independent Complaints Advocacy Service and authorise the Assistant Chief Executive (Legal Services) to enter into contract with the preferred bidder.

3. **REASONS FOR THE DECISIONS**

- 3.1 The Health and Social Care Act 2012 requires all local authorities with social care responsibilities to commission a local Healthwatch by 1st April 2013. Local Healthwatch organisations will replace Local Involvement Networks which have run since 2008. This report outlines the progress to date on establishing Healthwatch Tower Hamlets and sets out the next steps to ensure that in fulfilling these responsibilities we maximise the opportunity to improve health outcomes for local people.

- 3.2 The Health and Social Care Act 2012 also requires local authorities to commission a replacement NHS Independent Complaints Advocacy Service (ICAS), with effect from April 2013. At present the ICAS is a national service commissioned by the the Department of Health through 3 regional contracts. London is covered by one contract, with POhWER as the provider. This report outlines proposals for the Council to enter into a pan-London commissioning process to provide this service to ensure the current high quality service is maintained and that we maximise value for money.

4. ALTERNATIVE OPTIONS

- 4.1 The Department of Health has confirmed that there will be no guidance concerning the procurement of Local Healthwatch. There are two options: grant-in-aid/single tender or an open procurement. Although Healthwatch is considered to be a Part B service, which means it is exempt from the full EU Procurement Law procedure , the Council remains under an obligation to demonstrate that it has fulfilled its statutory duty to obtain best value and compliance with the EU Treaty Principles by following a transparent and open procurement process. For these reasons, it is recommended to expose the contract to the market and so a full procurement exercise is undertaken.
- 4.2 The Healthwatch Project Board has considered a range of options for the commissioning of the NHS Independent Complaints Advocacy Service which included: adding it to existing social care advocacy contracts; commissioning a borough based service and; joining a pan-London contract. The preferred option is based on ensuring a seamless service across London which minimises confusion for service users and therefore offers the most accessible service. A pan London service also offers strong value for money because 27 London boroughs have opted into the contract offering considerable economies of scale and a level of service which would be unaffordable if we were to procure the service on a borough basis. The current ICAS employs specialise trained advocates to support some of the most vulnerable residents many of whom have complex complaints.

5. BACKGROUND

- 5.1 The health and social care landscape is going through considerable change amongst which are: the abolition of Primary Care Trusts and creation of a local GP led Clinical Commissioning Group with responsibility for commissioning of health services overseen by the local authority and led by the Health & Wellbeing Board; the transfer of Public Health to local authorities and; at a local level, the merger of three local hospitals. In this context it is vital that effective and robust structures are put in place to champion the voice of residents on health and social care issues.
- 5.2 The patient and public engagement field has gone through considerable change over the last 10 years. In 2003, the system of Community Health Councils, which had existed for 29 years, was abolished. In their place, a system of 'Patients' Forums' was established, overseen by a Commission for

Patient and Public Involvement in Health (CPPIH) which was then abolished in 2008. The Local Government and Public Involvement in Health Act 2007 introduced the current system based on local involvement networks (LINKs). LINKs are community-based, locally accountable networks, designed to strengthen the patient, public and user voice in commissioning, provision and scrutiny of local services.

- 5.3 From April 2013 local Healthwatches will be established in all local authority areas to:
1. Provide information and advice to the public about accessing health and social care services and choice in relation to aspects of those services;
 2. Make the views and experiences of people known to Healthwatch England helping it to carry out its role as national champion;
 3. Make recommendations to Healthwatch England to advise the Care Quality Commission to carry out special reviews or investigations into areas of concern;
 4. Promote and support the involvement of people in the monitoring, commissioning and provision of local care services;
 5. Obtain the views of people about their needs for and experience of local care services and make those views known to those involved in the commissioning, provision and scrutiny of care services;
 6. Make reports and recommendations about how those services could or should be improved.

LOCAL CONTEXT

- 5.5 In Tower Hamlets, Urban Inclusion Community was commissioned by the Council in April 2008 to host the Tower Hamlets Involvement Network (THINK). THINK has a membership of over 1,000 people, and a core Steering Group made up of ten residents, five user group representatives and five community and voluntary group representatives. THINK gathers community intelligence through direct outreach, and makes sure that this intelligence is considered when health services are being designed or their performance is being assessed.
- 5.6 An independent evaluation in 2010 and general feedback from users and statutory partners on THINK suggests that it has been performing well and achieved the agreed outcomes. THINK is recognised as being an effective partner in bringing the views of residents to the forefront of local health and social care service providers. It has built a strong volunteer base that leads on the work and provides clear evidence based reports and recommendations to the statutory sector. It is well recognised amongst other local stakeholders such as the community and voluntary sector. It is important to retain these strengths through the transition to Healthwatch Tower Hamlets whilst ensuring that in moving to Healthwatch we strengthen performance in areas where there is room for improvement..
- 5.7 Health inequalities are a key issue for the borough with health outcomes for local people still falling short on the London average. We know that the high

levels of deprivation in the borough contribute to health inequalities, as does personal behaviour and a lack of access to treatment and services. Through the borough's refreshed Community Plan the Tower Hamlets Partnership has identified a number of objectives to help make Tower Hamlets a healthier place. One of these objectives is 'helping people to live healthier lives' and a key way of achieving this is ensuring residents experience informs the way in which health and social care policy and services are designed and commissioned to ensure people are able to access services which will meet their needs effectively. In this context developing an effective and efficient Healthwatch will:

- Engage local people so that they feel a greater sense of control and 'ownership' over their health and social care services
- Enable local people to become involved in decision making about local health and social care services
- Provide an opportunity for local people to help others, by providing information and advice, develop social ties, and address local concerns
- Strengthen the relationships between the statutory sector and service users of one of cooperation and collaboration
- Contribute towards and develop public understanding and confidence in the local health and social care economy so it is used more effectively and efficiently
- Support our commitment to ensuring health and social care services are accountable to local people and standard of care is maintained / improved

5.8 The outline Health and Wellbeing Strategy that has been developed by the Tower Hamlets Health & Wellbeing Board illustrates the Board's vision for improving health and wellbeing in Tower Hamlets. It details the principles that will underpin the full strategy and delivery plan as well as 4 priority areas. The vision of the strategy is 'to improve health and wellbeing throughout all stages of life to reduce health inequalities and promote choice, control and independence' and one of the important cross cutting themes to achieve this is "working better in partnership" which includes a focus on the involvement and engagement of local residents and service users in the commissioning, design and delivery of services. Healthwatch Tower Hamlets will play a proactive role in supporting the delivery of this strategy.

6. DEVELOPING HEALTHWATCH TOWER HAMLETS

6.1 The Healthwatch Project Board identified a range of stakeholders that needed to be engaged in the development of an effective and efficient Local Healthwatch. Through extensive engagement work with these stakeholders we heard a strong message that Healthwatch Tower Hamlets should build on the legacy of Tower Hamlets Involvement Network and have some of the following characteristics:

- An independent resident led consumer champion on health and social care which is accountable to local stakeholders.
- Reflects the diversity of the local community in its Board, Staff and Membership and actively address inequalities through its work programme

- A high profile local organisation recognised by a wide range of local stakeholders and able to influence decision making through its statutory role on the Health & Wellbeing Board
- Has developed strategic partnerships and effective working relationships with organisations in the Tower Hamlets Partnership and other local and regional networks to address local health and social care priorities
- Builds on the THINK legacy and fits into the wider engagement framework being developed in the borough
- Develops innovative and creative ways of engaging the community which encourages and supports a range of local residents, patients/service users and carers to get involved

6.3 Drawing on our consultation and engagement activity we have developed the following vision for Healthwatch Tower Hamlets:

Healthwatch Tower Hamlets will be an independent resident led consumer champion on health and social care. It will be rooted in the local community, utilising existing networks and engagement pathways and developing creative and innovative ways to bring the voice of the diverse community to service providers/commissioners and make a real impact on service design and delivery.

6.4 This vision and key characteristics have been used to develop the specification for Healthwatch Tower Hamlets. Organisations bidding for this contract will be expected to demonstrate their ability to meet the requirements of the specification in delivering the functions of Healthwatch and prove how their experience and expertise will enable them to deliver improvement for local people across a range of outcomes. The procurement process will be undertaken in line with the Council's agreed procurement framework. The timetable for this is outlined below:

- Advert Published – 1st October 2012
- Supplier Event – 8th October 2012
- PQQ Evaluation completed – 23rd November 2012
- Tender Documentation Issued – 27th November 2012
- Return of Tender Documentation 14th January 2013
- Interview and Presentations – 8th February 2013
- Award of contract – March 2013

6.5 Once the contract has been awarded a monitoring programme will be developed to review the progress of establishing an effective and efficient Healthwatch. The payment of funding will be based on performance against key targets.

FUNDING ARRANGEMENTS

6.6 The government currently allocates £27 million each year to local authorities for LINKs through the local government Formula Grant. In 2011-12 we received funding of £178,000 for THINK.

- 6.7 The Department of Health has announced that this funding will continue and additional money will be made available from 2013/14 to cover the costs of providing the new signposting and information function that local Healthwatches will have. Funding will also be made available to cover the costs of commissioning the ICAS service. Final funding levels will be announced in January 2013.
- 6.8 The latest indication provided by the Department of Health states the Council will receive approximately the following additional annual amounts for the new functions:
- Information and signposting element transferred from PCT PALS: £93,751
 - Independent Complaints Advocacy Service: £81,125

7. NHS INDEPENDENT COMPLAINTS ADVOCACY SERVICE (ICAS)

- 7.1 The Health and Social Care Act 2012 transfers the remit and funding from the Department of Health to local authorities to commission ICAS, with a replacement service required to be in place from April 2013.
- 7.2 Direct complaints advocacy usually involves some or all of the following, depending on the needs and wishes of the client:
- An opportunity to talk through the whole story with someone who is skilled and able to work with the client's needs and issues;
 - Help to understand the complaints system and what can be expected of it;
 - Information about the standards that the client might have expected of the service complained about;
 - Help to obtain medical records;
 - Accessing medico legal clarification, if needed;
 - Help to consider options and outcomes;
 - Help in writing complaints letters;
 - Support to attend meetings;
 - Help to follow up on promised action.
- 7.3 In June 2012 the Mayor indicated that he was prepared to commission ICAS separately to the Local Healthwatch as is the practice in most local authorities in the country and is the preferred option of the Tower Hamlets Involvement Network. However, there is a clear commitment to ensure that information from ICAS helps formulate Healthwatch Tower Hamlets work programme and there is a positive working relationship.
- 7.4 The Council is part of a London Wide Healthwatch and ICAS Commissioning Network which is supported by the Joint Improvement Partnership and NHS London. A sub-group from this Network has developed proposals for a London wide service with 27 boroughs indicating support for a pan-London contract. The procurement process is being led by the London Borough of

Hounslow.

- 7.5 The contract will be on a Framework Agreement which will allow individual councils to buy services they require in line with local demand. Service users will be able to access face to face, telephone and web based support.
- 7.6 This model of service will require the provider to: have a local presence; to advertise locally and; to work with existing networks and NHS organisations to ensure local residents are able to access the service. The draft Service Specification also outlines a requirement for local reporting to Healthwatch and Health & Wellbeing Boards. Each borough will receive quarterly monitoring reports, be able to adjust local service provision and be able to withdraw from the contract on a notice period.

The timetable for awarding the contract for the pan-London ICAS service is set out below:

Activity	Deadline
Final Agreement to participate	18 th November 2012
Service Specification Development	Oct-Nov 2012
London wide Project Group to finalise Procurement paperwork	16 th November 2012
Procurement Process	Nov 2012 – Mar 2013
Launch of new ICAS Contract	April 2013

- 7.7 As Commissioner of the ICAS service for Tower Hamlets the Council is key partner within the London wide contract and we have been able to influence the procurement process to ensure that the service will be able to meet the needs of our diverse local community. We will also have a direct contractual relationship with the service provider(s) in regards to monitoring and review of service. We will also expect Healthwatch Tower Hamlets to have an overview of the issues and outcomes from the delivery of this service in order to inform their work programme.

8. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 8.1 This report describes the developments for the commissioning and establishment by the Council of Healthwatch Tower Hamlets and also the creation of an independent complaints advocacy service under the Health and Social Care Act 2012 from April 2013.
- 8.2 In 2012-13 the Council has already received £17,873 for the set-up costs of the local Healthwatch and is expected to receive further grant funding of £245,000 for the costs of Healthwatch and £81,125 for an independent complaints advocacy service in 2013-14. Currently, the Council provides a community based forum for public and user consultation through its THINK contract funded by £178,000 grant from government that will be replaced by Healthwatch Tower Hamlets.

8.3 If the Council agrees further action in response to this report's recommendations then officers will be obliged to seek the appropriate financial approval before further financial commitments are made.

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

9.1 The Health and Social Care Act 2012 proposes amendments to the Local Government and Public Involvement in Health Act 2007. Whilst it is expected that the relevant changes considered here will take effect from 1 April 2013, the provisions have not yet been commenced and work is being carried out in anticipation of the changes taking effect.

9.2 The Council will be required to make contractual arrangements for the purpose of ensuring there are means by which specified activities can be carried on in Tower Hamlets. The required activities are –

- Promoting and supporting the involvement of local people in the commissioning, provision and scrutiny of local care services.
- Enabling local people to monitor and review the commissioning and provision of local care services.
- Obtaining the views of local people about their needs for, and their experiences of, local care services.
- Making such views known and making reports and recommendations about how local care services could or ought to be improved.
- Providing advice and information about access to local care services and about choices that may be made with respect to aspects of those services.
- Reaching views on the standard of local care services and whether and how these could or ought to be improved.
- Making those views known to Healthwatch England committee of the Care Quality Commission.
- Making recommendations to the Healthwatch England committee to advise the Commission about special reviews or investigations to conduct.
- Making recommendations to the Healthwatch England committee to publish reports about particular matters.
- Giving such assistance to the Healthwatch England committee as it may require to carry out its functions.

9.3 It is intended that the obligation on the Council will be to make arrangements with a body corporate which is a social enterprise and which satisfies such criteria as may be prescribed by regulations made by the Secretary of State. To date the Department of Health has consulted on the necessary regulations, but has not yet published them.

- 9.4 The Council will be required by section 223A of the Local Government and Public Involvement in Health Act 2007 to make such arrangements as it considers appropriate for the provision of independent advocacy services in Tower Hamlets. The Council may make payments to the person providing the services or arranging the provision of the services. The services may not be provided by a local Healthwatch organisation.
- 9.5 Independent advocacy services are services providing assistance, by way of representation or otherwise, to persons making or intending to make complaints of specified kinds in relation to health services. In making its arrangements, the Council must have regard to the principle that the provision of services should, so far as practicable, be independent of any person who is the subject of a relevant complaint or who is involved in investigating or adjudicating on such a complaint.
- 9.6 When procuring the local Healthwatch organisation and independent advocacy services, 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. The Council's procurement procedures make provision for these matters to be taken into account in the procurement process. Information relevant to these considerations is provided in the report.
- 9.7 As this is a procurement process the Council has to establish a level playing field amongst potential tenderers and therefore will not discuss the new contract with the existing provider once the decision to procure has been taken by Cabinet, as this would be in breach of procurement law. Any meetings with the existing provider will be minuted and will be restricted to matters relating to the existing contract.
- 9.8 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.

10. ONE TOWER HAMLETS CONSIDERATIONS

- 10.1 Key to developing a Local Healthwatch will be to ensure that it is able to reflect the voice and concerns of the diverse population of the borough. A key requirement will be for the organisation to ensure this is reflected in its membership and its work programme. The Local Healthwatch will provide services to individuals through advice and information. This will be open to all but are likely to be particularly valuable to people who face barriers to finding out about services and their rights: including people with learning disabilities, mental health service users, people without internet access and residents whose first language is not English or who find reading difficult.
- 10.2 The Local Healthwatch will enable local people to take on a community leadership role in the health and social care sector and therefore influence

commissioning and delivery of services according to local needs. Tackling health inequalities will be central to the work of the Local Healthwatch through their involvement in Health & Wellbeing Board, preparation of the Joint Strategic Needs Assessment and Joint Health & Wellbeing Strategy.

10.3 The Local Healthwatch will be subject to the Public Sector Equality Duty under section 149 of the Equality Act 2010 and should prepare and publish an equality policy showing how they will meet the duty.

10.4 The NHS ICAS provider will be expected to provide an accessible service which meets the needs of our diverse community. The provider will be monitored on accessibility of the service by different groups of residents.

11. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

11.1 There are no direct implications arising from this report but organisations commissioned will be expected to be mindful of the Council's policy on sustainability.

12. RISK MANAGEMENT IMPLICATIONS

12.1 The Council has a statutory responsibility to commission Healthwatch Tower Hamlets and NHS Independent Complaints Advocacy Service. This has been undertaken with the involvement of key stakeholders to ensure it is able to have these services in place by April 2013. A risk register has been established as part of the project management process and these are reviewed to ensure they are managed effectively.

13. CRIME AND DISORDER REDUCTION IMPLICATIONS

13.1 There are no specific crime and disorder implications arising from the award of the contracts set out in this report.

14. EFFICIENCY STATEMENT

14.1 The establishment of Healthwatch Tower Hamlets will enable greater engagement and involvement of local residents in the health and social care economy and thereby ensuring these services meet the needs of the local community. The information and signposting function of Healthwatch will enable more effective access of resources by local residents which will help reduce costs to service providers.

14.2 The Pan-London Framework is the most efficient route for the commissioning of the NHS Independent Complaints Advocacy Services. It will allow the Council to benefit from economies of scale through the framework at the same time as ensuring the delivery of an accessible service.

15. APPENDICES

Appendix 1 – Healthwatch Tower Hamlets, Report of Stakeholder Engagement Activity

Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2012

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

None **Afazul Hoque Tel: 020 7364 4636**

**Healthwatch Tower Hamlets
Report of Stakeholder Engagement Activity
June – July 2012**

1. Background

- 1.2 The Council identified a range of stakeholders that needed to be engaged in the development of an effective and efficient Local Healthwatch. It was noted that the THINK was one of the better performing LINKs and the development of the Healthwatch was an opportunity to build on the legacy of THINK and this was the key aim of the engagement activities undertaken.
- 1.3 This report presents the findings from the engagement with those groups/individuals. The consultation included the following:
- On-Line Survey – Accompanied by 2 articles in East End Life and e-mail to a range of third sector organisations
 - THINK AGM & Steering Group meetings
 - Consultation with existing groups – Third Sector Health & Wellbeing Forum, Older Peoples Reference Group, Youth Council, Rainbow Hamlets, Interfaith Forum, Accessible Transport Forum
 - Consultation with Statutory Partners – Barts Health NHS, East London Foundation Trust, Tower Hamlets Clinical Commissioning Group, Tower Hamlets Public Health Department
 - Formal Groups – Health & Wellbeing Board, Health Scrutiny Panel & focus group with representatives from Children & Families Partnership Board.
 - Three information events at Bow, Whitechapel and Chrisp Street Idea Stores.

2. Summary Findings of the Questionnaire

- a. Equality profile of those completing the questionnaire:
Gender: Male – 36, Female 36
Age: 25-34 (18), 35-44 (14), 55-64 (11), 65+ (11) and 16-24 (10)
Disability: Yes (20), No (54)
Ethnicity: White British (31), Bangladeshi (21), Somali (6)
Area: E1 (23), E2 (22), E14 (15)
- 2.2 A total of 91 residents completed the on-line survey or the hard copy at the three information events at the Idea stores.
- Q1) Do you feel you have a say in the Health and Social Care services that operate in Tower Hamlets?**
- 89** residents answered this question with 32.6% (**29**) saying 'Yes' and 67.4% (**60**) saying 'No'.
- 46** of the respondents commented that they did not know how to have a say.
- Q2) Have you tried to access information about Health and Social Care Services in Tower Hamlets?**

89 residents answered this question with 53.9% (48) saying 'Yes' and 46.1% (41) saying 'No'.

38 respondents commented that they would go to their GP for information.

Q3) Are you aware of or have you been involved with the Tower Hamlets Involvement Network (THINK)?

88 residents answered this question with 37.5% (33) saying 'Yes' and 62.5% (55) saying 'No'.

This question was also asked to users of the Learning Disability Day Care Services with the following response.

26 Responses with 15 saying Yes and 11 saying No.

Q4) How effective do you feel the THINK has been at identifying and addressing the key Health and Social Care issues in Tower Hamlets?

49 residents answered this question with 40.8% (20) saying that it is 'Not effective'. 36.7% (18) said it is 'Very effective' and 22.4% (11) said it has 'limited effectiveness'.

Almost half chose to skip this question which implies that they have not heard of THINK and so could not answer this question.

Q5) What would encourage you to get involved as a volunteer in Healthwatch?

84 residents answered this question, the top three choices are as follows: 'Knowing that I can make a real difference' (54), 'Making getting involved fun' (17), 'Developing my own skills' (14).

Q6) The Local Healthwatch will need to be inclusive so that it operates for the benefits of all members of its local community. Which of the following do you think will help Local Healthwatch to achieve this function?

51 residents answered this question, the top three choices are as follows: 'Consulting regularly with residents' (18), 'Supporting people to voice their views and concerns about health and social care services' (16) and 'Working with other local organisations and community groups' (13).

Q7) Which of the following do you think are important in making Local Healthwatch effective, efficient and accountable to the residents of Tower Hamlets

46 residents answered this question, the top three choices are as follows: 'An active organisation trusted with visible leaders, respected and accountable to local people and recognised as statutory route for patients and the public to express their views' (12), 'Work positively and in partnership with local people and commissioners' (13), 'Reaches out to individuals and groups who find it difficult to express and communicate their views and choices. Ensure support is available for people who are unable to make choices for themselves' (13).

Q8) The following is a list of services that Healthwatch will offer- how would you prioritise these service?

89 residents answered this question the top three choices are as follows: **‘Inspection of services’ (31), ‘Influencing decision-making by health and social care organisations’ (30), ‘Report and research on local health and social care issues’ (22)**

3. Summary Findings of discussions with Statutory Partners

3.1 The discussions with health partners raised a number of points relating to THINK and issues for consideration in developing the local Healthwatch. These are summarised below:

THINK	Healthwatch
<ul style="list-style-type: none"> • Positive relationships with a range of stakeholders • Good pieces of work • Brining the voice and concerns of local residents • Independent voice of local residents • Contributed to key partnership work such as JSNA & Health and Wellbeing Strategy • Information presented to service providers in a useful format • Mental Health Sub Group very useful 	<ul style="list-style-type: none"> • Mental Health Sub Group to continue • Mental Health remains high on their agenda • Cross borough working between Local Healthwatch particularly in East London • Undertake Enter and View Visits • Continue improvement to comments on Quality Accounts • Develop a better balance between critical comments and positive feedback • Develop work around children’s services • Need to be embedded into the commissioning process • Develop strategic view of health and social care to help prioritise their work programme • Develop relationships with existing community leaders • Role in health prevention and promotion – Opportunity For HW Members to complete Royal Society of Public Health Level 2 • Use of technology to reach a wider audience • HW work programme needs sign up from range of stakeholders • HW need utilise role on HWBB to influence and make changes • Develop local information/ intelligence into actions and solutions for HWBB • Develop innovative and creative ways to engage local people in JSNA process • HW info and advice element need to work with existing provision to avoid duplication and develop a more pro-active approach to this • Diversity of HW needs to reflect the local community and life course approach • HW needs to work with schools, parents and special interest groups • HW can takeover the ‘Tell Us’ Survey and ‘You Are Welcome’ Inspection • Needs to be commissioned locally with strong local experience, knowledge and connections

4. Summary of feedback from Community and Third Sector

4.1 The summary of the discussions with the Tower Hamlets Council for Voluntary Sector and the Tower Hamlets Third Sector Health and Well-being Forum is outlined below:

THINK	Healthwatch
<ul style="list-style-type: none"> • THINK has undertaken substantial amount of work • Recognised locally for their work • One of the more effective LINKs in the country 	<ul style="list-style-type: none"> • HW need to be part of the solution and take ownership of their part in decision making • Diversity of HW needs to reflect the local community • Strengthen working relationship with third sector and in particular with the Health and Wellbeing Forum • Make Healthwatch much more visible so its recognised locally • Needs to be commissioned locally with strong local experience, knowledge and connections

5. Summary of feedback from existing groups

5.1 This section summarises the key issues highlighted from the range of discussions with existing groups in the borough.

THINK	Healthwatch
<ul style="list-style-type: none"> • Efficient organisation • Undertaken some excellent projects and produced good reports such as the Long Term Conditions report 	<ul style="list-style-type: none"> • HW needs to play a greater role in providing information and scrutinising social care • HW play an integral role in supporting residents disclose their equality information • HW undertake pieces of work that focus on particular communities • HW Board should include young people representatives and disabled people • HW publicity needs to be much wider to ensure it is visible locally • HW should have a communication lead • HW activities should be widely accessible ie high street, super markets • HW reach to diverse communities is critical to ensure it is able to improve services locally • HW should receive regular updates on complaints from service providers • Children Centres is a useful way of getting parents and families involved • HW need to demonstrate impact of people getting involved • HW needs to use different methods to engage different groups • Incentives may be needed for different groups to get involved • HW needs to take a role in lobbying in local service providers and national government • HW needs to be much more dynamic with people with energy and creativity involved in its running

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Agenda Item 8.1

Committee/Meeting: Cabinet	Date: 5 th December 2012	Classification: Unrestricted	Report No: CAB 53/123
Report of: Corporate Director: Isobel Cattermole Originating officer(s) Vicky Allen		Title: Reviewing the impact of the Children's Centres restructure – report of the Scrutiny Working Group Wards Affected: All wards	

Lead Member	Cllr Oliur Rahman, Lead Member for Children's Services
Community Plan Theme	A Great Place to Live
Strategic Priority	Improving educational aspiration and attainment

1. **SUMMARY**

- 1.1 This report submits the report and action plan in response to the review recommendations of the Scrutiny Working Group on Reviewing the impact of the Children's Centres restructure.

2. **DECISIONS REQUIRED**

The Mayor in Cabinet is recommended to:-

- 2.1 Consider this report of the scrutiny working group and agree the action plan in response to the review recommendations.

3. **REASONS FOR THE DECISIONS**

- 3.1 Significant reductions in both revenue and capital budgets has meant that the council has had to seek savings from every part of the organisation. Due to the speed of the change, the national climate of service cuts, and the difficulty many Members and parents had in accessing information about the restructure, the scrutiny review group sought to assess the impact of the Children's Centres restructure.
- 3.2 The purpose of the review was to gain a strategic overview of the restructure of Children's Centres and to test the Council's assertion that it has impacted minimally on service users, and to ensure that this is communicated in an accessible way to parents / carers, other users and stakeholders and Members.

4. **ALTERNATIVE OPTIONS**

- 4.1 To take no action. This is not recommended as the proposed recommendations are strategic, measurable and attainable, and clearly address the council's need to better communicate its decision making with residents and Members. A timetable for delivering the recommendations has also been agreed by officers at the most senior levels of the organisation. The action plan is outlined in appendix 1.
- 4.2 To agree some, but not all recommendations. As outlined above all of the recommendations are achievable at little additional cost to the organisation. Although the scrutiny review group is confident all the recommendations will be addressed, there may be reasons for not accepting all of them.

5. **BACKGROUND**

- 5.1 The Working Group was established in February 2012 to review the impact of the Children's Centres restructure.
- 5.2 The objectives of the review was to test the following perceptions for accuracy following the lack of clear communications about the changes:
- That service provision has become patchy, geographically less accessible to users and offers a smaller range of services than before;
 - That the move to targeting the offer to more vulnerable families has led to a reduction in universal provision which has begun to impact on community cohesion in some areas;
 - Whether a reduction in back office staff has resulted in frontline staff having to undertake administrative activities, and spending less time with service users as a consequence; and
 - That it is difficult for parents to become fully involved as key stakeholders in children's centres (eg. Parent Networks are not fully used).

6. **BODY OF REPORT**

The report afforded an opportunity for Members to access information about the restructure itself, the services on offer and patterns of use before and after the changes, and the views held by parents and staff about the service. The review makes nine recommendations to improve this area of council work:

- R1. Improve proactive communications to Members, by
- Democratic Services working with Corporate Communications to develop the Members' intranet pages as a dissemination tool for key ward-based and council-wide information, exploring the

- possibilities within the current IT system, and tying any full scale re-development in the upcoming refresh of the intranet by ICT.
 - Service areas working with the Internal Communications team to provide briefings and seminars at the start and end of future restructures.
 - Children, Schools, and Families to provide Members with information on the complaints mechanisms available to parents, and ensure this information is clearly available to parents via the internet.
 - The Early Years service to provide briefings and seminars on the extension of provision for disadvantaged 2 years olds.
- R2. Directorate DMTs to work with Communication Leads to improve proactive communications to residents, by
- Ensuring user engagement is fitted into all restructure or review consultation periods where appropriate, recognising that this cannot be before consulting with the staff directly affected.
 - Providing holding information to parents and other key stakeholders at the start of the review process in order to mitigate concern and rumours.
- R3. The Children, Schools and Families Directorate to sustain and enhance the excellent service provision on offer, by
- Ensuring there are no further cuts to funding for the children's centres service.
 - Considering how to increase the number of sessions which are both welcoming and suitable for parents with children of different ages
 - Publicising the services on offer in new Children's Centres which could alleviate the distance some families have to travel
- R4. The Learning and Achievement Service to publicise the range of available sessions and the Council's policy for allocating spaces when there is high demand more clearly to parents.
- R5. The Learning and Achievement Service to review job descriptions, job title and salary scale of the Office Assistants / Receptionists posts, to ensure the grade is commensurate with the job activities and additional responsibilities, and recognises the front line nature of the job. Review the capacity across the service for 2012/13 and increase where necessary.
- R6. Recognising the importance of robust data collection, the Learning and Achievement Service to undertake a business process improvement exercise with the aim of streamlining what data is captured and how it is collected, input and analysed.
- R7. The Learning and Achievement Service to prioritise additional training to Children's Centres staff to build capacity and resilience during times of strain such as sickness absence and annual leave.

- R8. Whilst recognising the importance of traditional methods of communications, and the cut in the advertising budget, the Learning and Achievement Service to improve and expand communications to parents by
- increasing the use of creative communications such as e-mail, text and social media as an efficient and cost effective way of communicating with parents
 - using Parent Forums to review both printed communications and that which is displayed within Children's Centres, in order to ensure they communicate clearly the entire offer to both children and parents, including adults' services and children's sessions for mixed ages
 - widening the reach of written publicity to include more venues such as doctors surgeries, school noticeboards and chemists.
- R9. The Learning and Achievement Service to facilitate the engagement of a wide range of parents in governance, by
- providing a programme of training for Community Development Workers and other staff as appropriate, to become capable and confident facilitators of Parents Forums who can recruit and support a range of parents to become involved
 - providing a programme of training and capacity-building for parents, including understanding of their role and responsibilities within the governance model, with a particular focus on those less likely to come forward for such positions
 - ensuring the Governance Model is user friendly and not unduly bureaucratic.

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 7.1 This report describes the analysis and recommendations of the Working Group's review of the impact of the restructure of children's centres.
- 7.2 The Council's funding from central government has reduced since 2010-11 and will continue to reduce over the next four years. This will therefore affect any recommendations agreed and any additional costs that arise from the recommendations must be contained within directorate revenue budgets, specifically, recommendation R5 to review job grades for posts and R9 to introduce training programs. Consequently, officers will be obliged to seek the appropriate financial approval before further financial commitments are made.

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

- 8.1 The Council is required by section 9F of the Local Government Act 2000 to have an Overview and Scrutiny Committee and to have

executive arrangements that ensure the committee has specified powers. Consistent with this obligation, Article 6 of the Council's Constitution provides that the Overview and Scrutiny Committee may consider any matter affecting the area or its inhabitants and may make reports and recommendations to the Full Council or the Executive in connection with the discharge of any functions. It is consistent with the Constitution and the statutory framework for the Executive to provide a response.

- 8.2 The Council is obliged under the Childcare Act 2006 to make arrangements, so far as is reasonably practicable, for sufficient provision of children's centres to meet local need. The Act defines the limits and extent of the Council's duty.
- 8.3 Pursuant to section 112 of the Local Government Act 1972, the Council is required to appoint such officers as it thinks necessary for the proper discharge of its functions. The Council is required to comply with employment legislation, the Equality Act 2010, national agreements and its own policies and procedures in appointing and managing its staff. In relation to the recommendations contained in the report, the Council's procedure on handling organizational change will be particularly relevant. Any consideration of grades will have to be supported by relevant evidence.
- 8.4 To the extent that staff have transferred to the Council, the Transfer of Undertakings (Protection of Employees) Regulations 2006 will apply. Any proposed harmonisation of, or changes to, terms and conditions would have to be carried out in accordance with the Regulations, including by justifying any changes in accordance with the specified economic, technical or organizational criteria.
- 8.5 Any disclosure of information under the action plan must be carried out having regard to the Council's information governance framework and the requirements of relevant legislation, particularly the Data Protection Act 1998 and the Freedom of Information Act 2000.
- 8.6 Before agreeing the action plan or implementing it, 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. Information is set out in section 9 of the report relevant to these considerations.

9. ONE TOWER HAMLETS CONSIDERATIONS

- 9.1 Children's Centres play a key role in delivering the One Tower Hamlets principles because their core offer, as outlined by the government, is to improve outcomes for young children and their families, with a particular focus on the most disadvantaged families, in order to reduce inequalities in child development and school readiness. The

value of children mixing with others from different backgrounds and communities is viewed as positive by service users.

10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

10.1 There are no direct environmental implications arising from the report or recommendations.

11. RISK MANAGEMENT IMPLICATIONS

11.1. There are no direct risk management implications arising from the report or recommendations. Risks relating to the recommendations will be monitored through the council's corporate risk register and directorate risk registers. Risks are assessed for likelihood and impact, and will have responsible owners and programmes of mitigating actions.

12. CRIME AND DISORDER REDUCTION IMPLICATIONS

12.1 There are no direct implications of crime and disorder as a result of the recommendations of this review.

13. EFFICIENCY STATEMENT

13.1 One of the objectives of the review was to test the claim that the reduction in back office staff had resulted in frontline staff having to undertake administrative activities, and spending less time with service users as a consequence

14. APPENDICES

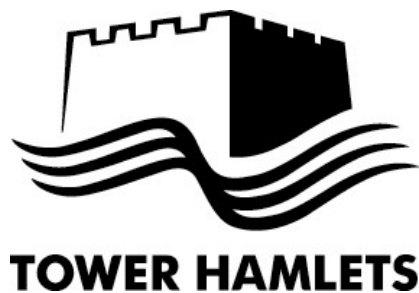
Appendix 1 Scrutiny review action plan

**Local Authorities (Executive Arrangements) (Meetings and Access to Information)
(England) Regulations 2012
List of "Background Papers" used in the preparation of this report**

Brief description of "background papers"	Name and telephone number of holder and address where open to inspection.
None	N/A

Reviewing the impact of the Children's Centres restructure

Scrutiny Working Group Report



**London Borough of Tower Hamlets
April 2012**

Acknowledgements

The Working Group would like to thank all the officers and partners that supported this Review, particularly Vicky Allen for her ongoing support and diligence. Most importantly we would like to thank all of the Children's Centres users and staff who offered their input to the Review. These views and perspectives have been fundamental in shaping the final recommendations of this Report.

Working Group Chair:

Councillor Amy Whitelock

Working Group Members:

Councillor Carlo Gibbs

Councillor Zara Davis

Councillor Lesley Pavitt

Jake Kemp (Co-optee)

London Borough of Tower Hamlets:

Anne Canning

Service Head Learning & Achievement

Monica Forty

Head of Achievement, Birth – 11, Learning and Achievement Service

Mohammed Jolil

Children's Centre Locality Lead

Paula Holt

Children's Centre Locality Lead

Jo Freeman

Children's Centre Locality Lead

Amanda Hicks

Children's Centre Locality Lead

Sheikh Ahmed

Around Poplar Children's Centre Lead

Jill McGinley

Head of Parent & Family Support

Strategy, Policy & Performance:

Vicky Allen

Chief Executive's Directorate

Harriet Potemkin

Children's Schools & Families

External:

None, it was not possible to find an expert witness within the timescales of this review.

Chair's Foreword

Children's centres are one of our most important frontline services, bringing children and families together from across our communities and providing vital support for the most vulnerable. The extent to which children's centres are cherished and relied upon by parents and children was clear from the level of concern and confusion which arose surrounding the Mayor's decision to restructure the service in 2011.

I was therefore grateful to my colleagues on Overview and Scrutiny for agreeing to prioritise a scrutiny review into the process and impact of the children's centres restructure. Due to the speed of the change, the national climate of service cuts, and the difficulty many Members and parents had in accessing information about the restructure, it was important to shine a light on this area of service provision.

The review afforded the first opportunity for Members to access detailed information about the restructure itself, the services on offer and patterns of use before and after the changes, and the views held by parents and staff about the service. I am grateful to my colleagues on the review working group for their diligence and to staff and parents for their invaluable input. We were particularly impressed by the frontline staff we met who displayed such commitment and passion for their work.

Overall, our findings present a mixed picture. On the one hand, despite assurances at the time of no impact on the frontline, we observed a reduction in the number of classes on offer since the restructure of around a third. In addition, removing two levels of management has meant frontline staff are now performing additional back office responsibilities, which can take them away from their frontline duties.

However, it appears this impact has not yet been felt by parents, with the latest Parent Voice survey showing 94% of parents are happy with the activities on offer for families. We found this is down to staff in children's centres going the extra mile to continue providing an excellent service, so parents and children do not see the impact of the restructure. The flipside is that now staff are very stretched and there is less flex and capacity in the system.

The review working group recognises the pressures on the service and the drivers for the restructure, particularly in light of significant cuts to central Government funding for children's centres and the council's general budget. However, we are concerned about the impact that the service, and particularly staff, has already sustained.

In view of the demand and popularity of children's centres among parents and the existing pressures on staff, we strongly recommend the service is protected from further cuts, so it does not reach breaking point. We have also made recommendations to improve the process of communicating restructures internally and externally, address staff capacity issues and

strengthen parental engagement. We hope these will enable the service to sustain the high quality provision currently provided to our families.

Councillor Amy Whitelock
Chair of Working Group and Scrutiny Lead, Children's Schools & Families

Report Recommendations

- R1. Improve proactive communications to Members, by
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 - ensuring the Governance Model is user friendly and not unduly bureaucratic.

Introduction

The national landscape has changed considerably since the introduction of children's centres. The coalition Government have reduced overall funding for family support services, and directed all funding through the Early Intervention Grant. It has also re-designed the early years curriculum to make it more focused on ensuring children start school ready and able to learn.

In order to respond to these changes and tailor services to reflect local needs, the council redesigned its children's centres to focus on providing increased support to the most vulnerable and hard to reach families while maintaining a universal offer, and has restructured the service by reducing the number of managers and administration support.

There has been significant national and local media coverage about the implications of reduced funding on children's centres. This national climate, coupled with uncertainty about the council's restructure and its impact, and lack of forthcoming information about it, led to a perception among residents that there had been cuts in service provision.

Members also received numerous questions and concerns from parents about the implications of the children's centres restructure on service provision. Many parents had felt ill-informed about the restructure and fearful about the future of provision for their children. Concerns related to potential reduction in access, patchiness of provision across the borough, reduced choice of services on offer, future sustainability of centres, and the apparent move away from universality which could undermine community cohesion.

Members did seek clarity from the council on various occasions, but found it difficult to get accessible and transparent information. Equally, communications directly to parents do not seem to have allayed concerns, and this has raised issues around parental engagement.

In recognition of this, the Overview and Scrutiny Committee prioritised the children's centres restructure for a thorough Scrutiny review. This provided the opportunity to review the process and impact of the children's centres restructure in light of the perceptions held by Members and residents on service provision and user engagement.

Purpose

The purpose of this review was to gain a strategic overview of the restructure of children's centres, to test the council's assertion that it has impacted minimally on service users, and to ensure that this is communicated in an accessible way to parents/carers, other users and stakeholders and Members.

The objectives were to test the following perceptions for accuracy, following the lack of clear communications about the changes:

- That service provision has become patchy, geographically less accessible to users and offers a smaller range of services than before;
- That the move to targeting the offer to more vulnerable families has led to a reduction in universal provision which has begun to impact on community cohesion in some areas;
- Whether a reduction in back office staff has resulted in frontline staff having to undertake administrative activities, and spending less time with service users as a consequence; and
- That it is difficult for parents to become involved as key stakeholders in children's centres (eg. Parent Forums are not fully used)

Methodology

The following methodology for the review was agreed by the Working Group:

Introductory review meeting

- The Working Group received presentational evidence on the children's centre restructure in terms of delivery and staffing, from the Service Head Learning & Achievement, and Head of Achievement, Birth – 11, Learning and Achievement Service.
- This aided in formalising scoping of the review and enabled a thorough discussion on the process and communications around the restructure.

Visit to Around Poplar children's centre

- The Working Group visited Around Poplar children's centre to have discussions with parents about their experience of the restructure, the service and the mechanisms of involvement, and speak to staff to hear about the restructure from their perspective
- Service users were consulted on their experience of children's centres and engagement

Service use and provision before and after the restructure

- The Working Group reviewed service user data including attendance, equalities information and parent feedback, and analysed service provision, to look at patterns of use before and after the restructure
- The Working Group heard evidence from the Locality Leads and the Head of Achievement, Birth-11.

Parental involvement mechanisms

- A presentation was received from the Head of Parent & Family Support on how the council engages with parents in general and specifically in children's centres Parent Forums
- The new governance framework for Parents and Carers Council and Parent Forums was discussed

Parent Forum

- One member of the Working Group attended the Wapping children's centre Parent forum to see user engagement in action.

Final review meeting

- Key findings were discussed, tested and agreed, and recommendations finalised.

Key Findings

The key findings arising from the review have been divided into five sections, including the background and process of the restructure, and the four key perceptions that the review sought to answer:

- That service provision has become patchy, geographically less accessible to users and offers a smaller range of services than before;
- That the move to targeting the offer to more vulnerable families has led to a reduction in universal provision which has begun to impact on community cohesion in some areas;
- Whether a reduction in back office staff has resulted in frontline staff having to undertake administrative activities, and spending less time with service users as a consequence; and
- It is difficult for parents to become involved as key stakeholders in children's centres (eg. Parent Forums are not fully used)

1. Background and process

The Working Group heard that nationally, the number of children's centres has reduced from 3,631 in June 2010 to 3,507 in September 2011. Locally, in April 2011 (go live date June 2011), a restructure of the children's centre provision and staff was undertaken because of the reduction in funding to pay for services (the Early Intervention Grant was reduced by approximately £4m in 2011-12).

Children's centres contributed £2.7m towards the £100m savings for the council overall. The restructure decreased management and aimed to increase targeted provision while retaining the universal offer. The children's centres service was previously funded solely by the Sure Start Grant. This was a direct grant from government which ended on 31st March 2012. The service is now funded, in part, from the Early Intervention Grant.

The children's centres have now moved from 23 'reach' areas, to 12 'community' areas meaning that the catchment area for each children's centre has now widened. For each of the borough's 4 administrative areas (paired LAP) there are 3 centres with full children's centre designation and a number of smaller centres providing a range of different services. The children's centre core offer is therefore delivered through a hub and spoke model. The core offer, as outlined by the government, is to improve outcomes for young children and their families, with a particular focus on the most disadvantaged families, in order to reduce inequalities in child development and school

readiness. This is supported by improved parenting aspirations, self esteem and parenting skills, child and family health and life chances.

The Working Group were advised that the drivers for the restructure of the service are identified as follows:

- Large cut to government funding of children's centres
- Large cuts to the council's budget
- The opportunity to look at the provision which has grown organically and unmanaged due to the original children's centres structures under Sure Start
- The importance of early years learning for children's future achievements.
- The opportunities of a hub and spoke model in helping keep management costs down and cutting premises costs while ensuring frontline reductions are kept to a minimum.

The Service management reported that, overall, they feel the restructure has improved the council's provision as there is now more clarity and harmonisation around job descriptions, structures, and governance. There is a mixture of locally and centrally provided provision to ensure the service is flexible to the needs of the locality. In comparison, provision prior to the restructure was inherited and had grown organically with ad-hoc structures in place.

However, Working Group members remained concerned about the ultimate impact of the restructure on service users and staff, which are explored in the following sections. Concerns were also raised about the process of the restructure, which was felt by parents and Members to be non-transparent, fuelling negative perceptions and concerns, for example when one group of very distressed parents took a petition to full Council.

The Service management explained their process of responding to the high volume of Members' and parents' enquiries, and also outlined the protocol in terms of consultation with affected staff before any public information can be released.

The Working Group still felt that there was a lack of proactive or detailed communication between Officers and Members which left some Members feeling that they are ill equipped to serve their residents effectively. It was felt that existing mechanisms of communications should be developed so that Members can be kept better informed of the council's business. Although this issue was explored as part of this scrutiny review, the Working Group felt that communications should be broadened to encompass the council as a whole.

Recommendation 1

Improve proactive communications to Members, by

- Democratic Services working with Corporate Communications to develop the Members' intranet pages as a dissemination tool for key ward-based and council-wide information, exploring the possibilities within the current IT system, and tying any full scale re-development in the upcoming refresh of the intranet by ICT.
- Service areas working with the Internal Communications team to provide briefings and seminars at the start and end of future restructures.
- Children, Schools, and Families to provide Members with information on the complaints mechanisms available to parents, and ensure this information is clearly available to parents via the internet.
- The Early Years service to provide briefings and seminars on the extension of provision for disadvantaged 2 years olds.

Although the restructure was undertaken quickly because of the reduction in budget and national changes to children's centres, the Working Group felt that more could have been done to consult with parents, such as providing a holding notice to service users informing them of impending changes which would have been helpful in allaying fears and mitigating against rumours.

The Working Group was informed that views of staff and parents were sought on the specific service provision after staff had been consulted on the structure of the service. The service used the annual parent's satisfaction survey as an additional tool to help to understand parent's views.

Recommendation 2

Directorate DMTs to work with Communication Leads to improve proactive communications to residents, by

- ensuring user engagement is fitted into all restructure or review consultation periods where appropriate, recognising that this cannot be before consulting with the staff directly affected.
- providing holding information to parents and other key stakeholders at the start of the review process in order to mitigate concern and rumours.

2. Consistency, access and range of services

The Working Group heard verbal evidence and reviewed analysis undertaken by the Children's Schools and Families directorate as part of an ongoing equalities impact analysis of the restructure. The Working Group were concerned to note that (at the time of the analysis) there were 3,372 fewer children attending children's centres since the restructure. This was tested with officers, who confirmed that there was no drop in birth rate over that period, so this reduction in attendance was unlikely to be due to a sudden fall in demand. This therefore indicates some reduction in access.

The Working Group also analysed the data supplied by the directorate in response to a Members Enquiry about service provision and found that there had been a reduction in the number of sessions offered since the restructure,

both in terms of the number of classes (153 fewer) and the number of hours (715 fewer). This amounted to around a third fewer services on offer, though the data for the Members Enquiry was a snapshot comparing Q3 2010/11 to Q3 2011/12, and is subject to change dependant on demand and taking into consideration user feedback. Nevertheless, the available data indicates both some reduction in the number of services on offer and that provision has been spread more evenly across localities, as reductions in classes were greater in some areas, to even out provision geographically.

The reduction in the number of sessions was found to be largely due to decommissioning of sessions contracted out to health providers and run through children's centres. The Service Manager for Early Years explained that this reduction in health provision was in line with other local authorities. Staffing issues for some health sessions such as Midwife Services have aided the perception that there has been service deterioration within children's centres, which is borne out in parent surveys which show highest dissatisfaction with health-related services. The Working Group heard how the children's centres have been building capacity in order to deliver some services separate to the reduced offer from Health providers. Another area where there has been a particular reduction is in English Speakers of Other Language (ESOL) provision for parents.

The Working Group also heard evidence from a small sample of parents at Around Poplar children's centre. Parents reported they have built up strong relationships with the children's centre and appreciate the opportunity they bring in terms of meeting other parents, carers and professionals. Some parents appreciate the informal support networks that build up around the children's centres. However, parents raised the following concerns about the service:

- Some parents found that the distance to their nearest children's centre was unsatisfactory at over 40 minutes walk away, however some parents are also prepared to move around the borough in order to attend a mixture of sessions to suit.
- Some parents reported that it was difficult to find sessions which could adequately cater for siblings of different ages.
- There was frustration due to the lack of spaces in some popular sessions, and some parents had noticed that sessions were much busier than before the restructure. Parents reported that they had sometimes been turned away from popular courses due to demand and this upset both parents and their children.
- Some parents had been using the service for several years and did notice the impact of the restructure, regretting the closure of some smaller centres nearby.

However, the Working Group found that overall parent satisfaction with children's centres remains high, as borne out in parent satisfaction surveys and the independent Parent Voice report. 89% said services had made a positive impact on their relationship with their child or children, while 94% said they were happy with the activities on offer for families. Despite reductions of around third in terms of service availability, the Working Group acknowledged

the efforts of staff to ensure in large part this does not impact on parents' and children's experience of the service. Nevertheless, as outlined later, this has led to strain in the service.

Due to the high demand for and popularity of children's centres, the importance of the service in terms of early years' achievement, the existing pressures on staff and reductions in service provision already sustained, the Working Group felt strongly that the no further cuts to funding should be borne by the children's centres service.

Recommendation 3

The Children, Schools and Families Directorate to sustain and enhance the excellent service provision on offer, by

- ensuring there are no further cuts to funding for the children's centres service.
- considering how to increase the number of sessions which are both welcoming and suitable for parents with children of different ages
- publicising the services on offer in new Children's Centres which could alleviate the distance some families have to travel

3. Targeted and universal provision

The Working Group heard evidence from the Service Head and Service Manager for Birth-11 who advised that there had been no move away from universal to targeted provision and explained that the targeted offer is built into the universal provision. This method is seen as a more effective and efficient way of identifying those vulnerable families who could benefit from additional support, with universal services being an important referral mechanism into additional support services. It also means provision is less stigmatised, and parents, carers and their children can meet a range of different people from their community, rather than only meeting other vulnerable families. The value of children mixing with others from different backgrounds and communities was also mentioned by parents the Working Group spoke to. The Service Head and Service Manager reiterated the council's commitment to retaining universal provision as well as enhanced targeted provision, because of the positive impact universal provision has on targeted provision as well as community cohesion.

The Working Group recognised this commitment, but noted that disproportionately more hours had been lost in the universal service compared to targeted provision since the restructure. Service management reported this was largely due to reductions in the number of whole day drop-in sessions available to all parents.

The Working Group felt that there was a general lack of communication about how the service allocates session spaces, which had led to a perception of unfairness among some parents. In exploring the issue of lack of spaces on popular courses, the Working Group heard from the Service Manager for Birth-11 that on some occasions spaces were reserved for vulnerable families who had been encouraged to attend a specific session by Family Support

Workers. The policy on allocating spaces, which includes reserving spaces for local parents as well as vulnerable parents, has been in operation since before the restructure. However, because there are fewer sessions since the restructure, this policy has become more noticeable to parents, leading to greater frustration. The Service Manager described the equitable and robust measures in place to deal with high demand, which include directing parents to other activities, prioritising them for the next session, or referring those who become distressed to a Family Support Worker.

Recommendation 4

The Learning and Achievement Service to publicise the range of available sessions and the Council's policy for allocating spaces when there is high demand more clearly to parents.

The Working Group reviewed work undertaken by Children Schools and Families as part of an ongoing equalities impact analysis to assess the diversity of children using the children's centres, before and after the restructure. In comparing the percentage of under fives using children's centres per ethnic grouping in 2010/11 to 2011/12, there has been a drop of around 35% of Bangladeshi children attending since the restructure of the service (with the smallest decreases among White and Indian children). However, further analysis showed that this demographic had previously been over-represented as a whole, as Bangladeshi under 5's make up 42.8% of the borough population and post restructure, account for 41% of the total number of under 5's attending children's centres. This is more in line with other ethnic groups, where there is less than 2% difference between the overall proportion of the demographic and the proportion using children's centres. Officers confirmed that additional equalities analysis will be undertaken to explore further whether the children's centres are being accessed fairly by different groups.

4. Reduction in back office staff

The Working Group met a representation of staff from various job roles and centres at the Around Poplar children's centre who had been invited to share their opinion of the restructure process and impact. Staff confirmed that they had been kept informed about the restructure by their managers and felt that they had been professional in their attitude around reassuring parents about the future of the service.

Some staff talked about the positive outcomes arising from the restructure including the opportunity to improve their qualifications and reskill. However, there were some negative comments about the restructure including:

- the new data entry burden placed on all staff, especially Office Assistants / Receptionists
- Office Assistants / Receptionists undertaking duties that were previously a managerial responsibility
- the reduction in the number of staff leading to some staff feeling stretched and sometimes working above their grade, for example in order to cover annual leave and sickness

- impact on staff wellbeing of the increased strain and demand on the service
- Community Development Officers now have to work across different sites and this has led to a feeling that the service has been diluted, making it harder to build relationships and support parents

The Working Group felt that the restructure of the Service had led to the role of Office Assistants / Receptionists being under-estimated, both in terms of the grade and their importance as front line staff, being the first point of contact for parents and carers. The parallel review of the restructure by the Service has also recognised that there are too few Office Assistants / Receptionist posts and their job description should be reviewed.

The majority of staff interviewed felt that the data entry work was too time consuming and difficult to complete whilst performing front line duties, although all acknowledged the importance of collecting this data for reasons such as monitoring for grants, child safeguarding, management information and the future payment by results.

The Working Group noted the positive team spirit and generally good morale among staff, providing peer support and regular social activities for each other. However, members were concerned that staff have absorbed most of the impact of the restructure, going the extra mile and working more to ensure parents do not see a reduction in the quality of the service. While this is laudable, the potential impact on staff wellbeing is significant and the overall reduction in staff has led to a loss of flex and capacity in the system, so it is less resilient to staff absence, with potentially greater disruption to service provision at these times.

Recommendation 5

The Learning and Achievement Service to review job descriptions, job title and salary scale of the Office Assistants / Receptionists posts, to ensure the grade is commensurate with the job activities and additional responsibilities, and recognises the front line nature of the job. Review the capacity across the service for 2012/13 and increase where necessary.

Recommendation 6

Recognising the importance of robust data collection, the Learning and Achievement Service to undertake a business process improvement exercise with the aim of streamlining what data is captured and how it is collected, input and analysed

Recommendation 7

The Learning and Achievement Service to prioritise additional training to Children's Centres staff to build capacity and resilience during times of strain such as sickness absence and annual leave.

5. Parental involvement

At the visit to the Around Poplar children's centre, the Working Group interviewed parents and found that in the main those who did not attend

Parent Forums did so out of choice and still felt that their views were taken into consideration and acted upon because of the openness and approachability of children's centre staff, and other mechanisms such as feedback forms. Parents confirmed that they were encouraged to provide feedback; at Around Poplar children's centre there is a suggestion box in reception. One outcome of a suggestion made by parents was that the dads only baby group was reverted back to a session for all parents and this session is now much better attended.

The Working Group also spoke to two parents who attended Parents Forums on a regular basis and reported that the parents found them to be informative and helpful, and covered a wide area of interest. However, one parent spoke of how much better his experience of the Around Poplar Parent Forum was compared to the Forum at another children's centre. The Working Group also noted differences in terms of how frequently Parent Forums meet; in some areas it is weekly, whereas in others only monthly. One of the Community Development Officers said that how well Parents Forums function depends on the size of the area the different CDOs have to cover and therefore how much time they can give to each Forum. The Working Group were concerned to address this inconsistency in terms of how parent engagement is facilitated across different children's centres.

The user survey identified that a large number of parents questioned were unaware of additional services offered by centres, especially those services available for adults. The Working Group felt that there is a need to publicise the offer and services of the children's centres more widely and clearly, and to increase the use of technology and social media to communicate with parents and carers, especially if savings made can be redirected to service provision. Data from the User Satisfaction survey showed that less than 10% of parents said they were kept informed via creative communications (such as text, e-mail, internet) however around 32% would like to receive communications that way. It was acknowledged however that there was also a need to retain more traditional methods of communication, such as leaflets and face-to-face, in order to avoid excluding any groups.

Recommendation 8

Whilst recognising the importance of traditional methods of communications, and the cut in the advertising budget, the Learning and Achievement Service to improve and expand communications to parents by

- increasing the use of creative communications such as e-mail, text and social media as an efficient and cost effective way of communicating with parents
- using Parent Forums to review both printed communications and that which is displayed within Children's Centres, in order to ensure they communicate clearly the entire offer to both children and parents, including adults' services and children's sessions for mixed ages
- widening the reach of written publicity to include more venues such as doctors surgeries, school noticeboards and chemists.

The Working Group heard from Jill McGinley, Head of Parent and Family Support, about how this service provides support to parents and schools. It was agreed that parents elected onto the Parents Forums within the new governance model should be provided with training, in order to build capacity and empower parents to become effective Forum Chairs. In addition, it was felt that there should be a programme of training for staff to assist them in their role as Forum facilitators and ensure greater consistency of parental engagement across different children's centres.

The Working Group also heard about the review of the governance framework from the Service Manager and how parents are being consulted around its terms of reference. Having observed current Parent Forums in action and from experience of other community governance structures, members felt that it was important to ensure representation from parents of all backgrounds in the new structures. Under-represented demographics and harder to reach groups should be actively encouraged to join, which may require targeted proactive outreach work by staff. The Working Group also raised issues around the accessibility of the new governance model – including the language and process.

Recommendation 9

The Learning and Achievement Service to facilitate the engagement of a wide range of parents in governance, by

- providing a programme of training for Community Development Workers and other staff as appropriate, to become capable and confident facilitators of Parents Forums who can recruit and support a range of parents to become involved
- providing a programme of training and capacity-building for parents, including understanding of their role and responsibilities within the governance model, with a particular focus on those less likely to come forward for such positions
- ensuring the Governance Model is user friendly and not unduly bureaucratic.

Conclusions

- The Working Group welcomed the opportunity to investigate the impact of the children's centre restructure, with a view to assessing its true impact and improving communications to service users about restructure changes in the future.
- The Early Years Service also welcomed the opportunity for this timely review, because it enabled the service to ensure Members were updated on the service and provided a facility to test the outcome of the restructure. The service welcomes the recommendations which have arisen as a result of the review.
- This Review has focused on testing service perceptions for accuracy, and it is hoped that the adoption of the proposed recommendations will

improve both the provision for service users, support for staff, and future communications and engagement processes.

- In light of the continuing high demand for children's centre services, their popularity among parents, the service reductions already sustained and the resulting pressures on staff, the Working Group hopes that the recommendations will be considered and adopted by the Mayor and his Cabinet, to enable children's centres to survive and thrive in this difficult climate, for the families who cherish and rely on them.

APPENDIX TWO

SCRUTINY REVIEW ACTION PLAN – Reviewing the impact of the Children’s Centres restructure

Recommendation	Response / Comments / Action	Responsibility	Date
R1. Improve proactive communications to Members, by			
• Democratic Services working with Corporate Communications to develop the Members’ intranet pages as a dissemination tool for key ward-based and council-wide information, exploring the possibilities within the current IT system, and tying any full scale re-development in the upcoming refresh of the intranet by ICT.	Ward Profiles are currently being updated and are expected to be completed by the CRU by December 2010. Members to be consulted on draft / design stages in October 2012 via a group workshop or Survey Monkey exercise.	Corporate Research Unit Manager	October 2012
	We will place the most current Members Bulletin on the front page of the Members Intranet in order to encourage readership. Members are due to receive VPN keys so that they are able to access the intranet from outside the Council building by November 2012.	Service Head	November 2012
	We will set up an intranet page for each Directorate, communicate this to both Directorates and Members. Each Directorate page will be managed by Directorate support services such as the directorate intranet rep. We will ensure that Communications Advisers remind Managers at DMTs to use the Members Intranet as a key communications tool for disseminating information to Members	Service Head	November 2012

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SCRUTINY REVIEW ACTION PLAN – Reviewing the impact of the Children’s Centres restructure

Recommendation	Response / Comments / Action	Responsibility	Date
	We will undertake an informal survey about Members Intranet and its format and contents.	Service Head, Communications	February 2013
<ul style="list-style-type: none"> • Service areas working with the Internal Communications team to provide briefings and seminars at the start and end of future restructures. 	Restructures are discussed at DMTs, and Communications Advisers (when invited to DMTs and with consultation from Human Resources and the Service Head), will take the lead on providing communications to Members via the Members Bulletin and Members Intranet. Where Communications Advisers are not regularly invited to Directorate DMTs, Service Heads should contact their Directorate Communications Advisers direct.	Service Head, Communications, Head of Media	Ongoing
	More detailed information, such as seminars, will be provided to Members, in consultation with the Service Head and relevant Lead Member, and will be led by the relevant Service.	Communications Advisers	Ongoing
	Directorates encouraged via DMTs to contribute relevant items for the Members seminar schedule.	Members Support Manager	September 2012
<ul style="list-style-type: none"> • Children, Schools, and Families 	The complaints procedure for the Council (Children’s	Locality Leads,	October

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SCRUTINY REVIEW ACTION PLAN – Reviewing the impact of the Children’s Centres restructure

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Recommendation	Response / Comments / Action	Responsibility	Date
to provide Members with information on the complaints mechanisms available to parents, and ensure this information is clearly available to parents via the internet.	Centre version) will be published in the Members Bulletin and placed on the Members Intranet and on the Children’s Centre web page on the Council Internet so that it is easy to find for future reference.	Learning & Achievement Service	2012
	It will be displayed in individual Children’s Centres and made available to families on request	Community Leads, Learning & Achievement Service	October 2012
	An article will be published in Parent Matters to offer advice, support and guidance to families on raising issues and concerns.	Locality Leads, Head of Parent & Family Support	December 2012
<ul style="list-style-type: none"> The Early Years service to provide briefings and seminars on the extension of provision for disadvantaged 2 years olds. 	A briefing paper will be published in the Members Bulletin and placed on the Members Intranet and the Council Internet so that it is easy to find for future reference.	Head of Achievement, Birth-11, Learning & Achievement Service	February 2013
R2. Directorate DMTs to work with Communication Advisers to improve proactive communications to residents, by			
<ul style="list-style-type: none"> providing holding information to parents and other key stakeholders at the start of the review process in order to mitigate concern and rumours. 	<i>The People Board will look at the need to amend corporate guidance for managers around handling organisational change – to include our communications and engagement with key stakeholders and ways in which this can be</i>	Service Head, Human Resources	November 2012

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SCRUTINY REVIEW ACTION PLAN – Reviewing the impact of the Children’s Centres restructure

Recommendation	Response / Comments / Action	Responsibility	Date
	<i>monitored.</i>		
<ul style="list-style-type: none"> ensuring user engagement is fitted into all restructure or review consultation periods where appropriate, recognising that this cannot be before consulting with the staff directly affected. 	<p><i>The People Board will look at the need to amend corporate guidance for managers around handling organisational change – to include our communications and engagement with key stakeholders and ways in which this can be monitored.</i></p>	Service Head, Human Resources	November 2012
<p>R3. The Children, Schools and Families Directorate to sustain and enhance the excellent service provision on offer, by</p>			
<ul style="list-style-type: none"> ensuring there are no further cuts to funding for the children’s centres service. 	<p>We will seek to protect the funding allocated to our Children’s Centres but will need to keep this under review as funding, including that from central government grants, and budget priorities change.</p>	Director of Children’s, Schools & Families	Ongoing
<ul style="list-style-type: none"> considering how to increase the number of sessions which are both welcoming and suitable for parents with children of different ages 	<p>A termly audit of provision by each Children’s Centre will be undertaken to ensure that across the locality a range of sessions are available to parents with children of different ages.</p>	Community Leads, Learning & Achievement Service	Completed and ongoing
	Services on offer in new Children’s Centres as well as in all	Community Leads,	Completed

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SCRUTINY REVIEW ACTION PLAN – Reviewing the impact of the Children’s Centres restructure

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Recommendation	Response / Comments / Action	Responsibility	Date
<ul style="list-style-type: none"> publicising the services on offer in new Children’s Centres which could alleviate the distance some families have to travel 	Children’s Centres are publicised on the Children’s Centre web page on the Council internet and regular updates on services available in leaflets.	Learning & Achievement Service	and ongoing
	Services are advertised on banners outside Children’s Centres.		Completed and ongoing
	We will produce regular updates on services in East End Life.		Ongoing
<p>R4. The Learning and Achievement Service to publicise the range of available sessions and the Council’s policy for allocating spaces when there is high demand more clearly to parents.</p>	See R3 for actions we will undertake to publicise the services within Children’s Centres	Community Leads, Learning & Achievement Service	Completed and ongoing
	We will continue to publicise the service’s policy for allocating spaces when there is high demand and ensure that the policy is clearly visible within Children’s Centres.	Community Leads, Learning & Achievement Service	Completed and ongoing
<p>R5. The Learning and Achievement Service to review job descriptions, job title and salary scale of the Office Assistants / Receptionists posts, to ensure the grade is commensurate with the job activities and additional</p>	We will update the Job Description for Office Assistants to capture better the work they undertake.	Locality Leads, Learning & Achievement Service	Completed
	Job Descriptions for Office Assistants will be reviewed and updated in terms of pay scales to ensure that it reflects the frontline nature of the job and the job activities.		November 2012

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SCRUTINY REVIEW ACTION PLAN – Reviewing the impact of the Children’s Centres restructure

Recommendation	Response / Comments / Action	Responsibility	Date
responsibilities, and recognises the front line nature of the job. Review the capacity across the service for 2012/13 and increase where necessary.			
	We will draw up a business case to present to the People Board, to appoint an additional Office Assistant to each locality and then implement if approved.		March 2013
R6. Recognising the importance of robust data collection, the Learning and Achievement Service to undertake a business process improvement exercise with the aim of streamlining what data is captured and how it is collected, input and analysed.	A business case will be drawn up to present to the People’s Board for the recruitment of a Data Analyst to take on borough level Children’s Centre data analysis – and then recruit to the post if approved.		Completed
	We will review the information collected by Children’s Centres to ensure that the data collected is both necessary and relevant, and reviewed to streamlined the process.	Locality Leads, Learning & Achievement Service	Ongoing
	There will be a review of the data collected by Children’s Centres to ensure that data is collected in a streamlined way.		
	We will then review the data we collect again, once the Government releases their expectations around Performance by Results.	Locality Leads, Learning & Achievement Service	Expected April 2013
R7. The Learning and Achievement Service to prioritise additional	A programme of support will be designed and delivered to Locality Leads which will deal with resilience, leadership and management.	Head of Achievement, Birth – 11, Learning & Achievement Service	September 2012

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SCRUTINY REVIEW ACTION PLAN – Reviewing the impact of the Children’s Centres restructure

Recommendation	Response / Comments / Action	Responsibility	Date
training to Children’s Centres staff to build capacity and resilience during times of strain such as sickness absence and annual leave.	We will also design a course on Child Development theory, the delivery of which will be rolled out to all Community Leads, Locality Leads and Play & Learning Workers.	Head of Achievement, Birth – 11, Learning & Achievement Service	January 2013 & ongoing
	Every Children’s Centre will have 5 inset days and two of them will be used for team building, and developing resilience.	Community Leads, Learning & Achievement Service	Completed & ongoing
R8. Whilst recognising the importance of traditional methods of communications, and the cut in the advertising budget, the Learning and Achievement Service to improve and expand communications to parents by			
<ul style="list-style-type: none"> increasing the use of creative communications such as e-mail, text and social media as an efficient and cost effective way of communicating with parents 	We are currently exploring the option of buying into a text messaging service as an additional way of communicating with parents.	Locality Leads, Learning & Achievement Service	April 2013
	We will consult with parents via the Parent Forums to explore the range of communication methods and respond to their preferences accordingly.	Community Development Officers, Learning & Achievement Service	Ongoing & completed by April 2013
<ul style="list-style-type: none"> using Parent Forums to review both printed communications and that which is displayed within Children’s 	We will pair up Parent Forums and enable them to host visits to each other’s Children’s Centre as a way to focus on how access information is displayed and made available to families and to act on the findings.	Community Development Officers, Learning & Achievement Service	Ongoing & completed by April 2013

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APPENDIX TWO

SCRUTINY REVIEW ACTION PLAN – Reviewing the impact of the Children’s Centres restructure

Recommendation	Response / Comments / Action	Responsibility	Date
Centres, in order to ensure they communicate clearly the entire offer to both children and parents, including adults’ services and children’s sessions for mixed ages			
<ul style="list-style-type: none"> widening the reach of written publicity to include more venues such as doctors surgeries, school noticeboards and chemists 	We will review the range of publicity materials which we already send out to parents and which venues they are displayed in. Then explore the possibility of developing a leaflet outlining generic services delivered within Children’s Centres. We will identify key staff within each Children’s Centre who will have responsibility to ensure leaflets are displayed in an accessible way.	Community Development Officers, Learning & Achievement Service	December 2012
<p>R9. The Learning and Achievement Service to facilitate the engagement of a wide range of parents in governance, by</p>			
<ul style="list-style-type: none"> providing a programme of training for Community Development Workers and other staff as appropriate, to become capable and confident facilitators of Parents Forums 	Commission support from the Parental Engagement Team to support with the development of staff and of Parent Forums	Locality Leads, Learning & Achievement Service	Completed
	We will provide 4 training sessions for Community Development Officers to support them in leading Parent Forums	Parental Engagement Team, CSF	Started & due to complete

APPENDIX TWO

SCRUTINY REVIEW ACTION PLAN – Reviewing the impact of the Children’s Centres restructure

Recommendation	Response / Comments / Action	Responsibility	Date
<p>who can recruit and support a range of parents to become involved</p>			<p>March 2013</p>
<p>• providing a programme of training and capacity-building for parents, including understanding of their role and responsibilities within the governance model, with a particular focus on those less likely to come forward for such positions</p>	<p>We will provide training sessions and support for parents to take a lead in running Parent Forums once staff are trained.</p>	<p>Community Development Officers & Parental Engagement Team</p>	<p>Due to complete by March 2014</p>
<p>• ensuring the Governance Model is user friendly and not unduly bureaucratic.</p>	<p>The Governance Model was reviewed as a result of consultation via Parent Forums to ensure it is user-friendly and not unduly bureaucratic, and is now in place. We will review the Governance Model via Parent Forums, on an annual basis, to ensure it stays both relevant and responsive to need.</p>	<p>Locality Leads and Community Leads, Learning & Achievement Service</p>	<p>Completed & reviewed annually.</p>

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Agenda Item 9.1

Committee/Meeting: Cabinet	Date: 5/12/12	Classification: Unrestricted	Report No: CAB 54/123
Report of: Head of Paid Service– Stephen Halsey Originating officer(s) Environmental Health (Commercial) Service Manager – David Tolley		Title: Food Law Enforcement Service Plan 2012/2013 Ward(s) affected All	

Lead Member	Councillor Ohid Ahmed
Community Plan Theme	A Healthy Community
Strategic Priority	Reduce differences in people’s health and promote healthy lifestyles

1. **SUMMARY**

- 1.1 This report sets out the Council’s eleventh annual plan for effective enforcement of food safety legislation. The formal introduction of the Plan has been delayed this year as a result of the Olympics on the basis that progress on the Olympic critical aspects of the Plan were being reported separately via Olympic impact planning infrastructure. The aim of the Plan is to ensure that food in the Borough is produced and sold under hygienic conditions, is without risk to health and is of the quality expected by consumers.

- 1.2 The Food Standards Agency requires local authorities to have in place a Food Law Enforcement Service Plan. The Plan will form a significant part of the standard against which local authorities will be audited by the Agency to assess their effectiveness in ensuring food safety.

- 1.3 The Food Safety Service is a statutory function and the activities of the Service are monitored by the Food Standards Agency (FSA). If the FSA are not satisfied with the performance of the Service, then they are empowered to take the function away and request that a neighbouring Authority take on the functions. This will result in no control over the provision of the Service, reputation risk and loss of budget.

- 1.4 Accordingly the Cabinet is requested to consider the Food Law Enforcement Service Plan 2012/13 and Food Sampling Policy 2012/13 and make recommendations as appropriate and adopt this plan.

2. DECISIONS REQUIRED

The Mayor in Cabinet is recommended to:-

- 2.1 Approve the Tower Hamlets Food Law Enforcement Plan 2012/2013 and Food Sampling Policy attached at the Appendix of the report.

3. REASONS FOR THE DECISIONS

- 3.1 Under the powers given to it by the Food Standards Act 1999 The Food Standards Agency (FSA) oversees and monitors how Local Authorities enforce food safety legislation. The FSA require all Local Authorities to produce and approve an annual plan that sets out how it is going to discharge its responsibilities.

4. ALTERNATIVE OPTIONS

- 4.1 If the Council take no action the FSA have the power to remove food safety responsibilities and engage another authority to deliver the service. The likely scenario would be for a neighbouring Local Authority to be seconded to provide this service.
- 4.2 If this did happen the Council would still have to fund the service but would lose Member and management control of the service. This sanction has rarely been used but when it has been exercised the local authorities have been named and shamed and suffered reputation damage
- 4.3 The Council might adopt a plan in different terms, but the content of the proposed plan is recommended for reasons set out in the report. If the Mayor were minded to consider a different plan, then further analysis may be required prior to decision.

5 THE PLAN

- 5.1 The Plan incorporates the Council's objectives as set out in the Community Plan and the Trading Standards & Environmental Health (Commercial) Service Plan. In particular it impacts on the quality of life in Tower Hamlets and the health of residents and visitors. It helps to ensure that businesses maintain high standards. The standard format of the plan allows easier comparisons with other authorities.
- 5.2 The plan is divided between reactive and proactive work. Reactive work includes consumer complaints and requests for advice or information from the business community, residents, employees in the Borough and tourists. Proactive work comprises of inspections. Tower Hamlets has 2563 food premises requiring inspection. This is a 3% increase from 2011/12. The frequency of such inspections is determined by a nationally agreed risk based inspection rating scheme.

- 5.3 Last year the Food Safety team achieved 86.5% of all food premises being broadly compliant with the food safety legislation. This will place the authority in the top quartile of local authorities.
- 5.4 The plan also covers complaints and enquiries, sampling, food hazard warnings, outbreak control, health promotion, training and publicity.
- 5.5 The plan also highlights some of the major successes during 2011/12. Some notable examples are
- Improving inspection performance.
 - Responding to an increasing number service requests. 1031 were received an increase on the previous year
 - Improving enforcement activity – 21 food premises closures were carried out (17 in the previous year). Businesses and individuals were prosecuted as a result of either programmed inspections or complaint inspections. 11 successful cases were undertaken in 2011/12

6 PERFORMANCE AND ISSUES FOR 2012/13

- 6.1 The main indicator used to assess the Council's performance is the proportion of food establishments in the Borough which are broadly compliant with food hygiene law. The performance trend for compliance is steadily improving in the Borough. The performance for the last five years is as follows:-
- 2007/8 57%
 - 2008/9 74%
 - 2009/10 81%
 - 2010/11 86%
 - 2011/12 86.5%
- 6.2 It should be noted that there is a constant challenge to performance improvement by the high turnover rate of food businesses in the Borough and the increasing age of the commercial stock.
- 6.3 From 2009-12 funding was received from the Healthy Cities initiative and the Primary Care Trust Obesity Strategy to develop a Healthy Eating Award, which aims to create a culture of healthy food choices for residents/workers in the Borough. The programme has since been supported through the Food for Health programme funded until March 2013. A separate Team has been developed to deliver this initiative within the Environmental Health Commercial Team and 77 Awards have been made. External funding is currently being sought to keep the project running.
- 6.4 The national "Scores on the Doors" scheme announced by the FSA has now been implemented. This star rating scheme allows Local Authorities to publish an assessment of the hygiene standards of food premises.
- 6.5 Over the last two years the Service worked as part of the Joint Local Authorities Regulatory Services (JLARS). This group were the Olympic Development Agency (ODA) funded joint service that dealt with regulatory

issues inside the Olympic Park. It also worked with partners to develop the response for food safety enforcement in the lead up and during the Olympics. The FSA grant funded the Authority to carry out enhanced sampling activities throughout the Olympic period and to employ two short term contractors to fill the demands on the Service whilst Officers concentrated on the higher risk businesses.

7 COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 7.1 The report seeks approval of the Tower Hamlets Food Law Enforcement Service Plan 2012/13 and Food Sampling Policy 2012/13. This should ensure that performance levels are maintained at a level as prescribed by the Foods Standards Agency.
- 7.2 As outlined in section 6.3 the funding for the Healthy Cities initiative has ended. The initiative has since been supported through the Food for Health programme for which funding of £60,000 has been received until March 2013. However, if the initiative is to continue, alternative external funding sources will need to be identified.

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

- 8.1 The Council is the food authority for Tower Hamlets and is responsible for enforcing and executing the provisions of the Food Safety Act 1990 within the borough.
- 8.2 The Food Standards Agency ("FSA") is responsible under the Food Safety Act for monitoring the performance of enforcement authorities in enforcing specified legislation (including the Food Safety Act itself). The FSA is empowered to request information from the Council relating to its enforcement action. A Framework Agreement has been developed which sets out what the FSA expects from local authorities and sets out an audit scheme under which the FSA monitors the activities of local authorities. The FSA requires local authorities to maintain a food law enforcement plan and to report on performance against the plan.
- 8.3 The Food Law Enforcement Plan is based on a template recommended by the FSA and looks at both pro-active work (e.g. routine food hygiene inspections) and re-active work (e.g. responses to consumer complaints). By auditing the Plan, the FSA will be able to provide a report to the European Commission in accordance with obligations under Article 14 of the Official Control of Foodstuffs Directive 89/397.
- 8.4 The Secretary of State has issued the Food Law Code of Practice (England) under section 40 of the Food Safety Act 1990, which makes reference to an authority's service plan. The FSA is empowered to direct authorities to

comply with the code of practice and this potentially provides another basis on which the Council may be required to produce a food law enforcement plan.

- 8.5 Before adopting the Plan, 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. Information is provided in the report relevant to these considerations.

9. ONE TOWER HAMLETS CONSIDERATIONS

- 9.1 As a result of targeted training the Food Safety function is approaching a workforce to reflect the community, which has led to a multi lingual capability.
- 9.2 The service has procedures and training programmes that promote and deliver equal treatment to all businesses
- 9.3 The Food Safety sampling programme has focussed on imported foods that are sold to local communities. This is to ensure imported foods are wholesome and safe.
- 9.4 Food Safety activity is focussed on raising the quality of food businesses in the Borough. Raising the quality of businesses will help customers obtain better value for money and help make businesses more profitable.
- 9.5 Develop training opportunities for women who hold a larger proportion of lower graded positions within the Team,
- 9.6 An equality analysis has been carried out which suggests that all residents in the borough will be positively affected by the proposed plan. No adverse impacts are expected for any groups.

10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 10.1 Food businesses are encouraged to reduce food waste and deal efficiently with the waste they do produce.

11. RISK MANAGEMENT IMPLICATIONS

- 11.1 The Council as a Food Authority is required to carry out statutory functions in relation to food safety. The annual plan sets out how the Council will fulfil its obligations under this legislation.
- 11.2 Failure to ensure that the council discharges its responsibilities can have serious consequences for the Council and these are set out below.

- 11.3 Should the Council not exercise its duties and provide a food safety service there is the potential that both unsafe and unscrupulous activities would go unchecked and un-enforced, which may lead to serious food borne illness or disadvantage to the residents, consumers and businesses within the borough.
- 11.4 The Food Standards Agency are charged with overseeing the activities of Food Authorities and may carry out audits of the authority to ensure it is meeting the requirements of The Standard for Food Services set out in the Framework Agreement and its statutory functions.
- 11.5 Should the Council not fulfil its obligations as specified above, the Food Standards Agency may use its powers to take away the functions of the authority and place them with another authority to exercise them on its behalf.

12. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 12.1 There are no crime and disorder reduction implications

13. EFFICIENCY STATEMENT

- 13.1 The completion and implementation of the Environmental Health (Commercial) service review has improved efficiency and the Service is kept under continual review.

14. APPENDICES

- Appendix 1 – LBTH Food Law Enforcement Plan – 2011/12
- Appendix 2 - Equality Analysis Quality Assurance Checklist

**Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012
List of “Background Papers” used in the preparation of this report**

Brief description of “background papers”	Name and telephone number of holder and address where open to inspection.
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No background papers	David Tolley x 6724
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Appendix 1

LONDON BOROUGH OF TOWER HAMLETS

FOOD LAW ENFORCEMENT SERVICE PLAN

2012/2013

CONTENTS

1.0	Executive Summary
2.0	Service Aims and Objectives
3.0	Background
4.0	Service Delivery
5.0	Resources
6.0	Quality Assessment
7.0	Review
	Annexes

Executive Summary

This is the Council's mandatory annual plan for the effective enforcement of food safety legislation. This plan fulfils the Council's obligations under the Framework Agreement on Local Authority Food Law Enforcement with the Food Standards Agency (FSA). The objective of this plan is to ensure that a programme of food enforcement activity is carried out, providing public confidence that food is produced without risk and sold under hygienic and safe conditions in Tower Hamlets. This plan is a public document and will be publicised on the Councils website.

The plan sets out the aims and objectives of the Environmental Health Commercial Team and links team priorities to the Council's core themes. The plan also gives an up to date profile of the Borough, a review of our activities in 2011/12 and our programme of work for 2012/13.

In 2011/12 the Commercial Team carried out 75% of all Food Hygiene inspections due in the higher bands of A-C and 44% of all food standards inspections due in the higher bands of A-B. Food Standards inspections are seen as a second priority to that of food hygiene as this area of work crosses local authority boundaries. Food Hygiene examines the businesses processes and procedures in the preparation and service of food. Food Standards examines issues around labelling, composition components of the food and date marking. The inspection programme for both inspection types are led by food hygiene, as the risks are under local control and deemed to be greater. Food Standards inspection are undertaken if the next inspection date from the risk rating assessment score falls due the same year that the food hygiene inspection is due. This therefore results in a lower percentage of food standards inspection being undertaken. However, we have undertaken 91% of all high risk, A band, food standards inspections.

Enforcement activity was far greater this year with 21 food premises closed for pest infestations and a total of £34,235 fines and costs being issued by the Courts from 11 cases taken last year. The rate of broadly compliant premises was raised from 86% to 86.5%.

The main food premises closures are in relation to the insufficient management of pest control within the establishments. At the end of last year we were successful in obtaining grant funding from the FSA which permitted a third party organisation, appointed by the FSA, to coach our higher risk businesses in personal hygiene and general food safety – including pest management.

The National Performance Indicator – 184- which measures food establishments in the Borough which are broadly compliant with food hygiene law. We currently have 86% of food premises broadly compliant. This has remained constant from last year.

We have continued to receive funding from the Primary Care Trust Obesity Strategy to continue with the Healthy Eating Award, which aims to create a culture of healthy food choices for residents/workers in the Borough. A separate Team has been developed to deliver this initiative within the Environmental Health Commercial Team, we have issued 37 Awards. This work will continue into this year as we have secured funding until April 2013.

We were also successful in obtaining grant monies to enable us to prepare businesses for the Olympic Games. We used this to employ two contractors to carry out lower risk inspections, whilst staff concentrated on the higher risk establishments, by bringing forward all high risk inspections due for the year to inspected by July 2012. In addition we enhanced our sampling programme.

The National Food Hygiene Rating Scheme has been running smoothly, with businesses striving to be a top performer of a rating of 4 or 5. We have had very few requested for re-inspections and no appeals on the score given by the Officers. The scheme is now becoming embedded in the Borough and the ratings are being displayed by businesses.

Following on from the Hampton review into local regulation we have reviewed our services to determine if the inspection burden can be lifted on local businesses but ensuring that risks are controlled to ensure public health is not at risk. We have done this where the risk rating indicates that the business is broadly compliant. This has enabled extra focus on the higher risk premises, to reduce the risk of inadequate food safety management. As a result of the Central Government spending review, we may not be able to inspect all those premises that fall due in 2012/13. Those premises that may not be inspected have been selected due to other monitoring regimes that take place or due to the low risk nature of the food being sold i.e. pre packaged foods.

SERVICE AIMS AND OBJECTIVES

Aims and objectives

1.1.1 To promote and regulate food safety, food standards, health and safety in food premises.

1.1.2 To provide advice and education to all sectors of the community on food safety matters. Promotion of Healthy Eating Award in conjunction with the Primary Care Trust in the fast food outlets with the aim to reduce obesity in children.

1.1.3 To prevent the spread of infectious disease and food poisoning and investigate outbreaks.

1.1.4 Health and Safety including smoke free enforcement and advice and accident investigation.

1.1.5 Animal welfare and the control of zoonotic diseases.

1.1.6 Business compliance in readiness for the Olympic Games.

Links to Corporate objectives and plans

1.2.1 The Food Law Enforcement Service Plan is designed to meet customer needs and our services are provided with reference to the:

- Community Plan
- Council's Strategic Plan
- Directorate's Annual Plan
- Divisional Service Plan

1.2.2 The activities of the Environmental Health Commercial Team are linked where possible to these strategies, policies and objectives. These are set out in the Team Plan which details amongst other issues, the Food Enforcement objectives for the year and defines the performance that has been set to meet these targets. The Team is also a statutory function and is linked through to the Food Standards Agency, Health and Safety Executive, Department of Food and Rural Affairs, Animal Health Agency and the Health Protection Agency

1.2.3 The aim of the 2020 Community Plan is to:

Improve the lives for all those living and working in the Borough

- 1.2.4 The Council will realise its overall Vision for the Borough through four core themes, underpinning these themes is the commitment to One Tower Hamlets:
- **A great place to live**
 - **A Prosperous Community**
 - **A Safe and Cohesive Community**
 - **A Healthy and Supportive Community**
- 1.2.5 The aim of the Environmental Health Commercial Team is to protect residents, visitors and businesses by:
- *The enforcement of consumer legislation by way of inspection, complaint investigation, awards, training and advice and enforcement.*
 - *Advising consumers on the resolution of civil disputes with traders.*
 - *Promoting and regulating food hygiene/safety and standards of health and safety in the workplace and at public events in the borough*
 - *Preventing the spread of infectious disease and food poisoning, including the investigation of outbreaks*
 - *Issue and enforcement of approvals (manufacturing premises) covering a range of activities*
 - *Developing partnerships with businesses, regeneration initiatives and other organisations in the Borough*
 - *Involving ourselves in national strategies i.e. Obesity Strategy, fast food outlets around schools.*
 - *Promotion of business awards for smoke free and healthy eating in conjunction with local National Health services*
 - *Animal welfare and the control of zoonotic infections*
- 1.2.6 The Food Law Enforcement Plan links in with the detailed activities that have been developed as part of the Team Plan and individual officer performance, development and review plans.
- 2.0 **BACKGROUND**
- 2.1 **Profile of Tower Hamlets**
- 2.1.2 Tower Hamlets has a wide range of commercial food businesses located across different parts of the borough. Some of the key businesses include:

- § Major supermarkets (Tesco, Asda, Sainsbury, Lidl, Marks and Spencer & Waitrose)
- § Office developments occupied by blue chip companies, newspaper publishers, with large scale catering
- § Several major hotels, including Britannia, Four Seasons, Gourman, Holiday Inn, Hilton, Radisson and Marriott
- § There is a diverse range of restaurants and cafes in the borough, including Italian, French, Greek, Turkish, Somali, Spanish, Chinese, Japanese, Thai and those from the Indian sub-continent (India, Bangladesh, and Pakistan).
- § 94 schools
- § Billingsgate – London’s major Wholesale Fish Market
- § World famous street markets at Petticoat Lane, Whitechapel, Brick Lane and Roman Road.
- § London Guildhall University, Queen Mary University of London and The Royal London Hospital Medical Schools
- § The Royal London, St Andrews, Mile End, London Chest and London Independent Hospitals
- § 2 poultry slaughterhouse
- § 3 City Farms
- § numerous night clubs & other venues
- § Many community events such as concerts in Victoria Park and festivals in Brick Lane.

2.2 Organisational Structure

2.2.1 The Team is located within Commercial Services. Commercial Services is part of the Safer Communities Division which is part of the Directorate of Communities Localities and Culture. The Council’s administrative committee structure is set out in Annexe B and structure showing where the service sits in the overall council organisation is in Annexe C.

2.2.2 Food Safety falls within the portfolio of the Deputy Mayor.

2.3 Scope of the Food Service

2.3.1 The Environmental Health Commercial Team is responsible for the following functions in all commercial premises.

- food hygiene
- food standards
- health and safety
- infectious disease control
- public health activities
- Smoke Free enforcement

2.3.2 Nuisance and Pollution control issues related to commercial premises are dealt with by the Environmental Protection service. The Trading Standards Team deals with animal feeding-stuffs and fraudulent activities covered by the Food Safety Act.

- 2.3.3 A proactive and reactive service in relation to food hygiene and food standards is provided primarily through the programmed inspection of food businesses and by responding to service requests including comments on planning and licensing applications. We are a responsible authority under the Licensing Act.
- 2.4 Demands on the Food Service
- 2.4.1 Premises Profile
- 2.4.2.1 The tables below show the number of food businesses in each risk category classified by type of activity and risk rating. Some premises, where the risk is negligible are discounted from the inspection programme.
- 2.4.3 Food Standards legislation sets out specific requirements for the labelling, composition and safety parameters of food stuffs which are potentially at risk of being misleadingly substituted with lower quality alternatives. The legislation makes sure consumers are not misled as to the nature of food products when it is sold to them. Premises that are inspected included importers and exporters who may not even hold food on their premises – this accounts for the difference in total numbers in Table 1 and Table 2 below.
- 2.4.4 Food Hygiene is vital to prevent food poisoning. Our inspections cover food safety management procedures, cleaning, storing of food, pest control, preparation, cooking, the delivery and supplying of food, training of staff and the physical structure of the food premises.

Table 1

The number of food businesses and their inspection rating for food hygiene (22/6/12)

Usage	A Band	B Band	C Band	D Band	E Band	Outside	Unrated	Total
Producers			1					1
Slaughterhouse					1	1		2
Manufacturers	2	3	20	8	7	2	10	52
Packers			1					1
Importers EC						6	1	7
Transporters		1	28	28	23	1		81
Articles in contact with food					2	1		3
Mfr selling by retail		2	15	9	3			29
Supermarket		1	12	9	9		3	34
Retailer		7	178	218	237	4	18	662
Restaurant/Café/Canteen	5	57	683	86	54	2	32	919
Pub/Club		4	85	61	58			208
Takeaway	2	27	183	26	24		36	298
Caring premises	1	9	23	14	71			118
School/College		15	82	4	4			105
Hotel/Guest House			5	4				9
Others	1	1	11	2	7		12	34
Total	11	127	1327	469	500	17	112	2563

Total 2563 premises

The frequency of inspection is:

Category A, every 6 months; B, every 12 months; C, every 18 months; D, every 2 Yrs; and E, every 3 Yrs. The Category of Unrated premises is determined on the first visit and can be A-E. Category E premises may be dealt with using an alternative enforcement strategy.

Table 2

The number of food businesses and their inspection rating for food standards (22/6/11)

Usage	A Band	B Band	C Band	Outside	Unrated	Total
Producers					1	1
Slaughterhouse		1	1			2
Manufacturers	2	26	10		15	53
Packers		1				1
Importers EC		3	1	1	3	8
Transporters	4	63	9	1	3	80
Articles in contact with food			1	2		3
Mfr selling by retail		14	14		1	29
Supermarket		8	22		4	34
Retailer	2	267	317	22	54	662
Restaurant/Café/Canteen	3	430	399	3	81	916
Pub/Club		63	138		7	208
Takeaway	2	155	71		70	298
Caring premises		9	45	3	61	118
School/College		24	80	1		105
Hotel/Guest House		3	6			9
Other		7	13		14	34
Total	13	1074	1127	33	314	2561

Total premises 2561

The frequency of inspection is:

A, every 12 months; B, every 2 years; C, every 5 years. Category C premises may be dealt with using an alternative enforcement strategy.

2.4.3 As at April 2012 the following establishments were approved by the Council to produce and manufacturer food for the domestic market: -

- § 4 fishery manufacturer products establishments
- § 50 wholesale fishery products and live shellfish
- § 1 Fish wholesale/retail market
- § 5 dairy producers
- § 3 meat products establishments
- § 1 sandwich manufacturer

2.4.4 Tower Hamlets' food businesses are primarily caterers and retailers.

2.4.5 There has been a rise in the proportion of imported foods (from non EC Countries) entering the borough, either directly imported by businesses or by third parties located elsewhere. Some of these foods can be illegal (i.e. banned from importation) or do not comply with compositional or labelling requirements. This area of work is continually increasing due to cheap imports and consumer demand. However, this food gives rise to a risk to human health and we offer advice to importers.

2.4.6 We are already working in partnership with our neighbouring Boroughs through the Joint Local Authority Regulatory Services in preparation for the Olympic Games and chair the North East London Food Safety Group.

2.4.7 When carrying out a food hygiene or food standards inspection, officers may also carry out a health & safety inspection where the council is the enforcing authority for the relevant legislation.

2.4.8 One third of the population is of Bangladeshi origin and over half the population are from ethnic minorities. The make up of food businesses reflects this profile, although demand for translation and materials in other languages is not high. Ethnic minority food business proprietors generally prefer written information to be provided in English. A translation and interpreting service is available if required and a number of our staff are multi lingual.

2.4.9 Reception and Information Service

2.4.10 The reception and information point for the Trading Standards and Environmental Health (Commercial) Department is located at:

Anchorage House
Clove Crescent

London E14

- 2.4.11 We operate an out-of-hours emergency call-out service, which operates from 5pm to 8am on a weekday and 24hrs at weekends and Bank Holidays. This service operates only for food poisoning outbreaks or major food safety incidents and other non-food safety related emergencies.
- 2.4.12 Tower Hamlets also has a website at www.towerhamlets.gov.uk and the Environmental Health Commercial Team have an E-mail address, namely: foodsafety@towerhamlets.gov.uk and healthandsafety@towerhamlets.gov.uk This address is also used for the national electronic communication system for Environmental Health Departments, known as EHCNet.
- 2.5 Enforcement Policy
- 2.5.1 The current enforcement procedure is documented and outlines all enforcement action carried out by officers, it reflects the Corporate Enforcement Policy. It seeks to ensure that formal enforcement is focused where there is a real risk to public health and that officers carry out action in a fair, practical and consistent manner.
- 2.5.2 The Corporate Enforcement Policy is followed by the Team during all Enforcement matters as is specifically referenced to when commencing a prosecution by the Council Legal Services.
- 3.0 **Service Delivery**
- 3.1 Inspection Programmes
- 3.1.1 Food establishments in the area that are broadly compliant with food hygiene law is a measured used internally and by the Food Standards Agency. This indicator covers all the food premises in the Borough, not just those that are due for inspection this year. A risk score of 10 points or below in the compliance of premises structure and hygiene laws and the confidence in management determine if the premise is broadly compliant.
- 3.1.2 The Food Standard Agency code of practice that guides our inspection programme permits shorter inspections to be undertaken on those businesses that are deemed broadly compliant in the lower risk categories of C and D for food hygiene and questionnaires for those in category E
- 3.1.3 We use a hazard spotting approach for those premises that are deemed to be broadly compliant. This reduces the burden on business and concentrates our resources on the non compliant businesses. However, a full inspection will be carried out if these compliant businesses are not in control of the risks or a public health risk is identified.

- 3.1.4 A significant number of businesses will continually move between broadly compliant and not broadly compliant. A significant number of re-inspections will be undertaken to ensure that we keep the upward trend towards broadly compliant.
- 3.1.5 We have determined that we have 86.5% of all food premises currently broadly compliant.
- 3.1.6 The Food Safety Officers carry out programmed food hygiene/standards inspections at frequencies determined by the Food Standards Agency. A programmed food safety inspection will therefore cover food hygiene and food standards, where this falls due (although some premises will fall due for food standards inspection only) and we will also deal with issues relating to enforcement and advice under health and safety law, either in very broad terms or as part of a focused health & safety project. The inspection programme is dictated by the food hygiene inspection rating allocated to a business because this generally leads to more frequent inspections. This therefore builds in efficiency into the inspection programme by only inspecting for food standards in the year that food hygiene is due. However, Category A – high risk food standards inspection due dates are checked to ensure that these are inspected in the current year. Some premises such as importers who do not actually handle or store food are subject only to food standards inspections.
- 3.1.7 Category E food hygiene and Category C food standards inspections will be addressed by using alternative enforcement strategies, such as a self audit questionnaire. These questionnaires will be sent to all Category E and C rated premises. Verification follow up will be carried out on 5% of these premises.
- 3.1.8 For 2012/13 the number of food hygiene inspections due is shown in Table 3 and the number of food standards inspections due is shown in Table 4:

Table 3

The number of food hygiene inspections due to be carried out in 2012/13.

Inspection Rating	Number of food hygiene inspections due
A	6 x 2 = 12
B Broadly compliant	44
B not Broadly compliant	97
C Broadly compliant	948
C not Broadly compliant	82
D Broadly compliant	263
D not broadly compliant	34
E (verification)	12
Unrated	48
Total Inspections	329
Total Surveillance inspections	1211
Total Interventions	1540

Table 4

The number of food standards inspections due in 2012/13 and the inspection targets.

Inspection Rating	Number of food standards inspections due
A	13
B	683
C (verification)	17
Unrated	230
Total	943

3.1.9 Most food standards inspections will be carried out at the same time as a food hygiene inspection. It is the teams' target to achieve 100% of all A standards inspections due.

- 3.1.10 Where possible new premises identified will be added to the work programme to be inspected during the year. These 'unrated' businesses will count against the broadly compliant score and hence resources will be allocated to carry out inspections on the unrated businesses.
- 3.1.11 Food hygiene and food standards inspection procedures detail the steps to be followed by officers. They take account of relevant Codes of Practice, Local Government Regulation and FSA guidance and relevant Industry Guides.
- 3.1.12 Hygiene re-inspections will be carried out where enforcement notices have been issued, where there is a significant public health risk or the premises in not broadly compliant.
- 3.1.13 Food Standards re-inspections are of a lower priority and not required as often as for food hygiene.
- 3.1.14 The resource estimated for programmed inspections, including alternative enforcement strategies for lower risk premises is **3.2 Full Time Equivalent (FTE)**. Re inspections allocation to be **2 FTE**. **Annex A** gives details of the assessment of resources for all functions within the plan. During the review in 2011/12 the Team was reduced by 1EHO. A planned restructure to move an Environmental Health Officer into the Food Safety Team will reduce the shortfall identified in this planning process to **0.99 FTE** and this will be dealt with by not inspecting all the premises that fall due where pre packed food is offered or other inspection regimes deliver a similar inspection function, namely schools, off licences, newsagents and chemists.
- 3.1.15 Additional priorities have been identified for action in 2012/13 including: -
- § Inspections will be carried out at major festivals.
 - § Enhanced sampling for the Olympic Games, this involves microbiological sampling, mis leading claims and personal hygiene sampling.
 - § All 0 and 1 rated premises inspected prior to the Olympic Games
 - § Grant funded coaching by the FSA undertaken at the higher risk/failing premises on the lead up to the Olympic Games
 - § Routine attendance at Billingsgate Market.
 - § All premises subject to approval will require additional attention and inspection time due to the risk they present.
 - § Food Standards will be combined with Food Hygiene inspections.
 - § Illegal importation of food will be targeted as priority
 - § Health & Safety inspections will be on a themed basis.
 - § Closure and follow-up enforcement action, including prosecution of businesses as appropriate.
 - § We will specifically target A risk premises and Higher B's with advice and enforcement
 - § We will use alternative enforcement strategies in low risk premises and may not inspect some if reactive demands are increased.

3.2 Food Complaints/Requests for Service

3.2.1 The Environmental Health Commercial Team will record, assess, prioritise and deal appropriately with all requests for service. Requests for service will be classed as higher risk issues or lower risk issues. The target response time for service requests are:

- *To give a 1st response to 99% of service requests within 3 working days*
- *To respond to 100% of higher risk issue service requests within 24 hours.*
- *To register all new operating premises within 28 days of receipt of application form.*

3.2.2 The number of service requests for 2011/12 was 1031.

3.2.3 The resource estimated for dealing with service requests is **1.9 FTE**.

3.3 Home Authority Principle

3.3.1 The Council formally adopted the Home Authority Principle at the Planning and Environmental Services Committee meeting of 13th June 1995. A Home Authority is the local authority where the decision making base of an enterprise is situated. The local authority provides advice to the enterprise and deals with enquiries from other councils in relation to the business. An Originating Authority premises is one where the food is manufactured, stored or first imported to, but to which the definition of Home Authority does not apply. The new concept of Priority Authority Partnerships that has recently been introduced by the Government may affect work plans for companies where the company trades across two or more Local Authority areas. This will enable one Authority to be a Primary Authority that will guide the business on compliance issues.

3.3.2 Approximately 200 businesses have been identified as probable Home or Originating Authority premises. Enquiries for advice from local businesses or other enforcement authorities will be treated as requests for service and will be prioritised accordingly.

3.3.3 The resource estimated for this area of work is **0.25 FTE**.

3.4 Advice to business

- 3.4.1 Advice is freely available to food businesses and is provided during visits and upon request. Business information packs have been produced for people considering setting up a food business and are sent to relevant applicants for planning permission. A variety of information leaflets, in community languages, are also available.
- 3.5 Food Inspection and Sampling
- 3.5.1 Food is inspected in accordance with UK and EU legislation. A documented sampling programme is produced each financial year covering planned microbiological and chemical sampling. Our sampling policy is at Annex D
- 3.5.2 The programme includes participation in co-ordinated projects organised by the Food Standards Agency, Health Protection Agency (HPA), Local Authority Coordinating Body on Regulatory Services (LACORS), EU, London Food Co-ordinating Group and North East London Food Liaison Group. Planned local projects and Home Authority sampling are also included.
- 3.5.3 The target for 2012/13 is approximately 188 samples to be taken by the end of the financial year. The budget for sampling is £12,000.
- 3.5.4 The total number of samples taken for 2011/12 was 188 of which 40 were unsatisfactory and follow up action was required.
- 3.5.5 The Laboratories to which samples are sent are subject to the appropriate accreditation. Analysis is undertaken by the Council's nominated Public Analysts:-
Duncan Arthur
Jeremy Wooten
Eurofins Scientific Laboratories, 445 New Cross Road, London, SE14
- Microbiological examination is undertaken by:-
Susan Surman (Food Examiner)
Health Protection Agency, Food, Water & Environmental Microbiology Unit (London), Food Safety Microbiology Laboratory, Central Public Health Laboratory, 61, Colindale Avenue, London, NW9 5HT.
- On occasions, samples for microbiological examination will be sent to Eurofins Scientific Laboratories.
- 3.5.6 The resource required for food sampling is estimated to be **0.5FTE**
- 3.6 Outbreak Control and Infectious Disease Control

- 3.6.1 We will investigate all suspected and confirmed outbreaks of food poisoning and the Outbreak Control Plan will be implemented in the case of a major outbreak (i.e. 4 or more cases).
- 3.6.2 Individual allegations of food poisoning caused from consumption of food within the borough, but which are not supported by medical evidence will be treated as service requests. The level of resource is estimated at **0.02 FTE**
- 3.7 Food Safety Incidents
- 3.7.1 We deal with Food Alerts in accordance with the Code of Practice and guidance issued by the Food Standards Agency. Alerts requiring action by the department will take priority over all other work. The out-of-hours emergency service will notify the duty officer in the event that the Food Standards Agency notifies them of a major incident of food contamination which occurs outside normal office hours.
- 3.7.2 There is a policy document and procedure note on dealing with Food Hazard Warnings.
- 3.7.3 Resources for this work are dependent on the demand. In 2011/12 there were 39 Food Hazard Warnings and 62 Allergy Alerts issued by the Food Standards Agency. Resources are therefore estimated at **0.05 FTE**. (Included in Service Requests above)
- 3.8 Liaison with Other Organisations
- 3.8.1 Liaison arrangements are in place to ensure that enforcement action in Tower Hamlets is consistent with neighbouring authorities and in particular: -
- § Tower Hamlets is a member of the North East London Food Liaison Group which meets every eight weeks.
 - § A PEHO attends regular sub-group meetings to discuss and arrange co-ordinated Approval processes.
 - § Planned liaison meetings take place between the Health Protection Agency.
 - § We are an active member of the Olympic Boroughs network for Environmental Health
- 3.8.2 The resource required for these activities is estimated at **0.03 FTE**.
- 3.9 Food Safety Promotion
- 3.9.1 The Food Safety Officers will, subject to available resources, carry out food safety promotional work through participation in certain national campaigns and local projects, more specifically:

- § It is intended to examine opportunities to participate in appropriate schemes, deliver talks, and provide displays for suitable groups or at events or locations throughout the year.
- § National Obesity Strategy working with the PCT.
- § Seeking small grants from the Food Standards Agency to carry out bespoke projects

3.9.2 The resource required for these activities is estimated at **0.03 FTE**.

3.10 Administration

3.10.1 The Service's central Admin team provides administration support.

3.11 Management

3.11.1 The Environmental Health Commercial Services Manager provides management, with support from the 2 PEHO's who also have fieldwork duties. Management accounts for approximately **0.8 FTE**.

4.0 Resources

4.1 Financial Allocation

4.1.1 The Food Safety financial allocation is part of the Environmental Health (Commercial) cost centre.

4.1.2 Training costs are included in the Employee related expenses and a number of free courses are run by the Food Standards Agency.

4.1.3 Provision of other central, directorate support services which includes legal services is added at the end of the financial year to service costs. This recharge is on a divisional basis and not broken down into individual teams.

4.2 Staffing Allocation

4.2.1 The staffing for food safety work, is as follows:

- 0.3 x Environmental Health Commercial Service Manager
- 2 x Principal Environmental Health Officer (PEHO)
- 2 x Senior Environmental Health Officer (SEHO)
- 3 x Environmental Health Officer (EHO)

- 2 x Food Safety Officer (FSO)
 1x Healthy Eating Project Lead – funded until April 2013
 (Total Technical Staff for work identified in plan = **11.99 FTE**)
- 4.2.3 Additional resources located outside of the Environmental Health Commercial Team are as follows:
 TSO/CSO –Animal Feeding-stuffs – resources allocated as required
 Environmental Health Commercial & Trading Standards Teams share administration resources:
 Food Safety allocation is approximately:
 1 x Senior Support Services Manager (0.1 FTE)
 1 x Support Services Manager (0.3 FTE)
 4 x Administration Officers (1.2 FTE)
 (Total Admin staff = **1.6 FTE**)
- 4.2.5 Authorisation and competencies
 Environmental Health Commercial Services Manager/PEHOs/EHOs:
- Fully qualified to Diploma/Degree level
 - Authorised to inspect all categories (with the exception of any officers who have not been qualified for 6 months or have insufficient experience)
 - Take all levels of enforcement action (with the exception of any officers who have not been qualified for 2 years or are Food Safety Officers)
- 4.3 Staff Development Plan
- 4.3.1 The Council uses its Performance Development and Review Scheme to:
- Set individual aims and objectives for staff.
 - Monitor and appraise performance.
 - Assess the development needs of all staff.

At the start of the performance year all staff will have their own Personal Plan, which will comprise of their main objectives with targets and their own development plan.

4.3.2 Individual and Team training plans reflect the following

- Common training issues for the service
- Training issues linked to Corporate and Directorate priorities
- Training linked to new legislation, professional developments
- Training relating to organisational matters (IT, systems and procedures)

4.3.3 Training for the financial year 2012/13 is prioritised as follows:-

Food Issues

Update Seminars – providing technical information on food safety topics
Consistency of scoring for the Food Hygiene Rating Scheme
Use of the new Enforcement powers to stop business activities (RAN)

General Issues

Investigation techniques – general training for successful investigations, due to the increase in enforcement
Interviewing under caution – aimed at newly qualified staff to enable they feel confident in undertaking such legal processes
Working with the third sector

4.4 Allocation of Resources

4.4.1 **Table 5 in Annex A** sets out the total resources available (i.e. **10 FTE** officers) and how the resources identified to complete the plan in 2011/12 were allocated. The table also sets out the resources required to fulfil the plan for 2012/13.

4.4.2 Section **6.0** of this Plan sets out the achievements of the team in 2011/12

4.4.3 The areas of work which were not completed were:

- § Primary Authority Partnerships – no formal agreements were established. There was no demand from businesses to sign up to a formal agreement. However we have continued to provide informal agreements and advice to businesses.
- § Programmed inspections were 75% of those planned for hygiene (and 44% for standards. Excluding the D and E and C surveys. The Team concentrated on the higher risk premises to ensure food safety, These inspections will be carried forward

into 2012/13. The Standards inspections were lead by the due date of the hygiene inspections. In some cases Standards inspections fall due when hygiene is not due hence they are carried forward to the next inspection date.

5.0 Quality Assessment

5.1 The measures to be taken by the Environmental Health Commercial management to assess quality and promote consistency include: -

- Desktop reviews of proactive and reactive case paperwork and files will be undertaken by a PEHO.
- New or Agency staff will be inducted into the departments procedures and shadowed on inspections to ensure competency and consistency.
- All staff will have a 6-8 weekly 1 to 1 with their immediate supervisor to discuss casework.
- Accompanied inspections will be carried out with each member of staff.
- Documented procedures
- Bi -monthly documented team meeting
- Occasional training sessions and other exercises which are organised to aid consistency, staff appraisals and 6 month reviews.
- Monthly monitoring reports will be produced using the FLARE software system.

6.0 Review

6.1 Review against the Service Plan

6.1.1 The Environmental Health Commercial Service Manager presents reports to the Service Management Team on performance of the food safety inspections against performance targets detailed in the Service Plan.

6.1.2 At the end of the financial year, a performance review is carried out by the Environmental Health Commercial Service Manager with input from team members, which will include information on the past year's performance and progress on any specified performance targets, service improvements and targeted outcomes. It will also identify service priorities for the coming year. The review of 2011/12 is set out in 6.4 below.

6.2 Identification of any variance from the Service Plan.

6.2.1 Any variance in meeting the Food Law Enforcement Service Plan is identified in the review in 6.4 together with any reasons for the variance. Where necessary any variance will be addressed in this years plan.

- 6.3 Areas of Improvement
Where a service improvement or a service development is identified as part of the review process or through quality assessments, it will be incorporated into this years plan. Key areas for improvement identified from the review are detailed in paragraph 6.17.
- 6.3.1
- 6.4 Inspection Programmes
75% of all food hygiene premises that were due for inspection had a food hygiene intervention. For the higher risk premises this was 97% (A – B risk). All overdue premises have been carried forward to the 2012/13 programme.
- 6.4.1
- 6.4.2 627 re-inspections were carried out. This is an increase from the previous year. This equates to 1 in 1.5 premises receiving a re-inspection.
- 6.4.3 44% of the food standards programme was carried out, food standards inspections that fall due along side food hygiene inspections. The remaining were not carried as hygiene inspections were not due or the premises had been assessed as low risk.
- 6.5 Enforcement
11 (15 in the previous year) businesses or individuals were prosecuted as a result of either programmed inspections or complaint inspections. This resulted in total fines and costs awarded of £34,235
- 6.5.1
- 6.5.2 123 (78 in the previous year) formal improvement notices were issued.
- 6.5.3 21 (17 in the previous year) premises were closed by Emergency Prohibition Notices or voluntary closure, mainly for uncontrolled pest infestation, this was an equal to the previous year. This is a result of concentrating resources on the higher risk premises.
- 6.6 Additional Priorities
Regular early morning inspections were carried out at Billingsgate Market. Programmed inspections were carried out as well as general supervision of the market. All Traders have now received their approval to trade at the market.
- 6.6.1
- 6.7 Food Complaints/Requests for Service

- 6.7.1 A total of 1030 service requests were received.
- 6.7.2 The main types of complaints received were: 89 complaints alleged food poisoning due to eating out in Tower Hamlets (a decrease from 110 last year). 23 complaints were about dirty premises (compared to 17 the previous year), 75 about unhygienic practices (same as last year), 93 about pest infestations (previous year 73) and 95 complaints were received about food standards issues, such as food labelling (Use by dates).
- 6.8 Home Authority Principle
- 6.8.1 No formal Home Authority Partnerships were established during the year due to the demands of other areas of work. However a number of the contacts from outside bodies were Home Authority enquiries from other authorities. Each of these was dealt with as appropriate and in line with the Home Authority Principle.
- 6.9 Advice to Business
- 6.9.1 Business packs for new businesses continued to be issued, along with a booklet giving advice on carrying out a hazard analysis.
- 6.10 Food Inspection & Sampling
- 6.10.1 188 Food samples were taken, of which there were 40 failures. All of these were subsequently followed up.
- 6.10.2 A full Sampling Plan has been produced for 2012/13. The Sampling Policy is detailed in Annex D and is a required to be approved as part of the Food Law Plan.
- 6.11 Outbreak Control & Infectious Disease Control
- 6.11.1 Some 89 service requests were investigated specific to incidents of alleged food poisoning originating from food consumed in the borough. No outbreaks were identified during the year. There is still a number of Typhoid and Paratyphoid infections that are reported via the Health Protection Unit and contact tracing is undertaken to avoid outbreaks.
- 6.12 Food Alerts
- 6.12.1 39 Food Alerts were received from the Food Standards Agency, most of these did not require any action, however a number did result in the issue of Press Releases to notify the public and some required a large number of businesses to be notified in writing.

6.12.2 Food Alerts attract a high priority and immediate response. Were they happen resources have to be diverted from other food enforcement functions to facilitate the necessary action. This can impact on the target outputs of the Plan.

6.13 Liaison with Other Organisations

6.13.1 The food safety unit fulfilled all of its liaison activities in the 2011/12 Plan.

6.14 Food Safety Promotion

6.14.1 Promotional activities on food hygiene for school children were delivered.

6.14.2 The service worked with the FSA to provide an external contractor to carry out food hygiene coaching on our higher risk premises.

6.15 Staffing

6.15.1 The team was fully staffed during the year.

6.16 Training

6.16.1 The food safety officers undertook a wide range of training activities during the year, these included:

- Sampling
- Personal Safety
- Interviewing techniques
- Legal updates
- Carbon monoxide sources
- Auditing food premises
-

6.16.2 Quality Assessment

6.16.3 Documented team meetings took place.

6.16.4 Monthly monitoring reports are produced on a regular basis

- 6.17 Key areas for Improvement/Development
- 6.17.1 Professional Development of Food Safety Officers and newly qualified Environmental Health Officers.
- 6.17.2 Working with the private markets to control the hazards produced by stall holders and to obtain up to date trading details.
- 6.17.3 Procedures are systematically reviewed and completed and kept up to date.
- 6.17.4 Quality monitoring is continuing and staff have been requested to undertake a training needs analysis.
- 6.17.5 Development of alternative enforcement strategies for low risk premises, now to consider using with D rated food safety premises.
- 6.17.6 Consistency training for staff in relation to the Food Hygiene Rating Schemes
- 6.17.7 Development of our Olympic Games food premises improvement programme
- 6.17.8 Development of our database with regards to Sampling data, UKFSS, a central shared database
- 6.17.9 Development of hand held computer IT systems
- 6.17.10 To recognise the Primary Authority Partnership scheme from the Better Regulation Executive
- 6.17.11 Revisits are to continue as this has resulted in enforcement action being taken when advice has not been followed.
- 6.17.12 The movement of an Environmental Health Officer from the Health and Safety Team into the Food Safety Team.

7.0 Annexes

Annex A: Assessment of resources
Annex B: Current Council Decision Making Structure
Annex C: Current Council Corporate Structure
Annex D: Food Sampling Policy 2012/2013

Annex A

Assessment of Resources

Resources for 2012/2013

Table 5
Estimation of Full Time Equivalent (FTE)

1 year	365 days
Annual Leave	31 days
Training / team meetings	24 days
Bank Holidays/Statutory leave	12 days
Sick leave/dependency/Special leave etc	5 days
Weekends	104 days
Downtime – reading, research etc.	18 days
Officer Administration	10 days
Number of working days	161 days
1 FTE	161 days (1127 hours)

Programmed Inspections

High risk premises (Cat A,B and not broadly compliant premises) = 329 inspections due (Table 3 as Total Inspections), at 3 ½ hours per inspection (this is in line with the average London authority – LFGG bench marking exercise carried out in September 1999), therefore 1151 hours to inspect 100%.

Broadly compliant premises = 1211 inspections (Table 3 as Surveillance Inspections) due at 1.5 hours per inspection, therefore 1816 hours to inspect 100%.

Total for inspections/surveillance therefore = 2967 hours (424 days)

Low risk (D, E hygiene and C standards) premises are likely to be subject to alternative enforcement strategies:

Allow 10 hrs for management of scheme. Allow 0.25 hrs per premises (875) for implementation of scheme = 218 hours

Allow 5% will require inspection, i.e. 43 premises at 1.5 hrs each = 64.5 hrs

Total for Alternative Enforcement Strategies = 282 hrs (40 days)

Food Standards Inspections A rated: 13 premises due for food standards only @ 2 ½ hrs each = 32 hrs (4 days) Efficiency is gained as medium to low risk food standard inspections are undertaken in the year that the food hygiene is due.

Approval inspection on processes of HACCP 20 premises @ 14 hours = 280 hrs (40 days)

Resource required to achieve 100% inspection rate = **3.2 FTE**.

Re inspections following programmed inspections

All Category A premises will require a revisit as will premises that fall out of the broadly compliant range.

A = 12 @ 3.5hrs = 42 hrs (6 days)

Premises falling out of broadly compliant category 627@ 3.5 hours = 2194 hours (313 days)

Resource required for re inspections = 313 days = **2 FTE**

Food standards inspections revisits 13 @ 2hrs = 26hrs (2days)

Resources required for food standard revisits = **0.01 FTE**

Service requests

It is expected that some 1000 food safety related service requests will be received during the year. It is estimated that each will take an average of 1.5 hrs, therefore 1500 hrs will be required to deal with these.

Total for Service Requests 1500 hours (214 days)

In addition:

50 Planning Applications @ 1 hr each = 50 hrs

Total time for Planning Applications = 50 hrs (7 days)

40 Premises Licence Applications @ 0.5 hr each = 20 hrs

Total time for Premises Licence Applications = 20 hrs (3 days)

39 food alerts @ 0.5 hr each = 19 hrs

10% approx will require extensive investigations etc.4 @ approx. 3.5 hrs each = 14 hrs

Total time for Food Alerts = 32 hrs (4.5 days)

Approximately 150 new premises to open during year @ 3 ½ hrs each = 525 hrs

Total time for New Premises = 525 hrs (75 days)

Total for Service Requests = 303 days = **1.9 FTE**

Home Authority Premises

There are approximately 200 premises considered to be either Home or Originating Authority. Most of these will simply be dealt with during routine inspections. However it is estimated that approximately 15 premises will require greater attention.

15 premises @ 7 hrs each = 105 hrs

185 premises @ 1 hr each = 185 hrs

Total time for Home Authority = 290 hrs (41.4 days) = **0.25 FTE**

Advice to Businesses

Throughout the year advice to business forums etc will be given on an ad-hoc basis

Ad-hoc support & advice = 250 hrs

Total for Business Advice & Support = 250 hrs (35 days) = **0.2 FTE**

Food Sampling

Sampling will be based on the Sampling Plan - which consists of a number of projects co-ordinated, by either: EU, L/HPA or the NE Sector Liaison Group, plus a number of local projects and home authority sampling.

139 samples @ average of 3 hrs per sample = 417 hours

Follow up to adverse results 20% = 28 @ 4 hours per sample = 112 hours

Total for Sampling = 529 hrs (75 days) = **0.5 FTE**

Outbreak Control

The resource required to deal with an outbreak will depend on the size and complexity of the incident. Estimated **0.02 FTE**.

Liaison

Attendance at Sector Group meetings, study groups etc and follow-up work = 5 days

Total resource required is = **0.03 FTE**

Food Safety Promotion

A number of initiatives are planned, as follows:

- Miscellaneous press releases and events @ 35 hrs (5 days)

Total time for Health Promotion = 35 hrs (5 days) = **0.03 FTE**

Other Activities

Inspections will be carried out at major festivals and outside events such as the Brick Lane Festival and events in Victoria Park.

Total for festivals 200hrs (28 days)

Billingsgate Market:

Allow 4 hrs per week for Proactive visits, including dealing with service requests.

Allow 125 hours for auditing approval standards

Total for Billingsgate Market = 333 hrs (47 days)

Imported Food Projects/Surveillance allow 300 hrs

Total for Imported Food Control = 300 hrs (43 days)

Approved Premises:

Allow 70 hrs for processing additional premises identified during year

Total for approved = 70 hrs (10 days)

Food Standards Projects:

Allow 140 hrs for Food Standards Projects

Total for Food Standards Projects = 140 hrs (20 days)

Approximately 20 closures @ up to 50 hrs each (inc of legal action) = 1000 hrs

Total time for Closures = 1000hrs (142 days)

Total for other activities = 290 days= **1.8 FTE**

Healthy Eating Funding

The Tower Hamlets PCT grant funded the Food Service to the sum of £60,000 to deliver a Healthy Food Choices Award with the aim to reduce obesity within the Borough. This funding has enabled us to employ 1 FTE to work on this project until September.

Technical Support

The Food Safety Officers are responsible for supporting officers in their activities and for maintaining back-up systems and equipment and other resources. Along with their own inspection targets **0.25 FTE**

Admin Support

Admin support is provided by a generic admin function sitting within the Strategy and Resources Division of CLLC.

Management

The Environmental Health Commercial Service Manager is responsible full time for management functions and approximately 0.25 FTE of the 2 PEHO's is accounted for in management functions. Total for management is therefore **0.8 FTE**

A summary of resources required to meet the requirements of the service plan for 2012/1, allowing Tower Hamlets to obtain a position in the top quartile of high performing councils in relation to the number of high risk inspections carried out that are due to be carried out is shown in Table 6:

Table 6

Activity	Time identified to complete work in Service Plan (2011/2012)	Time identified to complete work in Service Plan (2012/2013)
Programmed Inspections	2.9	3.2
Re-inspection	1.6	2
Food standards	0.1	0.01
Service Requests	1.9	1.9
Home Authority	0.25	0.25
Advice to businesses	0.2	0.2
Food sampling	0.5	0.5
Liaison	0.2	0.03
Food Safety Promotion	0.03	0.03

Food Poisoning outbreaks	0.2	0.02
Other Activities	1.5	1.8
Management	0.8	0.8
Technical Officer Support	0.5	0.25
Healthy Eating Award	1	1
Total	11.68 Actual Availability 11.3	11.99 Actual Availability 10

Cabinet

Mayors Executive Decision Making

Council

Overview and Scrutiny

Health Scrutiny Panel

Overview and Scrutiny Committee

Committees and Panels of Council

Appointments Sub Committee

Audit Committee

Development Committee

General Purposes Committee

Human Resources Committee

King Georges Field Charity Board

Licensing Committee

Licensing Sub Committee

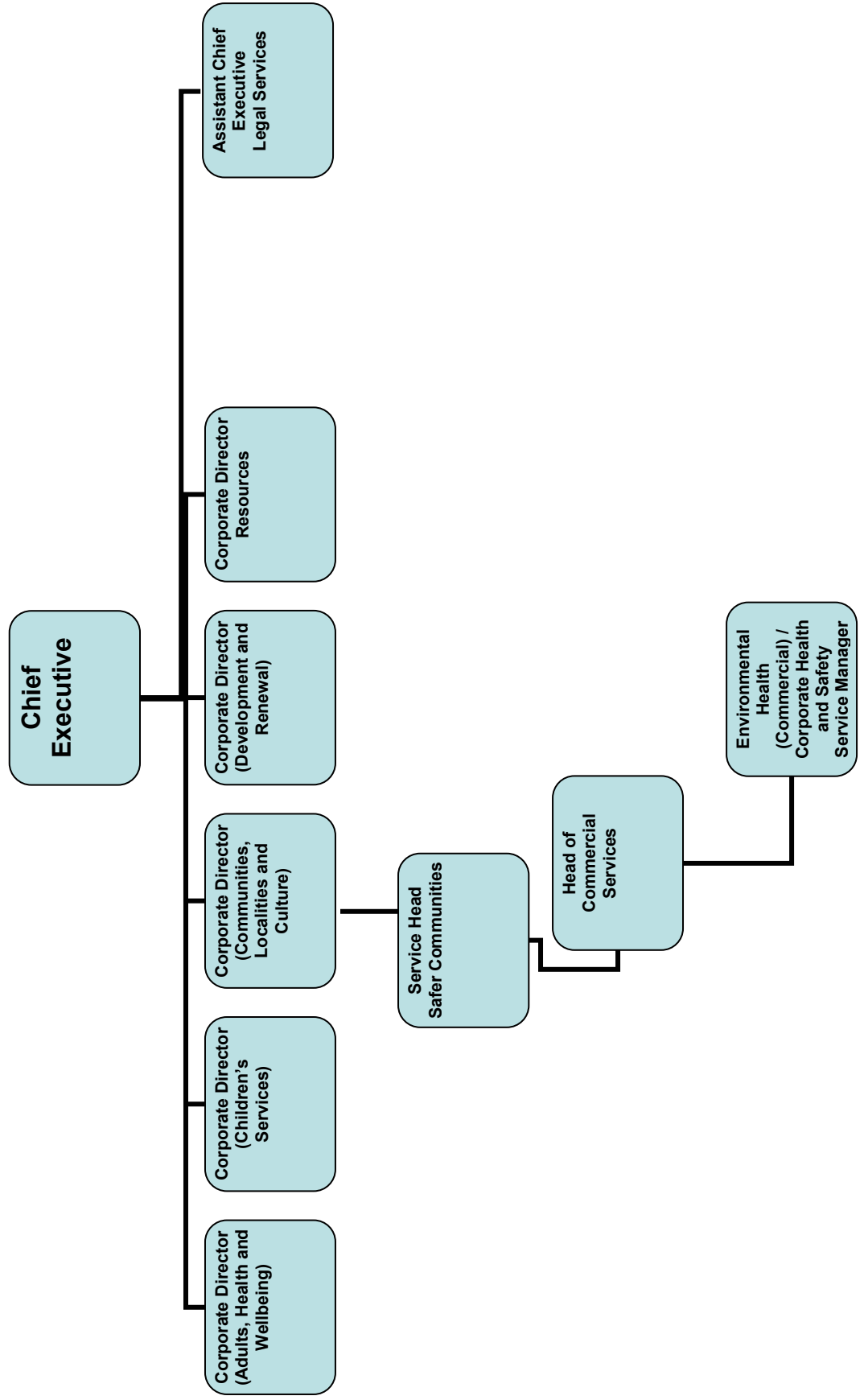
Pensions Committee

Standards (Advisory) Committee

Strategic Development Committee

Annex C

Corporate Structure



Annex D

LONDON BOROUGH OF TOWER HAMLETS

FOOD SAMPLING POLICY 2012/13

It is a requirement of the Code of Practice, which outlines procedures for sampling made under the Food Safety Act 1990 and Food Hygiene (England) Regs 2006 that local authorities publish a sampling policy and outline programmes for each financial year.

In common with all London boroughs, Tower Hamlets is part of the London Food Co-ordinating Group (LFCG). This has been set up by ALEHM (Association of London Environmental Health Officers), previously the London Chief Environmental Health Officers' Association in association with LACORS to co-ordinate the food enforcement function of London Boroughs.

Membership of the Group includes Environmental Health Officers, Public Analysts and a representative of the Health Protection Agency. One of the key functions of the Group is the co-ordination of food sampling in London – this is achieved by dividing the 33 London Boroughs into 4 regional sectors, with each sector arranging sampling programmes in its own area only after proper liaison with the other 3 sectors. Tower Hamlets is in the NE sector.

FOOD SAMPLING OBJECTIVES AND PRIORITIES

The main objective of food sampling should be the protection of the consumer through the enforcement of food legislation and the encouragement of fair trading. In attempting to achieve this objective it is important that the Council considers the most effective use of limited resources. Therefore, the Council has identified its food sampling programmes in the following priority order:

- (i) Investigation of food poisoning outbreaks and food contamination incidents
- (ii) Complaints where sampling is necessary
- (iii) Imported food responsibilities
- (iv) Home authority responsibilities
- (v) EU co-ordinated sampling programme
- (vi) HPA/LACORS sampling programme
- (vii) Co-ordinated programmed sampling – with other London Boroughs
- (viii) Local projects in individual boroughs

TYPES OF SAMPLES

There is a need for a common approach to sampling in the Borough, and this is set out as follows:

Random informal samples

- (i) These should be avoided for both chemical and microbiological samples.
- (ii) There is, however, a place for informal samples but principally within a programmed sampling project concentrating on a particular food issue.
- (iii) There will also be occasions when informal samples will be justified when testing a new product or process on the market.

Microbiological samples

- (i) Formal samples being taken in accordance with the Regulations should be the normal procedure.
- (ii) There are no advantages in taking informal microbiological samples – the procedures laid down in the Regulations are in any case good sampling practice and the additional information gathering required is minimal. However, only samples taken with the intention of legal proceedings in the event of adverse results should be submitted to the HPA as Formal samples. In these cases the relevant HPA Formal Sample form should be used.

Chemical samples

- (i) In view of the resource and time implications of taking formal chemical samples it is accepted that a significant amount of chemical sampling will be informal – this is especially the case when project or programmed sampling is being carried out as a monitoring or fact finding exercise.
- (ii) Formal samples should, however, be taken when:
 - Problems and contraventions of legislation are suspected
 - Results are not thought repeatable, e.g. pesticide residues or aflatoxins in food
 - In response to food complaints
 - Repeat sampling following a previous unsatisfactory informal sample

Sampling in manufacturing premises

- (i) The level and type of samples taken at individual manufacturing premises will depend on a number of factors including:
- The nature of the raw materials, intermediate and finished products
 - The existence or absence of Hazard Analysis Critical Control Points (HACCP) type procedures
 - The existence of in-house quality control systems
 - The level of in-house sampling and the quality of procedures and documentation
- (ii) It is important, however, to ensure that food sampling forms an integral part of routine inspections within the risk assessment system laid down in the relevant Code of Practice and LACORS guidance. Ad hoc samples taken without regard to the above and without set objectives and protocols should be avoided.

SAMPLING PROCEDURE

It is wasteful of resources to carry out sampling without first considering and agreeing the objectives – this is especially the case for any sampling project or programme carried out in conjunction with other London Boroughs.

A sampling and analytical protocol should be prepared in conjunction with the selected laboratory in order to ensure an agreed procedure and to encourage a uniform approach. Clearly the subsequent status of the sampling will depend upon the objectives and protocol agreed.

The results and conclusions from the sampling exercise should be collated and circulated through sector groups. It is recognised that on occasions individual local authorities, sectors or the LFCG will want to consider wider publication.

LEVEL OF SAMPLING

Local authority sampling levels are closely monitored by the Food Standards Agency through returns. This data will be aggregated and returned to Brussels in accordance with the Official Control of Foodstuffs Directive.

CO-ORDINATION

In order to achieve maximum effectiveness and the best use of scarce resources, the Council should ensure that food sampling, other than for reactive duties such as complaints, food poisoning and port health and home authority duties, is carried out in conjunction with the LFCG.

Proposed sampling projects should be cleared initially through the relevant sectors. Sector co-ordinators will be in a position to ensure that other sectors are not proposing to carry out similar surveys – this will avoid duplication.

Reports of surveys should be passed through sectors and ultimately through the LFCG in order to ensure a wide distribution and a sharing of information.

In cases where projects have implications for areas outside London, the completed reports will be submitted to the relevant Food Panel of LACORS.

SUMMARY

The aim of this Policy is to ensure that the Council protects the consumer, and in so doing follows good practice and uses scarce resources in the most effective way.

The Policy is intended only as a guide. It is flexible enough to allow initiative, but points the way forward to a more locally based approach to food sampling.

Nothing in the Food Sampling Policy is intended to preclude initiative on the part of individual enforcement officers – there will be occasion, in circumstances of constant market change, when ad hoc sampling will be necessary.

EQUALITY ANALYSIS QUALITY ASSURANCE CHECKLIST

Name of 'proposal' and how has it been implemented (proposal can be a policy, service, function, strategy, project, procedure, restructure/savings proposal)	Food Law Enforcement Service Plan 2012/2013
Directorate / Service	CLC, Community Safety, Environmental Health (Commercial)
Lead Officer	David Tolley
Signed Off By	

Stage	Checklist Area / Question	Yes / No / Unsure	Comment (If the answer is no/unsure, please ask the question to the SPP Service Manager or nominated equality lead to clarify)
1	Overview of Proposal		
a	Are the outcomes of the proposals clear?	Yes	This proposal sets out the Council's eleventh annual plan for effective enforcement of food safety legislation. It aims to ensure that food is produced without risk and sold under hygienic and safe conditions in the Borough.
b	Is it clear who will be or is likely to be affected by what is being proposed (inc service users and staff)? Is there information about the equality profile of those affected?	Partial	<p>A service in relation to food hygiene and food standards is provided primarily through the programmed inspection of food businesses and by responding to service requests including comments on planning and licensing applications.</p> <p>All residents in the Borough and visitors to the Borough will be positively affected by this proposal through securing food safety in the Borough. All food related businesses in the Borough benefit as reputations are maintained and potential</p>

			<p>Business risks are minimised by engagement with the service.</p> <p>Whilst the profile of food law enforcement or compliance against equality strands is not known the service is configured to engage effectively with businesses reflective of the Boroughs diverse population. Over half of Tower Hamlets' population are from non-white British ethnic groups.</p> <p>The data picture is further complicated by the fact that the service engages with companies who may be owned by people in different equality strands from those who operate the business premises in the Borough.</p> <p>The Development and Renewal (D&R) directorate have corporate lead responsibility for Business related data capture and are currently reviewing the technical challenges to developing an equalities strand of their business data base.</p>
C	<p>Is there a narrative in the proposal where NO impact has been identified? Please note – if a Full EA is not to be undertaken based on the screen or the fact that a proposal has not been 'significantly' amended, a narrative needs to be included in the proposal to explain the reasons why and to evidence due regard</p>	N/A	<p>The Service has considerable experience developed over many years of engaging effectively with diverse operators and owners of food businesses. The relative impact between protected groups is not one that can be accurately determined at a local level due to the difficulties of securing access to information for individual businesses specific to the protected groups.</p> <p>The Food Standard Agency, who oversees and monitors how Local Authorities enforce food safety legislation, requires local authorities to produce and approve an annual Food Law Enforcement Service Plan.</p> <p>This annual plan is proposed to discharge the Council's responsibilities under the Food Standards Act 1999. The</p>

			plan is neither new nor significantly amended from the previous annual plan.
2	Monitoring / Collecting Evidence / Data and Consultation		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	NA	There is reliable data regarding the profile of residents who live and work in the Borough. There are basic assumptions made regarding equalities engagement based on this data. However, as explained above there is currently no data available to the Council on protected characteristics specific to borough businesses and no clear way of securing this accurately. This is a problem faced by all Local Authorities. D+R are reviewing this issue.
	Is there sufficient evidence of local/regional/national research that can inform the analysis?	No	See above.
b	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Yes	
c	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	NA	This is a Technical Plan the format of which is guided by the FSA.
3	Assessing Impact and Analysis		
a	Are there clear links between the sources of evidence (information, data etc) and the interpretation of impact amongst the nine protected characteristics?	NA	
	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?	Yes	The key issues specific to this service relate to communication and education. Depending on protected characteristics of any specific business operative or owner the balance of effort specific to each varies. A range of targeted initiatives outlined in the plan such as the star system address these issues within their design and application in the field.
b	Has the assessment sufficiently considered the three aims of the Public Sector Equality Duty (PSED) and OTH objectives?	Yes	See above.

4 Mitigation and Improvement Action Plan			
	Is there an agreed action plan?	NA	There is no action plan to mitigate the impact on a particular group by the enforcement. However, the service undertakes a wide range of training activities and food safety promotion for businesses in the Borough, which have helped them understand food safety and regulations and act accordingly. To the extent that any enforcement in practice falls more heavily on a group with a particular protected, this would be unintended but justifiable having regard to the need to protect public safety and the proportionate approach to enforcement.
a			
b	Are all actions SMART (Specific, Measurable, Achievable, Relevant and Time Bounded)	NA	
c	Are the outcomes clear?	NA	
d	Have alternative options been explored	NA	
6 Quality Assurance and Monitoring			
	Are there arrangements in place to review or audit the implementation of the proposal?	Yes	The service, including the numbers of inspection ratings for food hygiene and food standards, has been monitored. Some of the monitoring results are included in a following year's annual Food Law Enforcement Service Plan.
a			
b	Is it clear how the progress will be monitored to track impact across the protected characteristics??	NA	
7 Reporting Outcomes and Action Plan			
	Does the executive summary contain sufficient information on the key findings arising from the assessment?	Yes	The summary includes a recommendation that the Council develop a business equality data collection system, following the research study on the ownership and management characteristics of Tower Hamlets businesses.
a			
8 Sign Off and Publication			
	Has the Lead Officer signed off the EA? Please note – completed and signed off EA and Quality Assurance checklists to be sent to the One Tower Hamlets team	Yes	
a			

Any other comments		
Signature		Date

Please keep this document for your records and forward an electronic version to the One Tower Hamlets Team

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Agenda Item 10.2

Committee/Meeting: Cabinet	Date: 05/12/12	Classification: Unrestricted	Report No: 56/123
Report of: Corporate Director Resources Originating officer(s) Alan Finch, Service Head Financial Services, Risk & Accountability Louise Russell, Service Head Corporate Strategy and Equality		Title: Strategic Performance and Corporate Revenue and Capital Budget Monitoring Q2 2012/13 (Month 6) Wards Affected: All	
Community Plan Theme	All		
Strategic Priority	All		

1. **SUMMARY**

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

- General Fund Revenue and Housing Revenue Account;
- Capital Programme; together with
- An overview of performance for all of the reportable strategic measures.

1.2 This report will be considered by Overview & Scrutiny on 4th December.

1.3 **Finance Overview**

1.3.1 General Fund

As at the end of September 2012, Directorates forecast an overspend of £0.482m for the year end on an overall net budget of £292m.

1.3.2 HRA

The HRA is projecting an overall underspend of £0.425m. Further information on this is provided both in Section 3 and Appendix 3 of this report.

1.3.3 Capital Programme

Directorates have spent 28.2% of their capital budgets for the year (£54.4m against budgets of £192.8m). Programme slippage of £24.7m is currently being projected, due in the main part to delays in procurement on the decent

homes programme, the costs of which will instead be incurred in future years. Further information is provided in section 4 of the report and Appendix 4.

1.4 Strategic Plan and Measures

1.4.1 The Strategic Plan provides the framework for delivering the Council's priorities and contributions to the Community Plan, including the Mayor's Pledges. There are currently 68 activities in the Strategic Plan. 91% of these activities are either complete or on target to complete on time. Of the total activities within the Plan, 9 (13%) were due for completion between April and September 2012. 8 of these 9 are complete, the remaining activity 'Improve Equipment and Accommodation' is delayed but with a 90% completeness percentage.

1.4.2 The strategic measures set enables the Council to monitor progress against our priorities. Of the 24 measures reportable this quarter (including subset of measures), 7 (29%) are at or above the standard target (lower bandwidth), with 6 (25%) meeting or exceeding the stretched target (GREEN).

1.4.3 Detailed monitoring information for the Strategic Plan and strategic measures is contained in the report and Appendices 5 & 6.

1.5 Appendices

More detailed performance and financial information is contained in the following report appendices:

- Appendix 1 - lists budget/target adjustments (including virements) for the General Fund and for the capital budget.
- Appendix 2 - provides the budget outturn forecast by Directorate and explanations of any major variances.
- Appendix 3 - provides the budget outturn forecast and explanations of major variances for the HRA.
- Appendix 4 – provides details of the capital programme and explanations of any major variances.
- Appendix 5 – provides an overview of progress against the Strategic Plan activities.

- Appendix 6 - provides an overview of performance for all of the reportable strategic measures.

2. **DECISIONS REQUIRED**

The Mayor in Cabinet is recommended to:-

- 2.1. Review and note the Quarter 2 2012/13 performance; and
- 2.2. Note the Council's financial position as detailed in sections 3 and 4 and Appendices 1-4 of this report.
- 2.3. Cabinet is asked to approve the transfer of £808,000 from the Olympic reserve set aside to fund additional expenditure as a result of the Olympics as set out at section 3.4 and 3.6 of this report.

3. **REVENUE**

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

SUMMARY	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Forecast Outturn £'000	Variance £'000
Adults Health and Wellbeing	100,265	42,481	42,480	-1	100,265	0
Chief Executive	9,447	4,584	4,612	28	9,447	0
Children, Schools and Families	82,838	41,419	43,457	2,038	82,320	-518
Communities, Localities and Culture	78,797	29,878	29,220	-658	78,797	0
Development and Renewal	20,217	10,109	10,056	-53	20,217	0
Resources	12,160	6,080	6,440	360	13,160	1,000
Corporate Costs / Capital Financing	-11,458	4,949	7,570	2,621	-11,458	0
Total	292,266	139,500	143,835	4,335	292,748	482

- 3.2 Year-to-date variances are explained in the detailed budget analysis in Appendix 2.

- 3.3 Adults, Health and Wellbeing** **NIL**
 A breakeven position is forecast for the financial year. This reflects the use of budget contingencies to offset slippage in savings relating to Domiciliary Care Commissioning and In-House Home Care. The application of contingencies for one-year only has been agreed by the Lead-Member – Resources.
- 3.4 Chief Executive** **NIL**
 A breakeven position is forecast for the financial year. £0.235m was spent before and during the Olympics on the events and marketing to promote tourism in the Borough. This will be funded from Olympic Reserves set aside for the purpose.
- 3.5 Children, Schools and Families** **£0.518m Underspend**
 Overall, the CSF budget is expected to break-even with the exception of the Mayor's Educational Allowance where originally estimated rates of claims and eligibility have proven to be too high, with the experience of the first full academic year of the initiative. The projected underspend on this activity for 2012/13 financial year is £0.518m.
- 3.6 Communities, Localities & Culture** **NIL**
 A breakeven position is forecast for the financial year. At the end of month six, the variance to date reflect the increased cost of cleaning due to the Olympics. £0.115m relates mainly due to additional costs incurred on account of CCTV in Victoria Park and £0.458m relates to increased cost on account of On-Street Cleansing during Olympics. Cabinet is asked to formally approve the use of the earmarked Olympics reserve set aside for this purpose.
- 3.7 Development and Renewal** **NIL**
 A breakeven position is forecast for the financial year.
- 3.8 Resources** **£1 million Reduced Income**
 The variance on the housing benefits net budget is due to lower than anticipated levels of Housing Benefits subsidy income arising from changes in the treatment of overpayments raised by the Council under the subsidy grant regulations. Implementation of new software by DWP has reduced instances of Housing Benefit overpayments, resulting in a reduction in Housing Benefit subsidy. This was first reported to CMT in the month 5 report.
- 3.9 Corporate Costs & Capital Financing** **NIL**
 A breakeven position is forecast for the financial year. Spend to date variance is due to items such as depreciation, severance payments and minimum revenue provision being processed at year-end.

3.10 Projected General Fund Overspend

The net projected overspend of £482,000 represents a 0.2% variance on total budget. Officers are required by standing orders to seek to contain costs within available budgets. Any overspend that exists at the year-end will need to be met in the first instance from budget contingencies.

3.11 Housing Revenue Account (HRA) **£0.425m Underspend**

The overall projected HRA underspend relates primarily to a projected underspend on the energy budget, as the 2012/13 budget anticipated that gas & electricity prices would increase by 30%, whereas gas prices in 2012/13 will be 13% higher, and electricity will be 2% lower. Both the budget and patterns of energy consumption will continue to be closely monitored. A detailed analysis of the HRA is attached as Appendix 3.

3.12 Additional Information

October Cabinet agreed funding of £900,000 in 2012/13 to establish grant funding to faith groups to facilitate effective asset management of local community assets. The funding will be allocated from an earmarked reserve to the appropriate Directorate budget head during 2012/13.

3.13 Income Collection Performance Targets

Details of income collection during 2012/13 are shown below.

Income Stream	Collected in 2011/12 %	2012/13 Target to 30.09.12 %	2012/13 Collected to 30.09.12 %	Direction of Travel
Business Rates	99.40	48.99	59.92	↑
Central Income	93.00	82.00	75.00	↓
Council Tax	95.40	47.60	47.50	↑
Housing Rents	99.61	99.60	99.01	↑
Service Charges	£12.850m (102%)	£6.95m	£7.02m (101.0%)	↑

The central income collection is slightly below target but better than last year, with the expectation that it will recover fully by the end of the financial year.

Income collection on the whole is currently exceeding targets and is forecast to remain this way throughout year.

4. CAPITAL

- 4.1 The capital budget now totals £192.8m, compared to £186.4m in previous quarter. The main reason for the increase in this budget is the approval of two section 106 funded schemes by Development and Renewal relating to Bromley by Bow station and Wellington Way Health Centre.
- 4.2 Details of all the changes to the capital budget are set out in Appendix 1.
- 4.3 Total capital expenditure to the end of Quarter 2 represented 28.2% of the revised capital programme budget for 2012/13 as follows:

	Annual Budget as at 30-Sep-12	Spent to 30-Sep-12	% Budget Spent
	£m	£m	%
TOTALS BY DIRECTORATE:			
Communities, Localities and Culture	12.748	3.782	29.7%
Children, Schools and Families Resources	16.705	8.702	52.1%
Adults, Health and Wellbeing	0.128	0.000	0.0%
Development and Renewal	0.402	0.005	1.2%
Building Schools for the Future (BSF)	21.108	1.337	6.3%
Housing Revenue Account (HRA)	65.244	26.997	41.4%
Corporate GF provision for schemes under development	66.432	13.574	20.4%
	10.000	0.000	0.0%
GRAND TOTAL	192.767	54.397	28.2%

This compares with 33.8% at the same stage last year.

- 4.4 Projected capital expenditure for 2012/13 compared to budget is as follows:

	Annual Budget as at 30-Sep-12	Projection 31-Mar-13	Forecast Variance
	£m	£m	£m
Communities, Localities and Culture	12.748	12.757	0.009
Children, Schools and Families Resources	16.705	16.289	-0.416
Adults, Health and Wellbeing	0.128	0.128	0.000
Development and Renewal	0.402	0.242	-0.160
Building Schools for the Future (BSF)	21.108	21.108	0.000
Housing Revenue Account (HRA)	65.244	65.244	0.000
Corporate GF provision for schemes under development	66.432	52.340	-14.092
	10.000	0.000	-10.000
GRAND TOTAL	192.767	168.108	-24.659

Programme slippage of £24.7m is currently being projected, due in the main part to delays in procurement on the decent homes backlog programme, the costs of which will instead be incurred in future years. This figure also includes a £10m provision for General Fund capital schemes.

4.5 The total approved budget, taking into account the whole life of all capital schemes, is currently £816.1m against which spend of £786m is forecast resulting in a total underspend variance of £30m. The main reason for this underspend is that a £30m that was set aside in the budget for new General Fund schemes has not been allocated although £25m for this is earmarked to Poplar Baths/Dame Colet House schemes.

	All year budget as at 30-Sep-12	Projection 30-Sep-12	Variance
	£m	£m	£m
Communities, Localities and Culture	60.468	60.478	0.010
Children, Schools and Families	116.505	116.378	-0.127
Resources	2.236	2.236	0.000
Adults, Health and Wellbeing	0.840	0.840	0.000
Development and Renewal	35.185	35.185	0.000
Building Schools for the Future (BSF)	325.890	325.890	0.000
Housing Revenue Account (HRA)	245.008	245.008	0.000
Corporate GF provision for schemes under development	30.000	0.000	-30.000
GRAND TOTAL	816.132	786.015	-30.117

5. STRATEGIC PLAN 2012/13

5.1 The Council's performance management and accountability framework requires members to consider our progress against Strategic Plan activities every 6 months. This section provides a monitoring update for the first 6 months of the 2012/13 Plan.

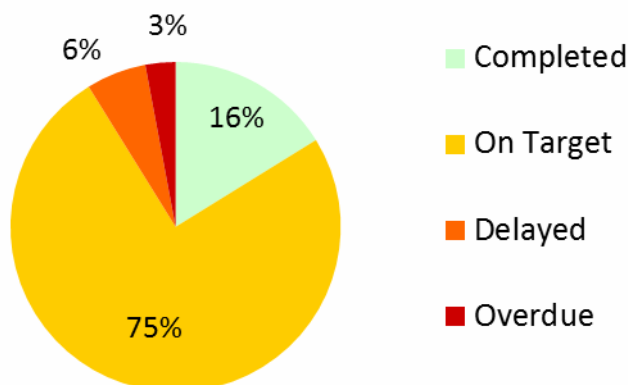
5.2 All activities within the Strategic Plan have been monitored and are included in Appendix 5. The following criteria are used to report on the status of activities:

- Completed (Green) - where an activity has been completed.
- On Target (Gold/Amber) - where an activity is not due for completion yet, and managers consider that progress is on track to meet the deadline. The percentage completed is given to provide an indication of the work already carried out.
- Delayed (Orange) - where an activity has missed its deadline or is assessed as likely to miss its deadline, but is still anticipated to complete within the financial year.
- Overdue (Red) - where an activity has been identified as likely to not be completed this financial year. Managers have provided comments for all

overdue activities to explain why the deadline was missed; what is being done to rectify the situation; and when the activity will be completed.

- 5.3 There are currently 68 activities in the Strategic Plan. 91% of these activities are either complete or on target to complete on time.
- 5.4 Of the total activities within the Plan, 9 (13%) were due for completion between April and September 2012. 8 of these 9 are complete, the remaining activity 'Improve Equipment and Accommodation' is delayed but with a 90% completeness percentage. Launching the new approach to Telecare milestone within this activity will now launch in November, a two month delay.
- 5.5 In total 11 (16%) activities are completed, 51 (75%) are on target with 4 (6%) delayed and 2 (3%) overdue.

Activity Status Q2 12/13



- 5.6 Overall performance in delivering against the Strategic Plan is strong. The Council responded effectively to the Olympics, including managing the programme of events and activities, mitigating the impact of the Olympic Route Network and supporting residents into Games-time jobs.
- 5.7 The Council has developed, and is delivering, an effective programme to manage the impact of welfare reform on local residents. In addition, work is on-track in addressing homelessness and supporting housing decency.
- 5.8 The good education attainment results highlighted in section 6 reflect the supporting work of the Council, and progress in delivering the second year of the Mayor's Education Allowance is on-track.

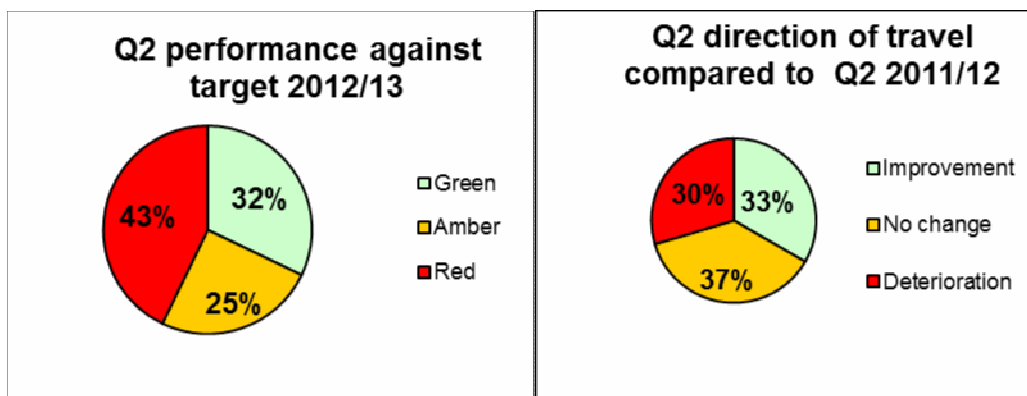
- 5.9 Community Safety remains a priority and work to further develop the THEO Service has taken place, including the implementation of a community feedback initiative, progress on the development and consultation on a Saturation Policy to establish stronger licensing controls in areas of high Crime and ASB, and further support for action to reduce violence against women and girls.
- 5.10 Recent activity to support health and wellbeing includes improvements at St. George's Pool and Mile End Stadium, significant work with schools and support to the PCT on smoking cessation.
- 5.11 Of the total 68 activities in the Strategic Plan, two activities have been assessed as being overdue, as they are unlikely to be completed this financial year. Details on the overdue activities, including remedial action, are outlined below. In addition, Performance Review Group will review all activities at risk of not achieving their year-end target, to consider what further action is required.
- 5.12 *Deliver regeneration at Robin Hood Gardens and Ocean Estate*
Ocean Estate remains overall on target to deliver 819 new homes within contract dates and refurbishment/environmental works by April 2013. Start on site for Robin Hood Gardens is now projected for quarter 1 2013/14. This has slipped due to delays experienced in the submission and approval of the reserved matters application.
- 5.13 *Prepare for the Introduction of the Community Infrastructure Levy (CIL)*
The examination in public (EIP) is now programmed for Autumn 2013 rather than December 2012. This rescheduling allows further time for a longer discussion and approval process, including consideration by full Council prior to EIP. The CIL will still be delivered in advance of the required deadline of April 2014.

6. STRATEGIC PERFORMANCE MEASURE

- 6.1 The strategic measures enable the Council to monitor progress against its priorities outlined in the Strategic Plan. The strategic measures set reflect the Council's continued commitment to set itself stretching targets. It is reviewed on an annual basis as part of the refresh of the Strategic Plan to ensure that it remains fit for purpose. Where necessary, there will also be in-year reviews of the measures.

6.2 Appendix 6 illustrates the latest performance against our strategic measures. Performance against the current stretching target is measured as either 'Red', 'Amber' or 'Green' (RAG). Should performance fall below standard target – indicated as the dotted red line, it is marked as 'Red'. Should it be at or above the standard target, but below the stretched target – indicated as the solid green line, it is 'Amber'. Where performance is at or above the stretched target, it is 'Green'. Performance is also measured against the equivalent quarter for the previous year, as a 'direction of travel'. Where performance is deteriorating compared to the same time last year, it is indicated as a downward arrow ↓, if there is no change (or less than 5% change) it is neutral ↔, and where performance has improved compared to the previous year, it is indicated as an upward arrow ↑.

- 6.3 The number of strategic measures available for reporting fluctuates between periods due to the different reporting frequencies of the measures. Of the 47 measures in the strategic set, including subset of measures, 28 are reportable this quarter. Of these:
- 9 (32%) are meeting or exceeding their stretch target (Green), with 6 of these an improvement from last year (↑);
 - 7 (25%) are above the standard target but below the stretch target (Amber), with 2 of these improving (↑) and 2 deteriorating (↓) compared to last year's performance; and
 - 12 (43%) are below the standard target (Red), with performance remaining unchanged for 6 measures and deteriorating for 4 measures (↓).



Performance Summary

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

6.5 High Performing Areas

The following measures exceeded their stretch targets.

Overcrowded families re-housed (lets to overcrowded households)

736 lets were made to overcrowded households this quarter, far exceeding the quarterly target.

Homelessness prevention through casework intervention

This outturn is the latest available and relates to June (Q1) rather than September. The outturn for Quarter 1 is above the standard and stretch target.

Street cleanliness - graffiti

Leading up to the Olympics, extra resources were put in place and hotspot areas targeted to clear up defacement. Targeted wards were Bethnal Green South, Bow West, Mile End East, Millwall, & Shadwell. With the exception of Bethnal Green South and parts of Shadwell, the other wards generally have low levels of graffiti.

Street cleanliness – fly-posting

Performance is better than the standard target, stretch target and compared to this time last year. Leading up to the Olympics, extra resources were put in place to reduce fly posting with hotspot areas targeted.

Crime - rate of residential burglary

The rate of residential burglary has exceeded its stretch target.

Smoking cessation

This outturn is the latest available and relates to June (Q1) rather than September. The Quarter 1 outturn far exceeds the stretch target. Tower Hamlets continues to perform well on this measure.

Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths.

The provisional result for 2012/13 (academic year 2011/12) is 61.2%, above the stretched target. Final figures will be confirmed in January 2013, at which point it is normal to see a slight improvement in the figures.

Achievement at level 4 or above in both English and Maths at Key Stage 2

The provisional results for achievement at level 4 or above in both English and Maths at Key Stage 2 in 2012/13 (academic year 2011/12) is 82%. This exceeds the target and is a significant improvement from the previous year. Tower Hamlets is above the provisional national average results of 80%. Final results will be published in January 2013.

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

Provisional results show that 55% of children achieved 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. This is above the stretched target and a significant improvement from the previous year's performance. Final data will be published in January 2013.

6.6 Areas of Improvement

In addition to the high performing measures, two measures have also improved compared to last year.

Workforce to Reflect the Community - Percentage of senior staff that have a disability

The outturn for September (4.1%) is above the standard target (2.96%) but slightly below the stretch target (5.5%). Work is on-going to develop action plans within directorates to improve performance. It is hoped that the outputs of the Navigate programme will help to improve performance against this indicator.

Social care clients and carers in receipt of Self Directed Support

The provisional outturn at the end of Quarter 2 is 47.1% compared to the stretch target of 48.6%. In comparison with the Quarter 1 outturn (39.8%) the current performance is showing a strong upward trend, with the results improved by 7.3 percentage points. It is anticipated that the performance will improve further once we include two providers' figures which are still pending.

6.7 High Risk Areas

As part of the monitoring of our performance each quarter, analysis is undertaken to identify those measures at risk of not achieving their annual targets. This includes measures that are below their standard target and have deteriorated since the corresponding quarter for the previous year. This

quarter, the following measures have been identified as high risk, with commentary provided below.

Number of affordable homes delivered

288 affordable homes have been delivered in this quarter, just below the standard target of 300. With some schemes originally due to complete in this quarter being delayed and delivery in 2011/12 being higher than expected (double other boroughs within the sub region), the annual forecast is slightly lower than initially profiled. Delivering 2,023 affordable units in 2011/12, the highest across London, we are confident that Tower Hamlets will remain a top performer nationally for this measure and it is expected that the Mayor's target of 4,000 affordable homes will be delivered. Work is on-going with Registered Partners to ensure that, where possible, all schemes complete on time.

Number of social rented housing completion for family homes (gross)

Closely linked to the delivery of affordable homes, delivery on this measure is beneath the quarterly target, in part due to Registered Providers re-profiling some schemes into 2013/14 and also due to higher delivery in 2011/12 than expected. As indicated above, the Council is continuing to work with its partners to ensure that, where possible, all schemes complete on time. Delivering over 700 social rented housing completions for family homes in 2011/12, it is expected that Tower Hamlets will remain a top performer nationally for this measure.

Carers receiving needs assessment or a review and a specific carer's service

Although performance is below target, some data is still awaited from commissioned providers.

Rate of violence with injury

This measure relates to Police duties and performance. The Council is playing a very active role in supporting the police to help them improve performance against the above measure.

Police analysis suggests that actual incidents are not rising but the proportion of incidents that get reported as crime resulting in injury is increasing. The increase in reporting violence indicates that victims are more confident in reporting injuries sustained as a result of DV and this is a key element in securing positive action in relation to perpetrators, and improving the safety of the victims of this form of violence. Tower Hamlets has one of the highest arrest rates in the Metropolitan Police Service for DV and a proactive unit to target offenders has been established.

To support the Police the Council has increased resources to support DV mitigation, is moving forward with a Violence against Women and Girls Partnership Plan, has paid for extra police for the Borough and is consulting on a Saturation Policy to limit additional licensed premises in areas of high crime / ASB. The Council, like many other London Boroughs, has adopted Responsible Drinking Borough Policies to help target areas with high levels of drink related crime or antisocial behaviour.

There will be a large operation mounted over Christmas and New Year in an effort to reduce violent crime in Q3.

NEETs

Whilst this measure appears to be significantly off target, it is not a high risk measure. The borough's unusually high NEET rate this quarter is due to a change in the methodology for this measure.

In previous years young people moving forward to the second year of a two year Post-16 course could have their destination confirmed over the summer. Under the new methodology, the Council now needs to confirm all destinations again after September 2012. Whilst this data is being collated, young people are recorded as unknown, putting up the adjusted NEET figure. This has happened across East London where, for example, Newham had a NEET figure of 6% in September 2011 but 18.2% in September 2012. The Council will not get a true picture of the NEET situation until the end of November when all follow up work is complete.

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 7.1 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.
- 7.2 Any overspend we incur at the end of 2012/13, 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. The projected figures at this stage do not indicate that this is a significant risk.

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

- 8.1 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.
- 8.2 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.
- 8.3 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.
- 8.4 It is proposed to transfer money from an Olympic reserve ear-marked by the Council for this purpose. The Council’s financial procedures contemplate authorisation of expenditure from reserves by the appropriate senior officer in consultation with the Director of Resources. It is understood that the Mayor’s agreement is sought to due to the amount involved.
- 8.5 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 9 of the report and officers must consider the need for equality analysis when carrying out any action in discharge of the Council’s functions.

9. ONE TOWER HAMLETS CONSIDERATIONS

- 9.1 The Council’s Strategic Plan and strategic measures 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.

10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

10.1 An element of the monitoring report deals with environment, through the Great Place to Live theme.

11. RISK MANAGEMENT IMPLICATIONS

11.1 In line with the Council's risk management strategy, the information contained within the strategic measure set 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.

11.2 There is a risk to the integrity of the authority's finances if an imbalance occurs between resources and needs. This is mitigated by regular monitoring and, where appropriate, corrective action. This report provides a corporate overview to supplement more frequent monitoring that takes place at detailed level.

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

12. CRIME AND DISORDER REDUCTION IMPLICATIONS

12.1 The strategic measure set contains a number of crime and disorder items under the Safe & Cohesive theme, however there are no specific crime and disorder reduction implications.

13. EFFICIENCY STATEMENT

13.1 Efficiencies for 2012/13 are incorporated within the estimated forecast outturn.

14. APPENDICES

- Appendix 1 - lists budget/target adjustments (including virements) for the General Fund and for the capital budget
- Appendix 2 - provides the estimate budget outturn forecast by Directorate for the General Fund and explanations of any major variances.
- Appendix 3 - provides the budget outturn forecast and explanations of major variances for the HRA.
- Appendix 4 – provides details of the capital programme and explanations of any major variances
- Appendix 5 – provides an overview of performance for the reportable strategic plan.
- Appendix 6 – provides an overview of performance for the reportable strategic measures.

**Local Authorities (Executive Arrangements) (Access to Information) (England)
Regulations 2012**

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 2012-13										
2012-13 Original Budget at Cash Prices										
	Total General Fund	Adults, Health and Wellbeing	Children Schools and Families	Communities, Localities and Culture	Development and Renewal	Chief Executive's	Resources	Corporate/ Capital	Central Items	
	292,265,595	98,224,219	89,830,451	68,442,875	20,210,279	8,810,700	8,748,968	13,459,542	(15,461,439)	
Inflation	0			1,025,139					(1,025,139)	
Allocation of approved Growth - Freedom Passes etc	0			600,000					(600,000)	
Allocation of approved Growth - Landfill Tax	0			871,000					(871,000)	
Future Sourcing - Consolidation of IT budgets	0	(168,000)	(560,443)	(445,380)	(253,000)	(143,200)	2,557,299	(987,276)		
Graduate Management	0						480,800		(480,800)	
Use of Reserves - Corporate Initiatives	0					330,000			(330,000)	
Facilities Management Salary Budgets	0	(122,000)			122,000					
Transfer of Finance staff from CSF to CLC	0		(16,200)	16,200						
Use of Reserves- Area Based Grant- Safer Stronger Communities	0			72,000					(72,000)	
Use of Reserves- Education FEFC Access	0			123,332					(123,332)	
Use of Reserves- Tower Hamlets Mela	0			133,000					(133,000)	
Use of Reserves- LAP Menus- Community Bus	0			48,000					(48,000)	
Use of Reserves- Big Lottery Play	0			95,133					(95,133)	
Use of Reserves- LSC Core funding- Lifelong Service	0			96,293					(96,293)	
Use of Reserves- Safer Stronger Communities	0			63,390					(63,390)	
CLC use of Contingency- Northumberland Wharf	0			1,355,000				(1,355,000)		
CLC use of Reserves- One Tower Hamlets	0					92,000			(92,000)	
CLC use of Reserves- Procurement	0						373,000		(373,000)	
CLC use of Reserves- One-Off Savings Delivered in 2011-12	0					80,000		(80,000)		
Mainstream Grants (MSG) top-slice	0	(23,000)	(87,000)	(28,000)	138,000					
Older People with Dementia & Learning Disability Growth	0	1,213,000							(1,213,000)	
Domiliary Care Commissioning Slippage of Savings (2012 -13 only)	0	491,000						(491,000)		
In-house Homecare Slippage of savings (2012 - 13 only)	0	650,000						(650,000)		
Transfer of Youth & Connexions Service	0		(5,542,732)	5,542,732						
Transfer of Community Languages	0		(786,210)	786,210						
Use of Reserves - Mayor's Office Review	0					277,000			(277,000)	
Total Adjustments	0	2,041,000	(6,992,585)	10,354,049	7,000	635,800	3,411,099	(3,563,276)	(5,893,087)	
Revised Current Budget 2012-13	292,265,595	100,265,219	82,837,866	78,796,924	20,217,279	9,446,500	12,160,067	9,896,266	(21,354,526)	

Capital Control Budget 2012/13									
2012-13 Original Budget at February 2012 Cabinet									
	Total Capital Budget	Adults, Health and Wellbeing	Building Schools For the Future	Chief Executive's/Resour ces	Children Schools and Families	Communities, Localities and Culture	Corporate	Development and Renewal	Housing Revenue Account
	185,366,156	345,000	68,776,961	0	29,394,000	6,195,000	10,000,000	10,279,195	60,376,000
Q1 - Total Adjustments	994,575	567,26	(3,532,897)	127,873	-12,974,421	7,821,936	0	3,439,805	6,055,553
Q1 - Budget	186,360,731	401,726	65,244,064	127,873	16,419,579	14,016,936	10,000,000	13,719,000	66,431,553
Cabinet Approvals									
CSF Capital Programme - new schemes (Cabinet 05/09/12)	400,000				400,000				
D&R Capital Programme - new schemes (Cabinet 05/09/12)	7,200,000							7,200,000	
Budgets Re-profiled*									
Globe school - heating pipework replacement and upgrade - Olympic restriction led delays	(140,000)				(140,000)				
Stores Quay - re-profiled due to contamination land survey. Work to commence 2013/14	(56,000)					(56,000)			
Veronica House - as above	(33,000)					(33,000)			
Adelina Grove - as above	(53,000)					(53,000)			
Wisebank Gardens - as above	(23,000)					(23,000)			
Contaminated Land Strategy H&S (2007/08) - as above	(200,000)					(200,000)			
Puba Street, Manilla Street, Tobago Street and Byng Street - delays in completion	(356,000)					(356,000)			
New Area Traffic Management Review - to be undertaken after scheme completion (2012/13)	(250,000)					(250,000)			
Pennsbury's Food Store (Redevelopment of Site) - Crossrail are still on site so delayed	(22,000)					(22,000)			
Brushfield Street - awaiting confirmation of receipt of funds from developer	(350,000)					(350,000)			
Colton Street Open Space Landscape Improvements - no funding	(43,000)					(43,000)			
Decisions Delegated to Corporate Directors**									
CSF Capital Programme - Globe Town Children's Centre (Sparks) - Development/Refurb.	25,000				25,000				
CLC Capital Programme - Blackwall Way Bus Stops - Re-routing 277 bus	42,000					42,000			
CLC Capital Programme - Mile End Stadium Track resurfacing	28,888					28,888			
CLC Capital Programme - Pennyfields Open Space - integrating the landscape	46,000					46,000			
D&R Capital Programme - Private Sector Improvement Grant - energy efficiency programme	190,000							190,000	
Other Approvals/Adjustments	0								
Q2 - Total Adjustments	6,405,888	0	0	0	285,000	-1,269,112	0	7,390,000	0
Total Revised Budget 2012-13	192,766,619	401,726	65,244,064	127,873	16,704,579	12,747,824	10,000,000	21,109,000	66,431,553

* This involves changes to the timing of spending not the purpose
 ** For items exceeding £100k and not exceeding £250k, see relevant noting report to cabinet

CORPORATE MONTHLY BUDGET MONITORING - September 2012

	FULL YEAR							
	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	(Latest Budget to Latest Forecast Outturn) £'000
ADULTS HEALTH & WELLBEING								
Expenditure	112,906	115,312	48,854	49,162	308	115,308	117,766	2,444
Income	(14,682)	(15,047)	(6,373)	(6,682)	(309)	(17,374)	(17,491)	(2,444)
Net Expenditure	98,224	100,265	42,481	42,480	(1)	97,934	100,265	0
CHIEF EXECUTIVES								
Expenditure	15,859	17,120	8,423	8,573	150	16,671	17,120	0
Income	(7,050)	(7,673)	(3,839)	(3,961)	(122)	(7,673)	(7,673)	0
Net Expenditure	8,809	9,447	4,584	4,612	28	8,998	9,447	0
CSF GENERAL FUND								
Expenditure	144,938	144,415	72,208	57,176	(15,032)	145,132	145,909	1,494
Income	(61,460)	(61,577)	(30,789)	(13,719)	17,070	(62,211)	(63,589)	(2,012)
Net Expenditure	83,478	82,838	41,419	43,457	2,038	82,921	82,320	(518)
COMMUNITIES, LOCALITIES & CULTURE								
Expenditure	115,308	129,655	54,657	52,419	(2,238)	129,162	130,355	700
Income	(46,865)	(50,858)	(24,779)	(23,199)	1,580	(51,665)	(51,558)	(700)
Net Expenditure	68,443	78,797	29,878	29,220	(658)	77,497	78,797	0
DEVELOPMENT & RENEWAL								
Expenditure	80,331	80,836	40,418	36,316	(4,102)	81,312	80,836	0
Income	(60,118)	(60,619)	(30,310)	(26,280)	4,050	(61,351)	(60,619)	0
Net Expenditure	20,213	20,217	10,109	10,056	(53)	19,961	20,217	0
RESOURCES								
Expenditure	325,713	329,985	164,997	176,215	11,218	330,694	330,985	1,000
Income	(316,964)	(317,825)	(158,917)	(169,775)	(10,858)	(318,207)	(317,825)	0
Net Expenditure	8,749	12,160	6,080	6,440	360	12,487	13,160	1,000
CORPORATE COSTS & CAPITAL FINANCING								
Expenditure	394	(9,063)	6,146	10,277	4,131	(5,559)	(9,063)	0
Income	(2,395)	(2,395)	(1,197)	(2,707)	(1,510)	(2,395)	(2,395)	0
Net Expenditure	(2,001)	(11,458)	4,949	7,570	2,621	(7,954)	(11,458)	0
TOTAL								
Expenditure	795,448	808,260	395,703	390,138	(5,565)	812,721	813,898	5,638
Income	(509,534)	(515,994)	(256,204)	(246,303)	9,900	(520,875)	(521,150)	(5,156)
Net Expenditure	285,914	292,266	139,500	143,835	4,335	291,847	292,748	482
CSF SCHOOLS BUDGET (DSG)								
Expenditure	318,580	347,030	173,516	76,025	(97,491)	346,621	346,665	(0)
Income	(318,580)	(347,030)	(173,516)	(1,273)	172,243	(346,621)	(346,665)	0
Net Expenditure	0	0	0	74,752	74,752	0	0	0

CORPORATE MONTHLY BUDGET MONITORING - September 2012

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

Variance
(Latest Budget to
Latest Forecast
Outturn)
£'000

Latest
Forecast
Outturn
£'000

Previous
Forecast
Outturn
£'000

Variance to
Date
£'000

Actual to
Date
£'000

Budget to
Date
£'000

Latest
Budget
£'000

Original
Budget
£'000

	Expenditure Income	198 (30)	333 (155)	166 0	168 0	2 0	332 (155)	178 0	193 15	(1) 16	(0) (10)	
Net Expenditure	168	178	166	168	2	178	193	15	(1)	(10)	8	
A53 Commissioning and Strategy M&A												
	Expenditure	0	0	0	1	1	0	0	0	0	0	
	Income	0	0	0	0	0	0	0	0	0	0	
	Net Expenditure	0	0	0	1	1	0	0	0	0	0	
A04 Preventative Technology												
	Expenditure	1,041	1,181	510	492	(18)	1,181	1,181	0	0	0	
	Income	0	(140)	0	(0)	(0)	(140)	(140)	0	0	0	
	Net Expenditure	1,041	1,041	510	492	(18)	1,041	1,041	0	0	0	
A05 Carers Grant												
	Expenditure	25,330	26,142	9,500	9,526	26	25,532	26,188	46	0	0	
	Income	(4,482)	(4,482)	(3,000)	(3,015)	(15)	(4,484)	(4,484)	(2)	0	0	
	Net Expenditure	20,848	21,660	6,500	6,511	11	21,048	21,704	44	0	0	
A06 Older People Commissioning												
	Expenditure	21,147	22,078	9,500	9,832	332	22,802	23,689	1,611	0	0	
	Income	(3,687)	(3,687)	(1,900)	(2,189)	(289)	(5,173)	(5,173)	(1,486)	0	0	
	Net Expenditure	17,460	18,391	7,600	7,643	43	17,629	18,516	125	0	0	
A08 Learning disabilities Commissioning												
	Expenditure	9,640	9,352	3,850	4,029	179	9,813	9,759	407	0	0	
	Income	(1,886)	(1,937)	(100)	(114)	(14)	(1,962)	(1,962)	(25)	0	0	
	Net Expenditure	7,754	7,415	3,750	3,915	165	7,851	7,797	382	0	0	
A44 Mental Health Commissioning												
	Expenditure	7,264	7,571	3,600	3,888	288	8,854	8,965	1,394	0	0	
	Income	(1,714)	(1,715)	(140)	(146)	(6)	(2,764)	(2,764)	(1,049)	0	0	
	Net Expenditure	5,550	5,856	3,460	3,742	282	6,090	6,201	345	0	0	
A45 Physical Disabilities Commissioning												
	Expenditure	214	269	160	157	(3)	231	231	(38)	0	0	
	Income	0	(55)	(56)	(56)	0	(55)	(55)	(65)	0	0	
	Net Expenditure	214	214	104	101	(3)	176	176	(38)	0	0	
A46 HIV Commissioning												
	Expenditure	214	214	104	101	(3)	176	176	(38)	0	0	
	Income	0	(55)	(56)	(56)	0	(55)	(55)	(65)	0	0	
	Net Expenditure	214	214	104	101	(3)	176	176	(38)	0	0	

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

Variance (Latest Budget to Latest Forecast Outturn) %

	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) %	
A47 Access to Resources									
Expenditure Income	1,076	1,125	580	597	17	1,164	1,164	39	3
Net Expenditure	1,076	1,125	580	597	17	1,164	1,164	39	3
Vote Budget Manager: D.Ingram Budget Risk: Low Date forecast last reviewed: September 2012									
A48 Strategic Commissioning									
Expenditure Income	508	508	250	246	(4)	491	491	(17)	(3)
Net Expenditure	412	412	287	283	(4)	395	395	(17)	(4)
Vote Budget Manager: B.Disney Budget Risk: Low Date forecast last reviewed: September 2012									
A50 Supporting People									
Expenditure Income	13,962	14,407	7,700	7,303	(397)	13,456	13,521	(886)	(6)
Net Expenditure	13,962	14,382	7,700	7,300	(400)	13,456	13,496	(886)	(6)
Savings projects b/f (review of hostels service) to meet timing delays in other parts of the directorate efficiency programme. Vote Budget Manager: C.Kipatrack Budget Risk: Medium Date forecast last reviewed: October 2012									
A55 Quality and Performance									
Expenditure Income	703	823	355	354	(1)	829	829	6	1
Net Expenditure	653	773	355	354	(1)	779	779	6	1
Vote Budget Manager: K.Sugars Budget Risk: Low Date forecast last reviewed: October 2012									
A56 Social Services I.T.									
Expenditure Income	356	550	60	62	2	550	550	0	0
Net Expenditure	356	550	60	62	2	550	550	0	0
Vote Budget Manager: K.Sugars Budget Risk: Low Date forecast last reviewed: October 2012									
A58 Technical Resources									
Expenditure Income	901	955	215	223	8	955	969	14	1
Net Expenditure	878	932	177	185	8	917	931	(1)	(0)
Vote Budget Manager: K.Sugars Budget Risk: Medium Date forecast last reviewed: October 2012									
A59 Corporate Services									
Expenditure Income	2,307	761	340	222	(118)	449	537	(224)	(29)
Net Expenditure	1,837	411	(780)	(778)	2	449	411	0	0
Vote Budget Manager: E. Hussein Budget Risk: Medium Date forecast last reviewed: October 2012									
A61 Business Supp & Prog Management									
Expenditure Income	710	816	350	283	(67)	701	701	(115)	(14)
Net Expenditure	560	578	350	283	(67)	563	563	(15)	(3)
Vote Budget Manager: K.Sugars Budget Risk: Medium Date forecast last reviewed: October 2012									
A62 Strategy and Policy									
Expenditure Income	122	122	60	63	3	126	126	4	3
Net Expenditure	55	55	60	63	3	57	57	2	4
Vote Budget Manager: K.Sugars Budget Risk: Low Date forecast last reviewed: October 2012									
Commissioning & Strategy									
Expenditure Income	85,479	86,993	37,196	37,446	250	87,463	89,233	2,240	(28)
Net Expenditure	72,824	73,973	30,879	30,921	42	72,340	73,974	1	0
Service Head: D.Cohen									

FULL YEAR

ADULTS, HEALTH & WELLBEING

Explanation of any variance that is considered to be significant and all variances greater than £100k are highlighted in red.

Proposed mitigating action and dates

Variance (Latest Budget to Latest Forecast Outturn) %

Latest Budget £'000

Actual to Date £'000

Variance to Date £'000

Previous Forecast Outturn £'000

Latest Forecast Outturn £'000

Vote Budget Manager: H.Green Low July 2012

Vote Budget Manager: C.Squire Medium October 2012

Vote Budget Manager: C.Squire High October 2012

Vote Budget Manager: C.Oates Low

Vote Budget Manager: C.Oates High October 2012

Vote Budget Manager: K.Marks Low September 2012

Vote Budget Manager: S.Howard Low September 2012

	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) %	Proposed mitigating action and dates
A08 Older People Mental Health									
Expenditure	380	380	180	183	3	402	402	22	6
Income	0	0	0	0	0	0	0	0	0
Net Expenditure	380	380	180	183	3	402	402	22	6
Vote Budget Manager: H.Green Low July 2012									
A15 Occupational Therapy									
Expenditure	431	431	(1,630)	(1,616)	14	489	475	44	10
Income	0	0	0	0	0	0	0	0	0
Net Expenditure	431	431	(1,630)	(1,616)	14	489	475	44	10
Vote Budget Manager: C.Squire Medium October 2012									
A16 Community Equipment Service									
Expenditure	1,169	1,169	420	460	40	1,259	1,259	90	8
Income	(250)	(250)	0	0	0	(250)	(250)	0	0
Net Expenditure	919	919	420	460	40	1,009	1,009	90	10
Vote Budget Manager: C.Squire High October 2012									
A30 Adult Resources Sub Div M&A									
Expenditure	99	99	45	46	1	96	96	(3)	(3)
Income	0	0	0	0	0	0	0	0	0
Net Expenditure	99	99	45	46	1	96	96	(3)	(3)
Vote Budget Manager: C.Oates Low									
A31 Physical Disabilities Establishments									
Expenditure	549	549	220	199	(21)	523	497	(52)	(9)
Income	(1)	(1)	(1)	(1)	(0)	(1)	(1)	0	0
Net Expenditure	548	548	219	198	(21)	522	496	(52)	(9)
Vote Budget Manager: C.Oates Medium									
A33 Older People Day Centres									
Expenditure	1,619	1,619	710	709	(1)	1,619	1,619	0	0
Income	(37)	(37)	(17)	(17)	0	(37)	(37)	0	0
Net Expenditure	1,582	1,582	693	692	(1)	1,582	1,582	0	0
Vote Budget Manager: C.Oates Medium									
A34 Home Care									
Expenditure	4,074	4,724	2,350	2,401	51	4,074	4,826	102	2
Income	(44)	(44)	0	0	0	(44)	(146)	(102)	232
Net Expenditure	4,030	4,680	2,350	2,401	51	4,030	4,680	102	2
Vote Budget Manager: C.Oates High October 2012									
A02 Disabilities & Health Divisional M&A									
Expenditure	175	271	175	174	(1)	263	271	0	0
Income	0	0	0	0	0	(96)	0	0	0
Net Expenditure	175	271	175	174	(1)	167	271	0	0
Vote Budget Manager: K.Marks Low September 2012									
A13 Learning Dis Sub Division M&A									
Expenditure	83	83	41	41	0	102	102	19	23
Income	(35)	(35)	(18)	(18)	0	(35)	(35)	0	0
Net Expenditure	48	48	23	23	0	67	67	19	40
Vote Budget Manager: S.Howard Low September 2012									

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

	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast £'000	Latest Forecast £'000	Variance (Latest Budget to Latest Forecast Outturn)		Proposed mitigating action and dates
								£'000	%	
A14 Learning Dis Assess & Care Mgmt.	976 (204)	772 (204)	450 (204)	488 (102)	386 (102)	38 (64)	1,073 (494)	1,073 (290)	97 (193)	10 Additional Income due to use of section 256 funding against transition team. Vote Budget Manager: S.Howard Budget Risk: Medium Date forecast last reviewed: September 2012
Net Expenditure	772	772	450	386	(64)	579	579	(193)	(25)	
A19 Adult Protection	310 (38)	330 (38)	160 (38)	137 (38)	0 (23)	330 (38)	330 (38)	0 (38)	0 (38)	Vote Budget Manager: A.Tyrer Budget Risk: Low Date forecast last reviewed: September 2012
Net Expenditure	272	292	160	137	(23)	292	292	0	0	
A23 Mental Health Sub Division M&A	92 (90)	92 (90)	45 (90)	45 (90)	0 (67)	92 (67)	92 (67)	0 (26)	0 (26)	Vote Budget Manager: S.Diffey Budget Risk: Medium Date forecast last reviewed: September 2012
Net Expenditure	2	2	45	45	0	25	25	23	1,150	
A24 Area Mental Health Teams	2,458 (277)	2,458 (277)	1,120 (277)	1,165 (277)	45 (45)	2,558 (245)	2,557 (245)	99 (32)	99 (12)	4 Restructure may be necessary to contain costs within budget. Vote Budget Manager: S.Diffey Budget Risk: Medium Date forecast last reviewed: September 2012
Net Expenditure	2,181	2,181	1,120	1,165	45	2,313	2,312	131	6	
A25 Mental Health Day Centres	477 (34)	477 (34)	210 (34)	203 (34)	7 (7)	447 (4)	477 (4)	0 (30)	0 (88)	Vote Budget Manager: L.A.Johnson Budget Risk: Medium Date forecast last reviewed: October 2012
Net Expenditure	443	443	210	203	(7)	443	473	30	7	
A27 Learning disabilities Day Centre	472 (5)	418 (5)	250 (2)	207 (2)	(43) (3)	320 (3)	320 (3)	(98) (2)	(23) (40)	Vote Budget Manager: S.Howard Budget Risk: Medium Date forecast last reviewed: September 2012
Net Expenditure	467	413	248	205	(43)	317	317	(96)	(23)	
A37 Emergency Duty Social Work Service	231 (20)	361 (20)	180 (3)	224 (3)	44 (0)	450 (23)	450 (23)	89 (3)	25 (15)	Vote Budget Manager: I.Williamson Budget Risk: Medium Date forecast last reviewed: September 2012
Net Expenditure	211	341	177	221	44	427	427	86	25	
A81 First Response	2,229 (102)	2,238 (102)	1,100 (102)	1,097 (102)	(9) (3)	2,238 (102)	2,238 (102)	0 (0)	0 (0)	Vote Budget Manager: Leah Drake Budget Risk: Medium Date forecast last reviewed: September 2012
Net Expenditure	2,127	2,136	1,100	1,097	(3)	2,136	2,136	0	0	
A82 Reablement	2,341 (126)	2,332 (126)	1,175 (126)	1,175 (126)	0 (11)	2,332 (126)	2,332 (126)	0 (21)	0 (1)	Vote Budget Manager: Christine Oates Budget Risk: Medium Date forecast last reviewed: October 2012
Net Expenditure	2,215	2,206	1,175	1,175	0	2,206	2,206	0	0	
A83 Longer Term Support - Social Care	2,385 (0)	2,385 (0)	1,190 (0)	1,179 (0)	(11) (0)	2,357 (0)	2,364 (0)	(21) (0)	(1) (0)	Vote Budget Manager: A.Tyrer Budget Risk: Medium Date forecast last reviewed: September 2012
Net Expenditure	2,385	2,385	1,190	1,179	(11)	2,357	2,364	(21)	(1)	

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

	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) %		Vote Budget Manager: Budget Risk: Date forecast last reviewed:
								£'000	%	
A84 Longer Term Support - OT	933	933	390	388	(2)	954	927	(6)	(1)	C Squire Medium October 2012
Expenditure	0	0	0	0	0	0	0	0	0	
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	933	933	390	388	(2)	954	927	(6)	(1)	
Adult Social Care	21,483	22,325	8,781	8,905	124	21,978	22,707	382	50	
Expenditure	(1,263)	(1,263)	(41)	(143)	(102)	(1,565)	(1,571)	(308)	0	
Income	20,220	21,062	8,740	8,762	22	20,413	21,136	74	0	K.Marks
Net Expenditure	20,220	21,062	8,740	8,762	22	20,413	21,136	74	0	
A66 Learning and Development	587	587	240	231	(9)	587	562	(25)	(4)	
Expenditure	0	0	0	0	0	0	0	0	0	
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	587	587	240	231	(9)	587	562	(25)	(4)	
A71 Finance Services	1,500	1,550	700	643	(57)	1,423	1,397	(153)	(10)	
Expenditure	(764)	(764)	(15)	(15)	0	(657)	(661)	103	(13)	
Income	736	786	685	628	(57)	736	736	(50)	(6)	
Net Expenditure	736	786	685	628	(57)	736	736	(50)	(6)	
000 Support Services Holding A/C	3,857	3,857	1,937	1,937	0	3,857	3,857	0	0	
Expenditure	0	0	0	0	0	0	0	0	0	
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	3,857	3,857	1,937	1,937	0	3,857	3,857	0	0	
Other	5,944	5,994	2,877	2,811	(66)	5,867	5,816	(178)	(14)	
Expenditure	(764)	(764)	(15)	(15)	0	(657)	(661)	103	(13)	
Income	5,180	5,230	2,862	2,796	(66)	5,180	5,155	(75)	(1)	E.Hussein
Net Expenditure	5,180	5,230	2,862	2,796	(66)	5,180	5,155	(75)	(1)	
TOTAL FOR ADULTS HEALTH & WELLBEING	112,906	115,312	48,854	49,162	308	115,308	117,756	2,444	2	
Expenditure	(14,682)	(15,047)	(6,373)	(6,682)	(309)	(17,375)	(17,491)	(2,444)	16	
Income	98,224	100,265	42,461	42,480	(1)	97,934	100,265	0	0	0 Director
Net Expenditure	98,224	100,265	42,461	42,480	(1)	97,934	100,265	0	0	
Energy Costs (excluding schools, tenants, leaseholders)			16	19	3					

CORPORATE MONTHLY BUDGET MONITORING - September 2012

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

FULL YEAR										
CHIEF EXECUTIVES	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) %	Proposed mitigating action and dates	
									Explanation of any variance that is considered to be significant and all variances greater than £100k	
C14 Communications	2,658 (2,627)	2,848 (2,627)	1,425 (1,314)	1,587 (1,307)	162 (7)	2,848 (2,627)	2,848 (2,627)	0 (0)	0 (0)	Risk with achievement of income target but expected to manage within budget during the year. Vote Budget Manager: Takki Sulaiman Budget Risk: Medium Date forecast last reviewed: 13/07/2012
Net Expenditure	31	221	111	280	169	221	221	0	0	
TOTAL FOR COMMUNICATIONS	2,658 (2,627)	2,848 (2,627)	1,425 (1,314)	1,587 (1,307)	162 (7)	2,848 (2,627)	2,848 (2,627)	0 (0)	0 (0)	
C16 Strategy & Performance	1,504 (0)	1,564 (0)	782 (0)	811 (35)	29 (35)	1,564 (0)	1,564 (0)	0 (0)	0 (0)	Vote Budget Manager: Louise Russell Budget Risk: Low Date forecast last reviewed: 26/07/2012
Net Expenditure	31	221	111	280	169	221	221	0	0	
C54 Corporate Strategy & Equalities	665 (9)	668 (9)	334 (4)	275 (17)	(59) (13)	576 (9)	668 (9)	0 (0)	0 (0)	Vote Budget Manager: Louise Russell Budget Risk: Low Date forecast last reviewed: 26/07/2012
Net Expenditure	656	659	330	258	(72)	567	659	0	0	
TOTAL FOR STRATEGY & PERFORMANCE	2,169 (9)	2,232 (9)	1,116 (4)	1,086 (52)	(30) (48)	2,140 (9)	2,232 (9)	0 (0)	0 (0)	
C52 Legal Services	3,336 (3,519)	3,311 (3,519)	1,656 (1,760)	1,703 (1,807)	47 (47)	3,311 (3,519)	3,311 (3,519)	0 (0)	0 (0)	Vote Budget Manager: Sue Hayes Budget Risk: Low Date forecast last reviewed: 13/07/2012
Net Expenditure	(183)	(208)	(104)	(104)	0	(208)	(208)	0	0	
C58 Electoral Registration	708 (0)	693 (0)	347 (0)	307 (1)	(40) (1)	693 (0)	693 (0)	0 (0)	0 (0)	Vote Budget Manager: Sue Hayes Budget Risk: Low Date forecast last reviewed: 13/07/2012
Net Expenditure	708	693	347	306	(41)	693	693	0	0	
C60 Borough Elections	30 (0)	28 (0)	14 (0)	55 (0)	41 (0)	28 (0)	28 (0)	0 (0)	0 (0)	Vote Budget Manager: Sue Hayes Budget Risk: Low Date forecast last reviewed: 13/07/2012
Net Expenditure	30	28	14	55	41	28	28	0	0	
C82 Business Unit Support team	94 (0)	714 (623)	357 (312)	372 (327)	15 (15)	714 (623)	714 (623)	0 (0)	0 (0)	Vote Budget Manager: Sue Hayes Budget Risk: Low Date forecast last reviewed: 13/07/2012
Net Expenditure	94	91	45	45	0	91	91	0	0	
C84 Information Governance & Complaints	519 (409)	516 (409)	258 (205)	214 (184)	(44) (21)	516 (409)	516 (409)	0 (0)	0 (0)	Vote Budget Manager: David Galpin Budget Risk: Low Date forecast last reviewed: 13/07/2012
Net Expenditure	110	107	53	30	(23)	107	107	0	0	
TOTAL FOR LEGAL, ELECTORAL SERVICES & BUSINESS SUPPORT	4,687 (3,928)	5,262 (4,551)	2,632 (2,277)	2,651 (2,319)	19 (42)	5,262 (4,551)	5,262 (4,551)	0 (0)	0 (0)	Vote Budget Manager: Isabella Freeman Budget Risk: Low Date forecast last reviewed: 13/07/2012
Net Expenditure	759	711	355	332	(23)	711	711	0	0	

FULL YEAR

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) %

C56 Registration of Births, Deaths	774 (479)	758 (479)	379 (240)	401 (284)	22 (41)	758 (479)	758 (479)	0	0	Johns Williams Low 18/07/2012
Expenditure										
Income										
Net Expenditure	295	279	139	120	(19)	279	279	0	0	Vote Budget Manager: Budget Risk: Date forecast last reviewed:
C62 Democratic Services	2,609 (7)	2,959 (7)	1,341 (4)	1,358 (2)	17 (2)	2,602 (7)	2,959 (7)	0	0	Johns Williams Low 18/07/2012
Expenditure										
Income										
Net Expenditure	2,602	2,952	1,337	1,356	19	2,595	2,952	0	0	Vote Budget Manager: Budget Risk: Date forecast last reviewed:
C78 Demo Representation & Mgt	861	861	431	430	(1)	861	861	0	0	Johns Williams Low 18/07/2012
Expenditure										
Income										
Net Expenditure	861	861	431	430	(1)	861	861	0	0	Vote Budget Manager: Budget Risk: Date forecast last reviewed:
TOTAL FOR DEMOCRATIC & REGISTRARS SERVICES	4,244 (486)	4,578 (486)	2,151 (244)	2,189 (283)	38 (39)	4,221 (486)	4,578 (486)	0	0	Johns Williams
Net Expenditure	3,758	4,092	1,907	1,906	(1)	3,735	4,092	0	0	0 Service Head:
C80 Corporate Management	2,101	2,200	1,098	1,059	(39)	2,200	2,200	0	0	Isabella Freeman Low 14/07/2012
Expenditure										
Income										
Net Expenditure	2,101	2,200	1,098	1,059	(39)	2,200	2,200	0	0	Vote Budget Manager: Budget Risk: Date forecast last reviewed:
TOTAL FOR CHIEF EXECUTIVES	15,859 (7,050)	17,120 (7,673)	8,423 (3,839)	8,573 (3,964)	150 (122)	16,671 (7,673)	17,120 (7,673)	0	0	Isabella Freeman
Net Expenditure	8,309	9,447	4,584	4,612	28	8,998	9,447	0	0	0 Director:
Energy Costs (excluding schools, tenants, leaseholders)			0	0	0					

CORPORATE MONTHLY BUDGET MONITORING - September 2012

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FULL YEAR

CHILDREN, SCHOOLS AND FAMILIES
(Dedicated Schools Grant)

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 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	Variance (Latest Forecast Outturn) £'000	%	Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates
TOTAL FOR PRE-PRIMARY EDUCATION										
Expenditure	4,968	4,968	2,484	1,632	(852)	4,968	4,968	0	0	The expenditure / income to date, whilst not in line with the notional budget to date, is within the budget manager's expectation and has been factored into his/her forecast.
Income	(103)	(103)	(51)	(38)	13	(103)	(103)	0	0	
Net Expenditure	4,865	4,865	2,433	1,594	(839)	4,865	4,865	0	0	Service Head Budget Risk: High Date forecast last reviewed: 19.10.2012
TOTAL FOR PRIMARY EDUCATION DSG										
Expenditure	150,741	158,329	79,164	27,766	(51,398)	158,329	158,329	0	0	The expenditure / income to date, whilst not in line with the notional budget to date, is within the budget manager's expectation and has been factored into his/her forecast.
Income	(4,841)	(12,429)	(6,214)	(548)	5,666	(12,429)	(12,429)	0	0	
Net Expenditure	145,900	145,900	72,950	27,218	(45,732)	145,900	145,900	0	0	Service Head Budget Risk: High Date forecast last reviewed: 19.10.2012
TOTAL FOR SECONDARY EDUCATION DSG										
Expenditure	123,161	143,527	71,764	32,055	(39,709)	143,527	143,527	0	0	The expenditure / income to date, whilst not in line with the notional budget to date, is within the budget manager's expectation and has been factored into his/her forecast.
Income	(17,729)	(38,095)	(19,048)	(956)	18,092	(38,095)	(38,095)	0	0	
Net Expenditure	105,432	105,432	52,716	31,099	(21,617)	105,432	105,432	0	0	Service Head Budget Risk: High Date forecast last reviewed: 19.10.2012
TOTAL FOR SPECIAL EDUCATION DSG										
Expenditure	13,972	14,120	7,060	2,216	(4,844)	14,120	14,120	0	0	The expenditure / income to date, whilst not in line with the notional budget to date, is within the budget manager's expectation and has been factored into his/her forecast.
Income	(911)	(1,059)	(529)	(48)	481	(1,059)	(1,059)	0	0	
Net Expenditure	13,061	13,061	6,531	2,168	(4,363)	13,061	13,061	0	0	Service Head Budget Risk: High Date forecast last reviewed: 19.10.2012

FULL YEAR

CHILDREN, SCHOOLS AND FAMILIES
(Dedicated Schools Grant)

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	%	
G17 Support For Learning Service DSG										
Expenditure	3,773	3,773	1,887	1,913	26	3,766	3,766	(7)	(0)	The expenditure / income to date, whilst not in line with the notional budget to date, is within the budget manager's expectation and has been factored into his/her forecast.
Income	(897)	(897)	(449)	(214)	235	(909)	(909)	(12)	1	
Net Expenditure	2,876	2,876	1,438	1,699	261	2,857	2,857	(19)	(1)	Vote Budget Manager: Liz Vickarie Budget Risk: Medium Date forecast last reviewed: 15.08.2012
G29 Pupil Referral Unit										
Expenditure	4,924	5,118	2,559	2,145	(414)	5,117	5,161	43	1	
Income	(727)	(727)	(363)	(43)	320	(727)	(770)	(43)	6	
Net Expenditure	4,197	4,391	2,196	2,102	(94)	4,390	4,391	0	0	Vote Budget Manager: John Watkins Budget Risk: High Date forecast last reviewed: 19.10.2012
H10 Learning & Achievment M & A DSG										
Expenditure	908	908	454	907	453	908	908	0	0	
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	908	908	454	907	453	908	908	0	0	Vote Budget Manager: Anne Canning Budget Risk: Low Date forecast last reviewed: 18.07.2012
H11 Early Years Service DSG										
Expenditure	3,853	3,853	1,926	2,737	811	3,672	3,672	(181)	(5)	3 and 4 year olds Early Years education
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	3,853	3,853	1,926	2,737	811	3,672	3,672	(181)	(5)	Vote Budget Manager: Monica Forty Budget Risk: Low Date forecast last reviewed: 19.10.2012
H14 Special Education Needs DSG										
Expenditure	8,587	8,587	4,294	1,989	(2,305)	8,386	8,385	(202)	(2)	
Income	(2,316)	(2,316)	(1,158)	1,004	2,162	(2,102)	(2,102)	214	(9)	
Net Expenditure	6,271	6,271	3,136	2,993	(143)	6,284	6,283	12	(12)	Vote Budget Manager: David Carroll Budget Risk: Medium Date forecast last reviewed: 15.08.2012
H18 Education Psychology Service DSG										
Expenditure	188	188	94	188	94	188	188	0	0	
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	188	188	94	188	94	188	188	0	0	Vote Budget Manager: David Carroll Budget Risk: Low Date forecast last reviewed: 19.10.2012
H27 14-19 Years DSG										
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: Terry Bryan Budget Risk: Low Date forecast last reviewed: 19.10.2012
H78 Pupil Admissions & ExcI DSG										
Expenditure	892	1,016	508	428	(80)	997	998	(18)	(2)	
Income	(152)	(152)	(76)	(430)	(354)	(152)	(152)	0	0	
Net Expenditure	740	864	432	(2)	(434)	845	846	(18)	(2)	Vote Budget Manager: Anne Canning Budget Risk: Medium Date forecast last reviewed: 15.08.2012
TOTAL FOR LEARNING & ACHIEVEMENT										
Expenditure	23,125	23,443	11,722	10,307	(1,415)	23,034	23,078	(365)	(2)	
Income	(4,092)	(4,092)	(2,046)	317	2,363	(3,890)	(3,933)	159	(4)	
Net Expenditure	19,033	19,351	9,676	10,624	948	19,144	19,145	(208)	(1)	Service Head: Low

FULL YEAR

CHILDREN, SCHOOLS AND FAMILIES
(Dedicated Schools Grant)

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	%	Proposed mitigating action and dates
H55 Children Looked After DSG										
Expenditure	289	319	159	139	(20)	319	319	0	0	18.07.2012
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	289	319	159	139	(20)	319	319	0	0	Vote Budget Manager: David Hough Budget Risk: Low Date forecast last reviewed: 19.10.2012
H62 Attendance & Welfare Service										
Expenditure	55	55	28	55	27	55	55	0	0	
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	55	55	28	55	27	55	55	0	0	Vote Budget Manager: Children's Social Care Budget Risk: Date forecast last reviewed:
TOTAL FOR CHILDRENS SOCIAL CARE										
Expenditure	344	374	187	194	7	374	374	0	0	Low 19.10.2012
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	344	374	187	194	7	374	374	0	0	Service Head:
H79 CSF Resources Mgmt DSG										
Expenditure	1,037	1,037	519	836	317	1,037	1,037	0	0	Catering surplus of £546k forecast.
Income	0	0	0	0	0	(74)	(546)	(546)	(546)	
Net Expenditure	1,037	1,037	519	836	317	963	491	(546)	(53)	Vote Budget Manager: Mark Keeble Budget Risk: High Date forecast last reviewed: 19.10.2012
H83 CSF Human Resources DSG										
Expenditure	1,232	1,232	616	1,019	403	1,232	1,232	0	0	
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	1,232	1,232	616	1,019	403	1,232	1,232	0	0	Vote Budget Manager: Kate Bingham Budget Risk: Date forecast last reviewed:
TOTAL FOR CHILDRENS SERVICES RESOURCES										
Expenditure	2,269	2,269	1,135	1,855	720	2,269	2,269	0	0	
Income	0	0	0	0	0	(74)	(546)	(546)	(546)	
Net Expenditure	2,269	2,269	1,135	1,855	720	2,195	1,723	(546)	(24)	Service Head: High 15.08.2012
TOTAL FOR EXTERNAL FUNDING (H68)										
Expenditure	0	0	0	0	0	0	0	0	0	Net forecast underspend of £752k will result in a lower drawdown of grant than originally planned.
Income	(290,905)	(291,253)	(145,627)	145,627	(290,971)	(290,971)	(290,501)	752	(0)	
Net Expenditure	(290,905)	(291,253)	(145,627)	145,627	(290,971)	(290,501)	(290,501)	752	(0)	Service Head Budget Risk: Isobel Cattermole Date forecast last reviewed:
TOTAL FOR CSF SCHOOLS BUDGET (DSG)										
Expenditure	318,580	347,030	173,516	76,025	(97,491)	346,621	346,665	(365)	(0)	
Income	(318,580)	(347,030)	(173,516)	(1,273)	172,243	(346,621)	(346,665)	365	(0)	
Net Expenditure	0	0	0	74,752	74,752	0	0	0	0	Director:
Energy Costs (excluding schools, tenants, leaseholders)		44	22	0	(22)					

CORPORATE MONTHLY BUDGET MONITORING - September 2012

FULL YEAR

**CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)**

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 %

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	%	Explanation of any variance that is considered to be significant and all variances greater than £100k	Proposed mitigating action and dates
TOTAL FOR PRE-PRIMARY EDUCATION GF										
46	46	23	0	(23)	46	46	0	0		
Expenditure	0	0	0	0	0	0	0	0		
Income	0	0	0	0	0	0	0	0		
Net Expenditure	46	23	0	(23)	46	46	0	0		Kate Bingham Low 19.10.2012
Budget Risk:										
Date forecast last reviewed:										
TOTAL FOR PRIMARY EDUCATION GF										
4,975	4,975	2,488	0	(2,488)	4,975	4,975	0	0	Schools General Fund Budget only include Capital Financing Charges that are made later in the year	
Expenditure	0	0	0	0	0	0	0	0		
Income	0	0	0	0	0	0	0	0		
Net Expenditure	4,975	2,488	0	(2,488)	4,975	4,975	0	0		0 Kate Bingham Low 19.10.2012
Budget Risk:										
Date forecast last reviewed:										
TOTAL FOR SECONDARY EDUCATION GF										
6,767	6,767	3,383	160	(3,223)	6,767	6,767	0	0	Schools General Fund Budget only include Capital Financing Charges that are made later in the year	
Expenditure	0	0	0	0	0	0	0	0		
Income	0	0	0	0	0	0	0	0		
Net Expenditure	6,767	3,383	160	(3,223)	6,767	6,767	0	0		0 Kate Bingham Low 19.10.2012
Budget Risk:										
Date forecast last reviewed:										
TOTAL FOR SPECIAL EDUCATION GF										
1,015	1,015	508	0	(508)	1,015	1,015	0	0	Schools General Fund Budget only include Capital Financing Charges that are made later in the year	
Expenditure	0	0	0	0	0	0	0	0		
Income	0	0	0	0	0	0	0	0		
Net Expenditure	1,015	508	0	(508)	1,015	1,015	0	0		0 Kate Bingham Low 19.10.2012
Budget Risk:										
Date forecast last reviewed:										
G10 Learning & Achievement M & A GF										
244	244	122	89	(33)	244	244	0	0	Most of grant already received	
Expenditure	(160)	(80)	(160)	(80)	(160)	(160)	0	0		
Income	84	42	(71)	(113)	84	84	0	0		
Net Expenditure	84	42	(71)	(113)	84	84	0	0		0 Anne Canning Low N/A
Budget Risk:										
Date forecast last reviewed:										
G11 Early Years Service GF										
3,839	3,829	1,915	1,201	(714)	3,704	3,704	(125)	(3)	This Service is anticipating Government Grant at the year end.	
Expenditure	(3,454)	(1,722)	(626)	1,096	(3,280)	(3,280)	164	(6)		
Income	385	193	575	382	424	424	39	(8)		
Net Expenditure	385	193	575	382	424	424	39	(8)		0 Monica Forty Low 15.08.2012
Budget Risk:										
Date forecast last reviewed:										
G12 Local Authority Day Nurseries										
2,996	2,989	1,495	1,184	(311)	2,948	2,967	(22)	(1)	This Service is anticipating Government Grant at the year end.	
Expenditure	(2,573)	(1,283)	(79)	1,204	(2,583)	(2,576)	(10)	0		
Income	423	212	1,105	893	365	391	(32)	(0)		
Net Expenditure	423	212	1,105	893	365	391	(32)	(0)		0 Monica Forty Low 15.08.2012
Budget Risk:										
Date forecast last reviewed:										

CORPORATE MONTHLY BUDGET MONITORING - September 2012

FULL YEAR

CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)

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	%	
G13 Childrens Centres										This Service is anticipating Government Grant at the year end.
Expenditure	11,114	10,987	5,493	3,910	(1,583)	10,984	10,987	0	0	
Income	(10,020)	(9,892)	(4,946)	(36)	4,910	(9,908)	(9,908)	(16)	0	
Net Expenditure	1,094	1,095	547	3,874	3,327	1,076	1,079	(16)	(1)	0 Mohammed Jolli
										Budget Risk: Low Date forecast last reviewed: 19.10.2012
G14 School Improvement Primary										
Expenditure	674	674	337	550	213	674	832	158	23	
Income	(476)	(479)	(239)	(414)	(175)	(479)	(664)	(185)	39	
Net Expenditure	198	195	98	136	38	195	168	(27)	(14)	32 Monica Forry
										Budget Risk: Low Date forecast last reviewed: 19.10.2012
G16 Special Educational Needs GF										1 In-year variance is attributable to a lag in internal payments for transport and support services.
Expenditure	3,996	3,928	1,964	1,524	(440)	4,033	3,966	38	42	
Income	(125)	(125)	(62)	(147)	(85)	(177)	(177)	(52)	0	
Net Expenditure	3,871	3,803	1,902	1,377	(525)	3,856	3,789	(14)	(0)	0 David Carroll
										Budget Risk: High Date forecast last reviewed: 15.08.2012
G18 Educational Psychology Serv GF										No forecast submitted. Last month's figures reported.
Expenditure	1,685	1,682	841	675	(166)	1,682	1,682	0	0	
Income	(854)	(854)	(427)	(353)	74	(846)	(845)	9	(1)	
Net Expenditure	831	828	414	322	(92)	836	837	9	1	0 David Carroll
										Budget Risk: Low Date forecast last reviewed: 15.08.2012
G20 Parental Engagement & Support - TRANSFERRED FROM YPC										9 £60k of costs for Holiday PlaySchemes during the Olympics to be funded from Early Intervention Reserve, as agreed by DMT in May 2012.
Expenditure	2,029	1,997	998	726	(272)	2,175	2,175	178	44	
Income	(421)	(398)	(199)	(141)	58	(515)	(515)	(177)	0	
Net Expenditure	1,608	1,599	799	585	(214)	1,660	1,660	1	0	0 Vote Budget Manager: Jill McGinley
										Budget Risk: High Date forecast last reviewed: 20.06.2012
G21 School Governance & Information										
Expenditure	328	319	160	108	(52)	319	319	0	0	
Income	(50)	(50)	(25)	(40)	(15)	(50)	(50)	0	0	
Net Expenditure	278	269	135	68	(67)	269	269	0	0	0 Hania Franek
										Budget Risk: Low Date forecast last reviewed: 15.08.2012
G21 One O'Clock Clubs										
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 Part of G13
										Budget Risk: Low Date forecast last reviewed:
G22 Student Awards										
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 Di Warne
										Budget Risk: Low Date forecast last reviewed: 20.06.2012
G26 School Improvement Secondary										First full year of Mayor's Bursary suggests lower eligibility and take-up than originally estimated. Figures have been revised and an underspend of £0.518m is forecast if eligibility pattern of first academic year recurs.
Expenditure	2,925	2,849	1,425	617	(808)	2,849	2,331	(518)	(18)	
Income	(1,090)	(1,022)	(511)	(662)	(151)	(1,022)	(1,022)	0	0	
Net Expenditure	1,835	1,827	914	(45)	(959)	1,827	1,309	(518)	(28)	0 Anne Canning
										Budget Risk: Medium Date forecast last reviewed: 15.08.2012

CORPORATE MONTHLY BUDGET MONITORING - September 2012

FULL YEAR

CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)

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	%	
G78 Pupil Admissions & Excis GF	1,060	1,127	564	308	(256)	913	916	(211)	(19)	The projected under-spend is linked to the need to provide additional school places. The current estimated spend is low because we have, so far, been able to reduce transport costs through the provision of school places in areas of most demand. However, this remains a challenge and we may find that the additional school places that we need to provide are in areas that will only be accessible to families with the assistance of school bus transport. This could therefore mean that transport costs rise significantly towards the end of the year. It is therefore difficult to predict what the final level of spend will be.
Net Expenditure	1,060	1,127	564	308	(256)	913	916	(211)	(19)	Terry Bryan Medium 19.10.2012
TOTAL FOR LEARNING AND ACHIEVEMENT										
Expenditure	34,175	33,909	16,955	12,158	(4,797)	34,008	33,594	(315)	(1)	
Income	(22,046)	(21,813)	(10,907)	(3,127)	7,780	(22,022)	(22,250)	(437)	2	
Net Expenditure	12,129	12,096	6,048	9,031	2,983	11,986	11,344	(752)	(6)	Service Head: Anne Canning
G49 Childrens Social Care M&A	169	287	144	203	59	331	331	44	15	No forecast received
Expenditure	169	(118)	(59)	(1)	58	(118)	(118)	0	0	
Income		169	85	202	117	213	213	44	26	Vote Budget Manager: Steve Liddicott Low 20.06.2012
Net Expenditure	169	169	85	202	117	213	213	44	26	Budget Risk: Steve Liddicott Low 20.06.2012
G50 Child Protection & Reviewing	2,634	2,627	1,314	1,054	(260)	2,601	2,601	(26)	(1)	The expenditure / income to date, whilst not in line with the notional budget to date, is within the budget manager's expectation and has been factored into his/her forecast.
Expenditure	2,634	0	0	(50)	(50)	0	0	0	0	
Income		2,627	1,314	1,004	(310)	2,601	2,601	(26)	(1)	Vote Budget Manager: Ann Roach High 18.07.2012
Net Expenditure	2,634	2,627	1,314	1,004	(310)	2,601	2,601	(26)	(1)	Budget Risk: Ann Roach High 18.07.2012
G51 Childrens Res M&A	826	825	412	393	(19)	826	826	1	0	
Expenditure	826	0	0	0	0	826	826	0	0	
Income		825	412	393	(19)	826	826	1	0	Vote Budget Manager: Hilary Bull Low 20.06.2012
Net Expenditure	826	825	412	393	(19)	826	826	1	0	Budget Risk: Hilary Bull Low 20.06.2012
G52 Childrens Res Residential	1,856	1,845	923	748	(175)	1,794	1,794	(51)	(3)	Most of grant already received
Expenditure	1,856	0	0	0	0	0	0	0	0	
Income		1,845	923	748	(175)	1,794	1,794	(51)	(3)	Vote Budget Manager: Hilary Bull Low 18.07.2012
Net Expenditure	1,856	1,845	923	748	(175)	1,794	1,794	(51)	(3)	Budget Risk: Hilary Bull Low 18.07.2012
G53 Childrens Res Family Placement	3,106	3,102	1,551	1,177	(374)	2,974	2,974	(128)	(4)	Currently the staffing underspend is due to vacant posts as a result of maternity leave. This would be slightly overspent if all staff were in post. The support services are over spent as there have been fewer external assessments completed by independent social workers. A more accurate forecast is planned for the next OMBM.
Expenditure	3,106	(66)	(66)	(96)	(63)	(86)	(86)	(20)	30	
Income		3,102	(66)	(33)	(63)	(86)	(86)	(20)	30	Vote Budget Manager: Hilary Bull Low 20.06.2012
Net Expenditure	3,040	3,036	1,518	1,081	(437)	2,888	2,888	(148)	(5)	Budget Risk: Hilary Bull Low 20.06.2012

CORPORATE MONTHLY BUDGET MONITORING - September 2012

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FULL YEAR

CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)

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	%	
G54 Childrens Res Commissioning										
Expenditure										
Income	15,003	14,823	7,411	6,014	(1,397)	14,562	14,712	(111)	(1)	The £111k underspend is +£149k adverse movement since CMBM05. This is a highly demand-led budget and ten new placements have become necessary during September 2012.
Net Expenditure	14,789	14,609	7,304	5,934	(1,370)	14,348	14,498	(111)	(1)	Vote Budget Manager: Hilary Bull High 18.07.2012
G55 Children Looked After GF										
Expenditure	2,332	2,318	1,159	969	(190)	2,328	2,329	11	0	Corporate Recharges not charged
Income		0	0	0	0	0	0	0	0	Date forecast last reviewed: 18.07.2012
Net Expenditure	2,332	2,318	1,159	969	(190)	2,328	2,329	11	0	Vote Budget Manager: Jenny Boyd Medium 20.06.2012
G56 Leaving Care										
Expenditure	2,596	2,587	1,293	1,034	(259)	2,581	2,566	(21)	(1)	Corporate Recharges and Asset Rentals not charged
Income	(129)	(129)	(64)	(3)	61	(108)	(47)	82	(64)	Date forecast last reviewed: 20.06.2012
Net Expenditure	2,467	2,458	1,229	1,031	(198)	2,473	2,519	61	2	Vote Budget Manager: Shahid Tilly Medium 18.07.2012
G57 Fieldwork Advice & Assessment										
Expenditure	5,409	5,519	2,760	2,042	(718)	5,457	5,605	86	2	The expenditure / income to date, whilst not in line with the notional budget to date, is within the budget manager's expectation and has been factored into his/her forecast.
Income	(236)	(171)	(85)	(30)	55	(142)	(257)	(86)	50	Vote Budget Manager: Paul McGee High 18.07.2012
Net Expenditure	5,173	5,348	2,675	2,012	(663)	5,315	5,348	0	0	Vote Budget Manager: Paul McGee High 18.07.2012
G58 Children with Disabilities										
Expenditure	4,693	4,689	2,345	2,583	238	4,771	4,771	82	2	The expenditure / income to date, whilst not in line with the notional budget to date, is within the budget manager's expectation and has been factored into his/her forecast.
Income	(964)	(964)	(482)	(167)	315	(964)	(964)	0	0	Vote Budget Manager: Khalida Khan Medium 18.07.2012
Net Expenditure	3,729	3,725	1,863	2,416	553	3,807	3,807	82	2	Vote Budget Manager: Khalida Khan Medium 18.07.2012
G59 Emergency Duty Team										
Expenditure	440	434	217	209	(8)	470	470	36	8	
Income	(22)	(22)	(11)	0	11	(22)	(22)	0	0	
Net Expenditure	418	412	206	209	3	448	448	36	9	Vote Budget Manager: Paul McGee Low 20.06.2012
G60 Youth Offending Service - TRANSFERRED FROM YPC										
Expenditure	1,913	2,010	1,005	880	(125)	2,245	2,245	235	12	Grant not brought in until year end part countered by Corporate Recharges
Income	(717)	(717)	(359)	(36)	323	(952)	(952)	(235)	33	not charged
Net Expenditure	1,196	1,293	646	844	198	1,293	1,293	0	0	Vote Budget Manager: Stuart Johnson Medium 18.07.2012
G61 Children with Mental Health										
Expenditure	1,581	1,420	710	350	(360)	1,529	1,368	(52)	(4)	2 Quarterly (total £252,525) payments of a £505,050 contract to be made; the £505,050 commitment is on the report
Income	(34)	(34)	(17)	0	17	0	0	34	(100)	Vote Budget Manager: Bill Williams Low N/A
Net Expenditure	1,547	1,386	693	350	(343)	1,529	1,368	(18)	(1)	Vote Budget Manager: Bill Williams Low N/A
G62 Attendance & Welfare Serv GF										
Expenditure	2,116	2,111	1,056	842	(214)	2,127	2,127	16	1	Premises and Support service costs not posted; funding for posts plus DSG
Income	(845)	(845)	(423)	(502)	(79)	(860)	(860)	(15)	2	funding posted in full rather than profited
Net Expenditure	1,271	1,266	633	340	(293)	1,267	1,267	1	0	Vote Budget Manager: David Hough Low 20.06.2012

CORPORATE MONTHLY BUDGET MONITORING - September 2012

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FULL YEAR

CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)

Explanation of any variance that is considered to be significant and all variances greater than £100k

Proposed mitigating action and dates

Variance
(Latest Budget to
Latest Forecast
Outturn)
£'000 %Latest
Forecast
Outturn
£'000Previous
Forecast
Outturn
£'000Latest
Budget
Date
£'000Original
Budget
£'000Budget to
Date
£'000Actual to
Date
£'000Variance to
Date
£'000

Expenditure

H57	Family Support & Protection	Expenditure	5,513	2,756	2,428	(328)	6,530	6,560	1,047	19	Corporate Recharges not charged
		Income	(1,083)	(539)	(400)	139	(2,178)	(2,178)	(1,100)	102	
		Net Expenditure	4,435	2,217	2,028	(189)	4,352	4,352	(53)	(1)	Moksata Uddin Low 18.07.2012
G75	IT Social Care	Expenditure	705	271	192	(79)	544	544	2	0	
		Income	(347)	(173)	0	173	(347)	(347)	0	0	
		Net Expenditure	358	98	192	94	197	197	2	1	Andrew Cross Low 20.06.2012
TOTAL FOR CHILDRENS SOCIAL CARE		Expenditure	50,875	25,327	21,118	(4,209)	51,670	51,825	1,172	2	
		Income	(4,657)	(2,352)	(1,364)	988	(5,991)	(6,044)	(1,340)	28	
		Net Expenditure	46,218	22,975	19,754	(3,221)	45,679	45,781	(168)	(6)	Steve Liddcott
G37	Youth & Community Learning M&A - TRANSFERRED FROM YPC	Expenditure	269	135	186	51	223	223	(46)	(17)	
		Income	0	0	0	0	0	0	0	0	
		Net Expenditure	269	135	186	51	223	223	(46)	(17)	Mary Durkin Low 27.09.2012
G66	Transformation Project	Expenditure	103	67	57	(10)	150	150	16	12	
		Income	0	0	0	0	0	0	0	0	
		Net Expenditure	103	67	57	(10)	150	150	16	12	Anthony Walters Low 15.08.2012
G61	Strategy & Policy	Expenditure	817	408	276	(132)	772	772	(45)	(6)	Premises and Support Services not posted; recharge for Interpreters
		Income	(26)	(13)	(6)	7	(12)	(12)	14	(54)	Service posted at end of year
		Net Expenditure	791	395	270	(125)	760	760	(31)	(4)	Layla Richards Low 19.10.2012
G74	Equalities Development	Expenditure	605	302	115	(187)	604	604	0	0	Spend profile for Third Party payments is at the end of school term; first
		Income	0	0	0	0	0	0	0	0	payment due at end of Autumn Term
		Net Expenditure	605	302	115	(187)	604	604	0	0	Sasta Miah Low 19.10.2012
TOTAL FOR DIRECTOR'S SERVICES		Expenditure	1,795	912	635	(277)	1,750	1,750	(74)	(4)	
		Income	(26)	(13)	(6)	7	(12)	(12)	14	(54)	
		Net Expenditure	1,769	899	629	(270)	1,738	1,738	(60)	(3)	Isobel Cattermole
G79	CSF Resources Management GF	Expenditure	246	120	115	(5)	240	240	0	0	
		Income	(47)	(24)	(28)	(4)	(47)	(47)	0	0	
		Net Expenditure	199	96	87	(9)	193	193	0	0	Kate Bingham Low 18.07.2012
G67	Commissioned Services	Expenditure	1,927	918	731	(187)	1,924	1,837	0	0	This service is anticipating government grant at year-end.
		Income	(1,257)	(628)	(25)	603	(1,257)	(1,257)	0	0	
		Net Expenditure	670	290	706	416	667	580	0	0	Karen Badgery Low 15.08.2012

CORPORATE MONTHLY BUDGET MONITORING - September 2012

FULL YEAR

**CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)**

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) %	
G87 Contract Services	13,996	13,996	6,998	5,803	(1,195)	13,319	14,396	400	3
Expenditure	(13,996)	(13,996)	(6,998)	(4,686)	2,312	(13,319)	(14,396)	(400)	3
Income	0	0	0	1,117	1,117	0	0	0	0
Net Expenditure	(13,996)	(13,996)	(6,998)	(3,569)	3,429	(13,319)	(14,396)	(400)	3
Contract Services receive income after expenditure has been incurred, so there is always an in-year adverse variance that is resolved by year-end.									
Vote Budget Manager: Michael Hales High 19.10.2012									
Budget Risk: High 19.10.2012									
Date forecast last reviewed: 19.10.2012									
H82 Holding Account & Support Services	(34)	(120)	(60)	5,560	5,620	270	295	415	(346)
Expenditure	(34)	(120)	(60)	5,560	5,620	270	295	415	(346)
Income	(39)	(211)	(106)	0	106	(172)	(172)	39	(18)
Net Expenditure	(73)	(331)	(166)	5,560	5,726	98	123	454	(137)
Forecast spend includes £31k for holding a/c deficits, £210k for prospective allocations of reserves and the offset of £79k for forecast overspends elsewhere in the department. The actual spend to date includes the central recharges waiting for reallocation.									
Vote Budget Manager: David Tully High 19.10.2012									
Budget Risk: High 19.10.2012									
Date forecast last reviewed: 19.10.2012									
H87 Building & Technical Services	740	740	370	354	(16)	740	742	2	0
Expenditure	740	740	370	354	(16)	740	742	2	0
Income	(740)	(740)	(370)	(186)	184	(755)	(757)	(17)	2
Net Expenditure	0	0	0	168	168	(15)	(15)	(15)	0
Due to the timings of the service provided, bulk of fee income is endeavoured to be claimed during the 2nd and 3rd quarters hence the lag in income									
Vote Budget Manager: Neil Bartlett High 19.10.2012									
Budget Risk: High 19.10.2012									
Date forecast last reviewed: 19.10.2012									
TOTAL FOR CHILDRENS SERVICES RESOURCES	27,696	27,632	13,816	14,425	609	27,455	28,481	849	3
Expenditure	(17,138)	(17,440)	(8,720)	(5,434)	3,286	(16,739)	(17,827)	(387)	2
Income	10,558	10,192	5,096	8,991	3,895	10,716	10,654	462	5
Net Expenditure	10,558	10,192	5,096	8,991	3,895	10,716	10,654	462	0
Service Head: Kate Bingham									
G89 Revenue Holding Accounts	17,594	17,594	8,797	8,682	(115)	17,447	17,457	(137)	(1)
Expenditure	(17,594)	(17,594)	(8,797)	(3,787)	5,010	(17,447)	(17,456)	(138)	(1)
Income	0	0	0	4,895	4,895	0	1	1	0
Net Expenditure	0	0	0	4,895	4,895	0	1	1	0
The variances relate to the relief premises trading account (cc 89104); 8 posts deleted wef 31 May to reflect decreased achievable income. £31k funded from Contingency H82.									
Vote Budget Manager: Various Various 19.10.2012									
Budget Risk: Various Various 19.10.2012									
Date forecast last reviewed: 19.10.2012									
G95 CCN Pooled Budgets	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: Khalida Khan Low 20.06.2012									
Budget Risk: Low 20.06.2012									
Date forecast last reviewed: 20.06.2012									
TOTAL FOR HOLDING ACCOUNTS	17,594	17,594	8,797	8,682	(115)	17,447	17,457	(137)	(1)
Expenditure	(17,594)	(17,594)	(8,797)	(3,787)	5,010	(17,447)	(17,456)	(138)	(1)
Income	0	0	0	4,895	4,895	0	1	1	0
Net Expenditure	0	0	0	4,895	4,895	0	1	1	0
#DIV/0!									
Service Head: Steve Liddicott									
TOTAL FOR CSF GENERAL FUND	144,938	144,415	72,208	57,176	(15,032)	145,132	145,909	1,494	1
Expenditure	(61,460)	(61,577)	(30,789)	(13,719)	17,070	(62,211)	(63,589)	(2,012)	3
Income	83,478	82,838	41,419	43,457	2,038	82,921	82,320	(518)	(1)
Net Expenditure	222	222	111	43	(68)	222	222	0	0
This represents the underspend on the Mayor's Bursary, with the remainder of the Directorate's budget balancing.									
Vote Budget Manager: Isobel Cattermole									
Budget Risk: Isobel Cattermole									
Date forecast last reviewed: 20.06.2012									

Energy Costs (excluding schools, tenants, leaseholders)	222	222	111	43	(68)	222	222	0	0
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2% to 5%
Amber
>5% Red

	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	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
						£'000	%	
E01 Management & Admin								
Expenditure	3,617	3,890	1,961	1,836	(125)	3,890	0	Variance to date reflects adjustments to support cost allocations
Income	(3,617)	(3,615)	(1,807)	(1,758)	49	(3,615)	0	
Net Expenditure	0	275	154	78	(76)	275	0	Robin Beattie Low September 2012
E02 Olympics								
Expenditure	225	265	251	175	(76)	265	0	
Income	0	(40)	(40)	(45)	(5)	(40)	0	
Net Expenditure	225	225	211	130	(81)	225	0	Robin Beattie Low September 2012
Strategy & Resources Total								
Expenditure	3,842	4,155	2,212	2,011	(201)	4,155	0	
Income	(3,617)	(3,655)	(1,847)	(1,803)	44	(3,655)	0	
Net Expenditure	225	500	365	208	(157)	500	0	Robin Beattie Low September 2012
E10 Public Realm M&A								
Expenditure	719	718	359	338	(21)	718	0	
Income	(728)	(718)	(35)	0	35	(718)	0	
Net Expenditure	(9)	0	324	338	14	0	0	Jamie Blake Low September 2012
E20 Transportation & Highways								
Expenditure	11,134	11,306	3,350	2,868	(482)	11,306	0	
Income	(4,606)	(4,616)	(1,339)	(1,017)	322	(4,616)	0	Variance to date reflects timing issues in processing large value payments with contractor
Net Expenditure	6,528	6,690	2,011	1,851	(160)	6,690	0	Margaret Cooper High September 2012
E21 Clean & Green								
Expenditure	31,633	34,546	12,125	12,487	362	33,246	0	
Income	(7,103)	(7,103)	(1,887)	(1,255)	632	(7,103)	0	The additional Olympic Games cost of £458k on account of on-street cleansing is to be met from earmarked reserves set aside for the purpose.
Net Expenditure	24,530	27,443	10,238	11,232	994	26,143	0	Variance to date reflects timing delays in raising high value invoices
E23 Concessionary Fares								
Expenditure	7,968	8,564	4,096	4,055	(41)	8,564	0	
Income	0	0	0	(11)	(11)	0	0	
Net Expenditure	7,968	8,564	4,096	4,044	(52)	8,564	0	John Chilton Low September 2012
E24 Parking Control								
Expenditure	7,856	7,728	3,617	3,698	81	7,728	0	
Income	(7,856)	(7,728)	(7,654)	(7,547)	107	(7,728)	0	Variance to date due to short term impact of Olympic Games to be re-imbursed from LOCOG
Net Expenditure	0	0	(4,037)	(3,849)	188	0	0	John Chilton Low September 2012
Public Realm Total								
Expenditure	59,310	62,862	23,547	23,446	(101)	61,562	0	
Income	(20,293)	(20,165)	(10,915)	(9,830)	1,085	(20,165)	0	
Net Expenditure	39,017	42,697	12,632	13,616	984	41,397	0	Service Head: Jamie Blake

COMMUNITIES, LOCALITIES & CULTURE

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	%	
E80 Safer Communities Management										
Expenditure	151	171	85	72	(13)	171	171	0	0	
Income	(155)	(155)	(78)	(39)	39	(155)	(155)	0	0	
Net Expenditure	(4)	16	7	33	26	16	16	0	0	Vote Budget Manager: Andy Bamber Budget Risk: Low Date forecast last reviewed: September 2012
E81 Community Safety Partnership, DV & HC										
Expenditure	2,425	2,588	520	430	(90)	2,588	2,588	0	0	
Income	(321)	(393)	(127)	(138)	(11)	(393)	(393)	0	0	
Net Expenditure	2,104	2,195	393	292	(101)	2,195	2,195	0	0	Vote Budget Manager: Emily Fieran-Reed Budget Risk: Medium Date forecast last reviewed: September 2012
E83 Enforcement & Intervention										
Expenditure	2,434	2,335	1,144	1,203	59	2,336	2,335	0	0	
Income	(195)	(176)	(75)	(118)	(43)	(176)	(176)	0	0	
Net Expenditure	2,238	2,159	1,069	1,085	16	2,160	2,159	0	0	Vote Budget Manager: Gavin Dooley Budget Risk: Medium Date forecast last reviewed: September 2012
E84 Drugs Action Team										
Expenditure	5,732	5,704	2,635	2,409	(226)	5,704	5,704	0	0	In year variance due to timing/budget profiling issues.
Income	(4,161)	(4,161)	(2,796)	(3,109)	(313)	(4,161)	(4,161)	0	0	
Net Expenditure	1,571	1,543	(161)	(700)	(539)	1,543	1,543	0	0	Vote Budget Manager: Rachael Sadegh Budget Risk: Low Date forecast last reviewed: September 2012
E85 Env Commercial Services										
Expenditure	4,337	4,635	2,499	2,361	(138)	4,635	4,635	0	0	
Income	(1,345)	(1,674)	(1,019)	(1,123)	(104)	(1,674)	(1,674)	0	0	In year variances due to timing/budget profiling issues
Net Expenditure	2,992	2,961	1,480	1,238	(242)	2,961	2,961	0	0	Vote Budget Manager: Collin Perrins Budget Risk: Medium Date forecast last reviewed: September 2012
E86 Env Health Protection Services										
Expenditure	4,221	4,203	1,968	1,995	27	4,203	4,203	0	0	
Income	(922)	(966)	(359)	(369)	(10)	(966)	(966)	0	0	
Net Expenditure	3,299	3,217	1,609	1,626	17	3,217	3,217	0	0	Vote Budget Manager: Andrew Weaver Budget Risk: Medium Date forecast last reviewed: September 2012
E87 Youth & Connexions Service										
Expenditure	0	8,839	4,420	3,307	(1,113)	8,947	8,839	0	0	
Income	0	(3,296)	(1,648)	(278)	1,370	(3,404)	(3,296)	0	0	In year variances due to timing/budget profiling issues
Net Expenditure	0	5,543	2,772	3,029	257	5,543	5,543	0	0	Vote Budget Manager: Dinar Hossain Budget Risk: Medium Date forecast last reviewed: September 2012
Safer Communities Total	19,300	28,475	13,271	11,777	(1,494)	28,584	28,475	0	0	
Net Expenditure	(7,100)	(10,841)	(6,102)	(5,174)	928	(10,949)	(10,841)	0	0	0 Service Head:
	12,200	17,634	7,169	6,603	(566)	17,635	17,634	0	0	Andy Bamber
E40 Divisional Management										
Expenditure	134	129	64	105	41	129	129	0	0	
Income	(134)	(129)	(64)	(27)	37	(129)	(129)	0	0	
Net Expenditure	0	0	0	78	78	0	0	0	0	Vote Budget Manager: Heather Bonfield Budget Risk: Low Date forecast last reviewed: September 2012
E41 Idea Stores										
Expenditure	8,401	8,167	3,659	3,727	68	8,167	8,167	0	0	
Income	(1,233)	(1,233)	(604)	(322)	282	(1,233)	(1,233)	0	0	Variance to date due to timing/budget profiling issues
Net Expenditure	7,168	6,934	3,055	3,405	350	6,934	6,934	0	0	Vote Budget Manager: Judith St John Budget Risk: Medium Date forecast last reviewed: September 2012

COMMUNITIES, LOCALITIES & CULTURE

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	%	
E42 Sports & Physical Activity										
Expenditure	3,892	4,044	1,410	1,245	(165)	4,044	4,044	0	0	Variance to date due to timing/budget profiling issues
Income	(338)	(379)	(64)	121	185	(379)	(379)	0	0	Variance to date due to timing/budget profiling issues
Net Expenditure	3,554	3,665	1,346	1,366	20	3,665	3,665	0	0	Vote Budget Manager: Lisa Pottinger Budget Risk: High Date forecast last reviewed: September 2012
E43 Parks & Open Spaces										
Expenditure	3,153	3,253	1,551	1,696	145	3,253	3,253	0	0	The additional Olympic Games cost of £115k on account of CCTV in Victoria Park is to be met for earmarked reserves set aside for the purpose.
Income	(221)	(221)	(104)	(133)	(29)	(221)	(221)	0	0	Vote Budget Manager: Michael Rowan Budget Risk: Medium Date forecast last reviewed: September 2012
Net Expenditure	2,932	3,032	1,447	1,563	116	3,032	3,032	0	0	
E44 Arts & Events										
Expenditure	2,261	2,368	1,334	1,382	48	2,368	2,368	0	0	Variance to date reflects timing issues/profiling of event income
Income	(984)	(984)	(589)	(1,017)	(428)	(984)	(984)	0	0	
Net Expenditure	1,277	1,384	745	365	(380)	1,384	1,384	0	0	Vote Budget Manager: Steve Murray Budget Risk: Low Date forecast last reviewed: September 2012
E45 Mile End Park										
Expenditure	763	759	363	351	(12)	759	759	0	0	
Income	(763)	(763)	(382)	(371)	11	(763)	(763)	0	0	
Net Expenditure	0	(4)	(19)	(20)	(1)	(4)	(4)	0	0	Vote Budget Manager: Michael Rowan Budget Risk: Low Date forecast last reviewed: September 2012
E46 Lifelong Learning										
Expenditure	5,219	5,317	2,166	1,963	(203)	5,317	5,317	0	0	Variance to date due to timing/budget profiling issues
Income	(3,553)	(3,553)	(119)	(98)	21	(3,553)	(3,553)	0	0	
Net Expenditure	1,666	1,764	2,047	1,865	(182)	1,764	1,764	0	0	Vote Budget Manager: Judith St John Budget Risk: Low Date forecast last reviewed: September 2012
E48 Community Languages										
Expenditure	0	1,093	546	423	(123)	1,093	1,093	0	0	Variance to date due to timing/budget profiling issues
Income	0	(306)	(153)	(235)	(82)	(306)	(306)	0	0	
Net Expenditure	0	787	393	188	(205)	786	787	0	0	Vote Budget Manager: Jamal Uddin Budget Risk: Low Date forecast last reviewed: September 2012
Cultural Services Total										
Expenditure	23,823	25,130	11,093	10,892	(201)	25,129	25,130	0	0	
Income	(7,226)	(7,568)	(2,079)	(2,082)	(3)	(7,568)	(7,568)	0	0	
Net Expenditure	16,597	17,562	9,014	8,810	(204)	17,561	17,562	0	0	Service Head: Heather Bomfield
E71 Service Integration										
Expenditure	404	404	202	114	(88)	404	404	0	0	
Income	0	0	0	(9)	(9)	0	0	0	0	
Net Expenditure	404	404	202	105	(97)	404	404	0	0	Service Head: Shazia Hussain Budget Risk: Medium Date forecast last reviewed: September 2012
Service Integration Total										
E30 Fleet Management										
Expenditure	922	922	518	789	271	1,422	1,422	500	54	Variance to date reflects higher projected level of activity
Income	(922)	(922)	(384)	(786)	(402)	(1,422)	(1,422)	(500)	54	Variance to date reflects higher projected level of activity
Net Expenditure	0	0	134	3	(131)	0	0	0	0	Vote Budget Manager: Margaret Cooper Budget Risk: Low Date forecast last reviewed: September 2012
E31 Passenger Transport										
Expenditure	4,937	4,937	2,429	2,147	(282)	5,137	5,137	200	4	Variance to date due to timing differences with payment of invoices. Out-turn variance reflects higher projected level of activity
Income	(4,937)	(4,937)	(2,101)	(2,044)	57	(5,137)	(5,137)	(200)	4	Out-turn variance reflects higher projected level of activity
Net Expenditure	0	0	328	103	(225)	0	0	0	0	Vote Budget Manager: Margaret Cooper Budget Risk: Low Date forecast last reviewed: September 2012
E32 DSO Vehicle Workshop										
Expenditure	456	456	228	197	(31)	456	456	0	0	
Income	(456)	(456)	(194)	(159)	35	(456)	(456)	0	0	
Net Expenditure	0	0	34	38	4	0	0	0	0	Vote Budget Manager: Margaret Cooper Budget Risk: Low Date forecast last reviewed: September 2012

COMMUNITIES, LOCALITIES & CULTURE

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	%
E82 Street Trading	2,314	2,314	1,157	1,046	(111)	2,314	2,314	0	0
Expenditure	(2,314)	(2,314)	(1,157)	(1,312)	(155)	(2,314)	(2,314)	0	0
Income	0	0	0	(266)	(266)	0	0	0	0
Net Expenditure	0	0	0	(266)	(266)	0	0	0	0
Variance to date relates to profiling of rent and rates not yet applied									
Variance to date due to timing of raising quarterly invoices in advance to									
Vote Budget Manager: Gavin Dooley									
Budget Risk: Medium									
Date forecast last reviewed: September 2012									
TOTAL FOR COMMUNITIES, LOCALITIES & CULTURE	115,308	129,655	54,657	52,419	(2,238)	129,163	130,355	700	1
Expenditure	(46,868)	(50,868)	(24,779)	(23,199)	1,580	(51,666)	(51,568)	(700)	1
Income	68,443	78,797	29,878	29,220	(658)	77,497	78,797	0	0
Net Expenditure	0	0	0	0	0	0	0	0	0
Energy Costs (excluding schools, tenants, leaseholders)			421,255	338,616	(82,639)				
						320			
									Director: Stephen Halsey

CORPORATE MONTHLY BUDGET MONITORING - September 2012



2% to 5%
Amber
>5% Red

		FULL YEAR				Variance		Variance		Variance		Explanation of any variance that is considered to be significant and all variances greater than £100k are 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	(Latest Budget to Latest Forecast Outturn) %	(Previous & Latest Forecast Outturn) %		
J04 BC Revenue		574	531	266	305	40	531	531	0	0	0	Agency costs which will be funded by additional income
Income		(347)	(398)	(199)	(75)	124	(398)	(398)	0	0	0	
Net Expenditure		227	133	67	230	164	133	133	0	0	0	Vote Budget Manager: Owen Whalley Budget Risk: Low
J06 Development Decisions		1,848	1,838	919	822	(97)	1,764	1,838	0	0	4	Anticipated Additional fee income, this will be monitored during the year
Income		(1,967)	(1,967)	(984)	(902)	82	(2,117)	(1,967)	0	0	0	
Net Expenditure		(119)	(129)	(65)	(80)	(16)	(353)	(129)	0	0	0	Vote Budget Manager: Owen Whalley Budget Risk: High
K99 Building Control Trading Account		1,000	1,062	531	304	(227)	990	1,062	0	0	7	Underspend due to the vacant posts.
Income		(1,000)	(1,073)	(537)	(309)	229	(990)	(1,073)	0	0	8	Budget Risks: Competitive markets - potential decrease in activities, this is being monitored very closely, costs reduced to reflect the
Net Expenditure		0	(11)	(6)	(4)	2	0	(11)	0	0	0	Vote Budget Manager: Owen Whalley Budget Risk: High
J44 Application Support		505	869	435	231	(204)	826	869	0	0	5	Due to vacant posts
Income		(287)	(817)	(409)	(294)	115	(817)	(817)	0	0	0	
Net Expenditure		218	52	26	(63)	(89)	9	52	0	0	0	Vote Budget Manager: Budget Risk:
J45 Planning Projects & Initiative		0	0	0	179	179	42	0	0	0	0	One off project costs - funded by s106
Income		0	0	0	(69)	(69)	(42)	0	0	0	0	Vote Budget Manager: Budget Risk:
Net Expenditure		0	0	0	110	110	0	0	0	0	0	
J46 Conservation, Strategic Planning and Transport		1,795	2,077	1,039	667	(372)	1,795	2,077	0	0	16	Underspend due to service being restructured, vacant posts
Income		(90)	(366)	(183)	0	183	(90)	(366)	0	0	307	
Net Expenditure		1,705	1,711	856	667	(189)	1,705	1,711	0	0	0	Vote Budget Manager: Budget Risk:
J47 PBC Management		261	261	131	132	2	261	261	0	0	0	
Income		(48)	(48)	(24)	0	24	(48)	(48)	0	0	0	
Net Expenditure		213	213	107	132	26	213	213	0	0	0	Vote Budget Manager: Budget Risk:
K98 Local Land Charges Account		492	0	0	0	0	0	0	0	0	0	budget consolidated within the application support J44
Income		(430)	0	0	0	0	0	0	0	0	0	
Net Expenditure		62	0	0	0	0	0	0	0	0	0	Vote Budget Manager: Owen Whalley Budget Risk: High
TOTAL FOR DEVELOPMENT & BUILDING CONTROL		6,475	6,638	3,319	2,640	(679)	6,209	6,638	0	0	7	Underspend due to some vacant posts and variance on income due to profiled income relating to recharges will be applied at the year end.
Income		(4,169)	(4,669)	(2,335)	(1,648)	687	(4,502)	(4,670)	(1)	0	4	
Net Expenditure		2,306	1,969	985	992	8	1,707	1,968	(1)	(9)	15	Service Head: Owen Whalley

FULL YEAR

DEVELOPMENT & RENEWAL
(General Fund)

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		Latest Forecast		Variance (Latest Budget to Latest Forecast)		Variance (Previous & Latest Forecast Outturn) %	
						Forecast Outturn £'000	Outturn £'000	Forecast Outturn £'000	Outturn £'000	Forecast Outturn %	Outturn %		
J08 Programmes and Projects Funding													
Expenditure	25	25	13	64	52	110	25	0	0	0	0		Ocean Regeneration Trust - costs funded by reserves
Income	0	0	0	0	0	(100)	0	0	0	0	0		Reserves re: Ocean Regeneration Trust
Net Expenditure	25	25	13	64	52	10	25	0	0	0	0	150	Vote Budget Manager: Chris Holme Budget Risk: Low
J12 Resources													
Expenditure	2,158	2,158	1,079	1,248	169	2,158	2,158	0	0	0	0		Relating to one off project staff costs - funded by HRA and Capital
Income	(559)	(559)	(280)	(173)	107	(559)	(559)	0	0	0	0		Reserves drawdown to finance one off project spend, Recharges to capital for one off project costs
Net Expenditure	1,599	1,599	800	1,075	276	1,599	1,599	0	0	0	0		Vote Budget Manager: Chris Holme Budget Risk: Low
TOTAL FOR RESOURCES													
Expenditure	2,183	2,183	1,092	1,312	221	2,268	2,183	0	0	0	0	(4)	
Income	(559)	(559)	(280)	(173)	107	(659)	(559)	0	0	0	0		
Net Expenditure	1,624	1,624	812	1,139	327	1,609	1,624	0	0	0	0		1 Service Head: Chris Holme
J14 Management & Support Services													
Expenditure	1,425	1,855	928	2,886	1,959	1,472	1,855	0	0	0	0	26	Support services recharge to be re-allocated
Income	(20)	(20)	(10)	(37)	(27)	(20)	(20)	0	0	0	0		Recharge to HRA
Net Expenditure	1,405	1,835	918	2,849	1,932	1,452	1,835	0	0	0	0	26	Aman Dalvi Low Budget Risk:
J16 Asset Management													
Expenditure	1,724	1,692	846	750	(96)	1,750	1,692	0	0	0	0	(3)	Additional projected costs on Community Buildings funded by reserves
Income	(643)	(643)	(322)	(135)	187	(711)	(643)	0	0	0	0		Reserves drawdown for community buildings works
Net Expenditure	1,081	1,049	525	615	91	1,039	1,049	0	0	0	0	1	Ann Sutcliffe Medium Budget Risk:
J18 Olympics													
Expenditure	672	672	336	148	(188)	600	672	0	0	0	0	12	Project staff costs relating to Olympic legacy yet to be recharged
Income	(87)	(87)	(44)	(9)	35	(49)	(87)	0	0	0	0	78	
Net Expenditure	585	585	293	139	(154)	551	585	0	0	0	0	6	Chris Holme Low Budget Risk:
J20 Strategy, Regeneration and Sustainability													
Expenditure	7,528	7,505	3,763	3,707	(46)	7,580	7,505	0	0	0	0	(1)	Forecast also includes New Home Bonus £4.3m Transfer to Reserve to finance Decent Homes Capital programme.
Income	(1,736)	(1,737)	(869)	(703)	166	(1,806)	(1,737)	0	0	0	0	(4)	
Net Expenditure	5,792	5,768	2,894	3,004	120	5,774	5,768	0	0	0	0	(0)	Jackie Odujonye Medium Budget Risk:

		FULL YEAR										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 £'000	Latest Forecast £'000	Variance to Latest Forecast £'000	Variance to Latest Forecast Outturn %	Variance to Latest Forecast Outturn %	
J22 Housing Regeneration		368	368	184	292	108	460	368	0	0	0	Budget Risks: pressures on revenue due to costs of dealing with the capital asset portfolio – the on-going requirement for the Directorate to explore possible development opportunities has led to additional project feasibility and development costs being incurred.
Expenditure Income		(420)	(420)	(210)	(14)	196	(459)	(420)	0	0	0	
Net Expenditure		(52)	(52)	(26)	278	304	1	(52)	0	0	0	Service Head Budget Risk: Jackie Oduunoye Medium
J24 Employment & Enterprise		2,128	2,219	1,110	989	(121)	2,334	2,219	0	0	(5)	Additional project related costs - one off funded by Reserve, reflected in income
Expenditure Income		(1,145)	(1,145)	(573)	(127)	446	(1,263)	(1,145)	0	0	0	
Net Expenditure		983	1,074	537	862	325	1,071	1,074	0	0	0	Service Head Budget Risk: Chris Holme Low
J26 Lettings		2,610	2,566	1,283	938	(345)	2,610	2,566	0	0	(2)	Due to vacant posts
Expenditure Income		(1,480)	(1,480)	(740)	(552)	188	(1,480)	(1,480)	0	0	0	
Net Expenditure		1,130	1,086	543	386	(157)	1,130	1,086	0	0	(4)	Service Head Budget Risk: Colin Cormack Low
J30 BSF Programme		1,155	1,155	578	394	(184)	1,310	1,155	0	0	0	Project staff costs - recharged to BSF capital - this is reflected in the income
Expenditure Income		(940)	(940)	(470)	(470)	0	(1,094)	(940)	0	0	0	
Net Expenditure		215	215	108	(76)	(184)	216	215	0	0	(0)	Service Head Budget Risk: Ann Sutcliffe Medium
J32 Admin Buildings		20,136	20,033	10,017	8,517	(1,500)	20,350	20,033	0	0	(2)	Variance due to recharges will be processed and recharged, e.g., relating to NNDR & energy, recharges
Expenditure Income		(18,289)	(18,289)	(9,145)	(9,422)	(278)	(18,600)	(18,289)	0	0	(2)	
Net Expenditure		1,847	1,744	872	(905)	(1,777)	1,750	1,744	0	0	(0)	Service Head Budget Risk: Ann Sutcliffe Low
J34 Depots		371	283	142	111	(31)	300	283	0	0	0	Service Head Budget Risk: Ann Sutcliffe High
Expenditure Income		(459)	(459)	(230)	(162)	68	(308)	(459)	0	0	0	
Net Expenditure		(88)	(176)	(88)	(51)	37	(8)	(176)	0	0	0	
J40 Homeless & Housing Advice		31,274	31,274	15,637	12,762	(2,875)	31,553	31,274	0	0	(1)	Budget Risk: Pressures have arisen on the Bad Debts provision as a result of a lower recovery of rental income through the housing benefit system than historically budgeted. This has arisen from the introduction of the DWP of the new 'Automated Transfers to Local Authority System' (ATLAS II), which has resulted in client entitlement to benefits now being adjusted in real time.
Expenditure Income		(30,121)	(30,121)	(15,061)	(12,788)	2,273	(30,400)	(30,121)	0	0	(1)	
Net Expenditure		1,153	1,153	577	(26)	(603)	1,153	1,153	0	0	0	Vote Budget Manager: Budget Risk: C.Cormack High
TOTAL FOR DEVELOPMENT & RENEWAL		78,049	78,443	39,222	35,446	(3,776)	78,796	78,443	0	0	(0)	2 Director: Jackie Oduunoye
Expenditure Income		(60,068)	(60,569)	(30,285)	(26,240)	4,045	(61,351)	(60,569)	(1)	0	(1)	
Net Expenditure		17,981	17,874	8,937	9,206	269	17,445	17,874	(1)	(0)	(1)	

DEVELOPMENT & RENEWAL (General Fund)		FULL YEAR										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) %		
SERVICE TRANSFER TO/FROM OTHER DIRECTORATES												
J48 Third Sector Team - transfer from CE	2,282 (50)	2,393 (50)	1,197 (25)	870 (20)	(327) 5	2,516 0	2,393 (50)	0 0	(5) 0		Budget Risks: The employee costs exceeds the base budget that was inherited by the Directorate incorporates a shortfall in resources of approximately £200k, including staff numbers that exceed the establishment	
Net Expenditure	2,232	2,343	1,172	850	(322)	2,516	2,343	0	0		Vote Budget Manager: Chris Holme Budget Risk: High	
REVISED TOTAL FOR DEVELOPMENT & RENEWAL												
Expenditure Income	80,331 (60,118)	80,836 (60,619)	40,418 (30,310)	36,316 (26,260)	(4,102) 4,050	81,312 (61,351)	80,836 (60,619)	0 0	(1) (1)		Budget Risks: Third sector employee costs, potential forecast risks of £248k.	
Net Expenditure	20,213	20,217	10,109	10,056	(53)	19,961	20,217	0	0		1 Director: Aman Dalvi	
Energy Costs (excluding schools, tenants, leaseholders)			395,767	345,667	(50,100)						Include only Council's Admin buildings and Depot. These costs are recharged across the directorates as part of the accommodation costs	

FULL YEAR

RESOURCES

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	
R34 Internal Audit	814	805	403	444	41	805	805	0	0
Expenditure Income	(817)	(409)	(476)	(476)	(67)	(817)	(817)	0	0
Net Expenditure	(3)	(6)	(32)	(32)	(26)	(12)	(12)	0	0
R40 Risk Management	575	575	288	270	(18)	575	575	0	0
Expenditure Income	(575)	(575)	(288)	(270)	18	(575)	(575)	0	0
Net Expenditure	0	0	0	0	0	0	0	0	0
TOTAL FOR AUDIT & RISK	1,389	1,380	691	714	23	1,380	1,380	0	0
Expenditure Income	(1,392)	(697)	(746)	(746)	(49)	(1,392)	(1,392)	0	0
Net Expenditure	(3)	(6)	(32)	(32)	(26)	(12)	(12)	0	0
R36 Council Tax & NDR	38,050	37,960	18,880	16,795	(2,185)	37,960	37,960	0	0
Expenditure Income	(35,705)	(35,705)	(17,853)	(15,667)	2,186	(35,705)	(35,705)	0	0
Net Expenditure	2,345	2,255	1,127	1,128	1	2,255	2,255	0	0
R42 Debtors Income Service	910	904	452	462	10	904	904	0	0
Expenditure Income	(910)	(910)	(455)	(465)	(10)	(910)	(910)	0	0
Net Expenditure	0	(6)	(3)	(3)	0	(6)	(6)	0	0
R44 Cashiers	398	380	190	281	91	380	380	0	0
Expenditure Income	(398)	(398)	(199)	(283)	(84)	(398)	(398)	0	0
Net Expenditure	0	(18)	(9)	(2)	7	(18)	(18)	0	0
R48 Information Services	7,487	11,203	5,602	7,488	1,886	11,203	11,203	0	0
Expenditure Income	(6,906)	(7,599)	(3,800)	(5,686)	(1,886)	(7,599)	(7,599)	0	0
Net Expenditure	581	3,604	1,802	1,802	0	3,604	3,604	0	0
R50 Customer Access	5,339	5,253	2,627	2,588	(39)	5,253	5,253	0	0
Expenditure Income	(2,305)	(2,272)	(1,136)	(1,098)	38	(2,272)	(2,272)	0	0
Net Expenditure	3,034	2,981	1,491	1,490	(1)	2,981	2,981	0	0
R54 Housing Benefits	249,924	249,924	124,962	133,780	8,818	250,924	250,924	1,000	0
Expenditure Income	(249,429)	(249,429)	(124,715)	(133,033)	(8,318)	(249,429)	(249,429)	0	0
Net Expenditure	495	495	247	747	500	1,495	1,495	1,000	202
R58 Benefits Admin	7,251	7,151	3,576	4,026	450	7,151	7,151	0	0
Expenditure Income	(6,216)	(6,216)	(3,108)	(3,559)	(451)	(6,216)	(6,216)	0	0
Net Expenditure	1,035	935	468	467	(1)	935	935	0	0

RESOURCES

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	%	
R60 Reprographics	478	478	239	218	(21)	478	478	0	0	Vote Budget Manager: Steve Burr Budget Risk: Low Date forecast last reviewed: 16/07/2012
Expenditure	(478)	(478)	(239)	(213)	26	(478)	(478)	0	0	
Income	0	0	0	5	5	0	0	0	0	
Net Expenditure	0	0	0	0	0	0	0	0	0	
R70 ICT Client	0	540	270	231	(39)	540	540	0	0	Vote Budget Manager: Manjit Soroya Budget Risk: Low Date forecast last reviewed: 16/07/2012
Expenditure	0	540	270	231	(39)	540	540	0	0	
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	0	540	270	231	(39)	540	540	0	0	
TOTAL FOR CUSTOMER ACCESS & ICT	309,837	313,793	156,898	165,869	8,971	314,793	314,793	1,000	0	
Expenditure	(302,347)	(303,007)	(151,505)	(160,004)	(8,499)	(303,007)	(303,007)	0	0	
Income	7,490	10,786	5,393	5,865	472	11,786	11,786	1,000	0	9 Service Head: Claire Symonds
Net Expenditure	1,081	1,274	637	650	13	984	1,274	0	0	
Expenditure	(1,081)	(1,081)	(541)	(553)	(12)	(1,081)	(1,081)	0	0	
Income	0	193	96	97	1	(97)	193	0	0	Vote Budget Manager: Hugh Starkey Budget Risk: Low Date forecast last reviewed: 16/07/2012
Net Expenditure	0	193	96	97	1	(97)	193	0	0	
R46 Payments	446	446	223	207	(16)	446	446	0	0	Vote Budget Manager: Hugh Starkey Budget Risk: Low Date forecast last reviewed: 16/07/2012
Expenditure	(445)	(445)	(223)	(226)	(3)	(445)	(445)	0	0	
Income	1	1	0	(19)	(19)	1	1	0	0	
Net Expenditure	1	1	0	(19)	(19)	1	1	0	0	
TOTAL FOR PROCUREMENT & PAYMENTS	1,527	1,720	860	857	(3)	1,430	1,720	0	0	
Expenditure	(1,526)	(1,526)	(764)	(779)	(15)	(1,526)	(1,526)	0	0	
Income	1	194	96	78	(18)	(99)	194	0	0	0 Service Head: Hugh Sharkey
Net Expenditure	2,431	2,412	1,206	1,206	0	2,412	2,412	0	0	
Expenditure	(2,446)	(2,446)	(1,223)	(1,223)	0	(2,446)	(2,446)	0	0	
Income	(15)	(34)	(17)	(17)	0	(34)	(34)	0	0	Vote Budget Manager: Alan Finch Budget Risk: Low Date forecast last reviewed: 18/07/2012
Net Expenditure	255	255	128	128	0	255	255	0	0	
Expenditure	0	583	292	104	(188)	583	583	0	0	
Income	0	(583)	(292)	(146)	146	(583)	(583)	0	0	
Net Expenditure	0	0	0	(42)	(42)	0	0	0	0	Vote Budget Manager: Paul Thorogood Budget Risk: Low Date forecast last reviewed: 17/10/2012
Expenditure	2,686	3,250	1,626	1,438	(188)	3,250	3,250	0	0	
Income	(2,446)	(3,029)	(1,515)	(1,369)	146	(3,029)	(3,029)	0	0	
Net Expenditure	240	221	111	69	(42)	221	221	0	0	0 Service Head: Alan Finch
Expenditure	965	492	246	2,220	1,974	492	492	0	0	
Income	0	0	0	(1,974)	(1,974)	0	0	0	0	
Net Expenditure	965	492	246	246	0	492	492	0	0	Vote Budget Manager: Ekbal Hussain Budget Risk: Low Date forecast last reviewed: 20/07/2012
Expenditure	965	492	246	2,220	1,974	492	492	0	0	
Income	0	0	0	(1,974)	(1,974)	0	0	0	0	
Net Expenditure	965	492	246	246	0	492	492	0	0	0 Service Head: Ekbal Hussain

RESOURCES

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 %

R90 HR Strategy	Expenditure	967	1,000	500	467	(33)	1,000	1,000	0	0	0	0	Simon Kilbey Low 11/07/2012
	Income	(968)	(968)	(484)	(484)	0	(968)	(968)	0	0	0	0	
	Net Expenditure	(1)	32	16	(17)	(33)	(1)	(1)	32	0	0	0	Budget Risk: Date forecast last reviewed:
R92 HR Consultancy	Expenditure	1,721	1,671	836	930	94	1,671	1,671	0	0	0	0	Simon Kilbey Low 11/07/2012
	Income	(1,723)	(1,489)	(745)	(807)	(62)	(1,723)	(1,489)	0	0	0	0	0
	Net Expenditure	(2)	182	91	123	(32)	(2)	(2)	182	0	0	0	Budget Risk: Date forecast last reviewed:
R94 HR Operations	Expenditure	4,678	4,573	2,287	2,461	174	4,573	4,573	0	0	0	0	Simon Kilbey Low 11/07/2012
	Income	(4,672)	(4,716)	(2,358)	(2,494)	(136)	(4,672)	(4,716)	0	0	0	0	0
	Net Expenditure	6	(143)	(71)	(63)	38	(9)	(143)	0	0	0	0	Budget Risk: Date forecast last reviewed:
R96 PAS Schemes	Expenditure	1,261	1,500	750	956	206	1,500	1,500	0	0	0	0	Simon Kilbey Low 11/07/2012
	Income	(1,274)	(1,082)	(541)	(810)	(269)	(1,274)	(1,082)	0	0	0	0	0
	Net Expenditure	(13)	418	209	146	(63)	226	418	0	0	0	0	Budget Risk: Date forecast last reviewed:
TOTAL FOR HR SERVICES		8,628	8,744	4,373	4,814	441	8,744	8,744	0	0	0	0	
	Income	(8,637)	(8,255)	(4,128)	(4,595)	(467)	(8,637)	(8,255)	0	0	0	0	
	Net Expenditure	(9)	489	245	219	(26)	406	489	0	0	0	0	0 Service Head:
R98 Directors Office	Expenditure	681	605	303	303	0	605	605	0	0	0	0	Simon Kilbey
	Income	(616)	(616)	(308)	(308)	0	(616)	(616)	0	0	0	0	0
	Net Expenditure	65	(11)	(5)	(5)	0	(11)	(11)	0	0	0	0	Budget Risk: Date forecast last reviewed:
TOTAL FOR RESOURCES		325,713	329,985	164,997	176,215	11,218	330,694	330,985	1,000	0	0	0	
	Income	(316,964)	(317,825)	(158,917)	(169,775)	(10,858)	(318,207)	(317,825)	0	0	0	0	
	Net Expenditure	8,749	12,160	6,080	6,440	360	12,487	13,160	1,000	0	0	0	8 Director:
Energy Costs (excluding schools, tenants, leaseholders)				0	0	(0)							

CORPORATE MONTHLY BUDGET MONITORING - September 2012

		FULL YEAR										Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates
		Original Budget	Latest Budget	Budget to Date	Actual to Date	Variance to Date	Previous Forecast	Latest Forecast	Variance (Latest Budget to Latest Forecast)	%		
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
CORPORATE COSTS & CAPITAL FINANCING												
	Expenditure	15,855	12,292	6,146	10,277	4,131	14,867	12,292	0	0	0	
	Income	(2,395)	(2,395)	(1,197)	(2,707)	(1,510)	(2,395)	(2,395)	0	0	0	
	Net Expenditure	13,460	9,897	4,949	7,570	2,621	12,472	9,897	0	0	0	
Contingency and Below the line items												
		(15,461)	(21,355)	(21,078)	0	21,078	(20,426)	(21,355)	0	0	0	
	Net Expenditure	(2,001)	(11,458)	(16,129)	7,570	23,698	(7,954)	(11,458)	0	0	0	C. Naylor
Energy Costs (excluding schools, tenants, leaseholders)												
				0	0	0	0	0				

AHWB	98,056	25,472	25,457	-15	98,056	0
CHE	8,898	2,966	2,956	-10	8,898	0
CSF	89,270	29,757	32,444	2,687	89,270	0
CLC	70,494	19,924	16,918	-3,006	70,494	0
D&R	19,957	6,652	5,473	-1,179	19,957	0
RES	11,787	3,929	3,840	-89	11,787	0
CORP	-6,196	4,157	3,744	-413	-6,196	0
	292,266	92,857	90,832	-2,025	292,266	0
			2,025			

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

CORPORATE MONTHLY BUDGET MONITORING - SEPTEMBER 2012

DEVELOPMENT & RENEWAL (Housing Revenue Account)	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 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		
DIRECTLY CONTROLLED INCOME BUDGETS												
Dwelling & Non Dwelling Rents	Income	(66,696)	(66,696)	(33,348)	(32,010)	1,338	(66,308)	(66,355)	341	0	0	0%
	Net Income	(66,696)	(66,696)	(33,348)	(32,010)	1,338	(66,308)	(66,355)	341	0	0	0%
Tenant & Leaseholder Service Charges	Income	(16,861)	(16,861)	(13,480)	(13,559)	(79)	(17,281)	(17,281)	(420)	(0)	0	0%
	Net Income	(16,861)	(16,861)	(13,480)	(13,559)	(79)	(17,281)	(17,281)	(420)	(0)	0	0%
INDIRECT INCOME BUDGETS												
Investment Income Received	Income	(190)	(190)	0	0	0	(190)	(190)	0	0	0	0%
	Net Income	(190)	(190)	0	0	0	(190)	(190)	0	0	0	0%
General Fund Contributions	Income	(166)	(166)	0	0	0	(115)	(115)	51	(31)	0	-31%
	Net Income	(166)	(166)	0	0	0	(115)	(115)	51	(31)	0	-31%
TOTAL INCOME	Total Income	(83,913)	(83,913)	(46,828)	(45,569)	1,259	(83,894)	(83,941)	(28)	(0)	0	0%
	Net Income	(83,913)	(83,913)	(46,828)	(45,569)	1,259	(83,894)	(83,941)	(28)	(0)	0	0%
DIRECTLY CONTROLLED EXPENDITURE BUDGETS												
Repairs & Maintenance	Expenditure	21,410	21,410	10,617	11,653	1,036	21,417	21,567	157	0	0	0%
	Net Expenditure	21,410	21,410	10,617	11,653	1,036	21,417	21,567	157	0	0	0%
Supervision & Management	Expenditure	25,215	25,215	10,697	11,653	956	24,007	23,922	(1,292)	(4)	0	-4%
	Net Expenditure	25,215	25,215	10,697	11,653	956	24,007	23,922	(1,292)	(4)	0	-4%

DEVELOPMENT & RENEWAL (Housing Revenue Account)		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 to Latest £'000	Latest Forecast Outturn	Variance (Previous & Latest Forecast Outturn)		
Special Services, Rent Rates & Taxes													
Expenditure	17,109	17,109	7,133	6,048	(1,086)	16,786	16,690	(419)	(2)	0	0	It is forecast that the energy budget will underspend by £0.4m due to the fact that when this budget was set it was anticipated that 2012/13 gas & electricity prices would increase by between 20% and 40%, whereas in fact bulk gas prices in 2012/13 will be only 13% higher than in 2011/12, and bulk electricity will be 2% lower. This budget will continue to be closely monitored. Vote Budget Manager: Tower Hamlets Homes Budget Risk: Medium	
Net Expenditure	17,109	17,109	7,133	6,048	(1,086)	16,786	16,690	(419)	(2)	0	0		
INDIRECT EXPENDITURE BUDGETS													
Provision for Bad & Doubtful Debts													
Expenditure	900	900	0	0	0	900	900	0	0	0	0	0%	RISK: The first tranche of the Government's Welfare Reforms is anticipated when the budget was set in February. This however, will be matched by a corresponding increase in the amount transferred from the Major Repairs Reserve (below). In addition, it is anticipated that a higher than budgeted revenue contribution will be received from the Government's Welfare Reforms. Vote Budget Manager: Chris Holme Budget Risk: Medium
Net Expenditure	900	900	0	0	0	900	900	0	0	0	0		
Capital Financing Charges													
Expenditure	20,771	20,771	0	0	0	22,195	22,195	1,424	6	0	0	6%	The projected overspend is due to the projection that 2012/13 non-dwellings depreciation will be higher than originally anticipated when the budget was set in February. This however, will be matched by a corresponding increase in the amount transferred from the Major Repairs Reserve (below). In addition, it is anticipated that a higher than budgeted revenue contribution will be received from the Government's Welfare Reforms. Vote Budget Manager: Chris Holme Budget Risk: High
Net Expenditure	20,771	20,771	0	0	0	22,195	22,195	1,424	6	0	0		
TOTAL EXPENDITURE													
Expenditure	85,405	85,405	28,447	29,354	906	85,305	85,274	(131)	(0)	0	0	0%	
Net Expenditure	85,405	85,405	28,447	29,354	906	85,305	85,274	(131)	(0)	0	0		
TOTAL NET													
Total Net Expenditure	1,492	1,492	(18,381)	(16,215)	2,165	1,410	1,333	(159)	(0)	0	0		
Contributions from Reserves													
Income	(1,492)	(1,492)	0	0	0	(1,758)	(1,758)	(266)	18	0	0	18%	The transfer from the Major Repairs Reserve will increase due to a higher than budgeted non-dwellings depreciation charge (see Capital Financing Charges above).
Net Expenditure	(1,492)	(1,492)	0	0	0	(1,758)	(1,758)	(266)	18	0	0		
TOTAL FOR HOUSING REVENUE ACCOUNT													
Total Net Expenditure	(0)	(0)	(18,381)	(16,215)	2,165	(348)	(425)	(425)	18	0	0	0 Director: Aman Dalvi	

Capital Monitoring Q2	All Years		In Year - 12/13						Future Years (FY)		All Years	
	Approved Budget	Spend to 31st March 2012	Revised Budget 12/13	Spent to Q2	Projected Spend	Variance	% Spent Q2	13/14	14/15 Onwards	Budget	Projected Spend	Variance
	A £m	B £m	C £m	D £m	E £m	C - E £m	D/C %	F £m	G £m	H = F+G £m	I = B+E+H £m	A - I £m
Children, Schools and Families	116.505	49.907	16.705	8.701	16.289	-0.416	52%	27.685	22.205	49.890	116.378	-0.127
Communities, Localities and Culture	60.468	42.221	12.748	3.782	12.757	0.009	30%	4.500	1.000	5.500	60.478	0.010
Development & Renewal	35.185	6.642	21.109	1.337	21.108	0.000	6%	6.705	0.730	7.435	35.185	0.000
Building Schools for the Future	325.890	193.725	65.244	26.997	65.244	0.000	41%	52.963	13.958	66.921	325.890	0.000
Resources/Chief Executive's	2.236	2.108	0.128	0.000	0.128	0.000	0%	0.000	0.000	0.000	2.236	0.000
Adults, Health and Wellbeing	0.840	0.158	0.402	0.005	0.242	-0.160	1%	0.180	0.100	0.280	0.840	0.000
HRA	245.008	32.279	66.432	13.574	52.340	-14.092	20%	69.707	76.590	146.297	245.008	0.000
Corporate GF provision for schemes under development	30.000	0.000	10.000	0.000	0.000	-10.000	0%	10.000	10.000	20.000	0.000	-30.000
Grand Total	816.132	327.041	192.767	54.396	168.108	-24.658	28%	171.740	124.583	296.323	786.015	-30.117

Quarter 2 Capital Monitoring 2012-13

	All Years			In Year - 12/13				REASONS FOR VARIANCES TO DATE			FY Total		All Years		REASONS FOR PROJECTED VARIANCES
	Approved Budget	Spend to 31st March 2012	Revised Budget 12/13	Spend to Q2	Projected Spend	Projected Variance	% Spent Q2	Budget	Projected Spend	Variance	H = F+G I = B+E+H A - I	£m	£m		
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m					
	A	B	C	D	E	C - E	D / C	H = F+G	I = B+E+H	A - I					
Key: spend = less than 45% - Orange spend = between 45% & 100% - Green spend = over 100% - Red															
Children, Schools & Families															
Condition & Improvement	11.764	0.278	1.126	0.513	1.048	-0.078	46%	10.360	11.758	-0.006					
Bishop Chaloner - Community Facilities	0.600	-	0.600	-	0.600	-	0%	-	0.600	-					
Bishop's Square	0.300	-	0.300	-	0.300	0.000	0%	-	0.300	-					
Basic Need/Expansion	78.674	25.951	13.191	7.911	12.867	-0.324	60%	39.530	78.518	-0.156					
Sure Start	3.731	3.705	0.026	0.018	0.020	-0.006	68%	-	3.725	-0.006					Schemes complete, final accounts
Primary Capital Programme	13.339	12.747	0.592	0.199	0.573	-0.019	34%	-	13.365	0.026					
Lukin St - Land purchase from Network Rail	0.768	-	0.768	-	0.768	-	0%	-	0.768	-					
Osmani - Redevelopment	4.566	4.559	0.007	0.022	0.022	0.015	328%	-	4.581	0.015					Income rec'd to cover payment
RCCO	0.061	0.051	0.010	-	0.010	-0.000	0%	-	0.061	-0.000					Contingent on administration procedure
Short Breaks	0.213	0.180	0.034	0.034	0.034	0.000	100%	-	0.214	0.001					
Youth Service (BMX Mile End)	0.601	0.549	0.052	0.005	0.047	-0.005	9%	-	0.601	0.000					£10k held for final account
ICT	-	-	-	-	-	-	N/A								
Other	1.887	1.887	-0.000	-	-	0.000	0%	-	1.887	0.000					
CSF TOTAL	116.505	49.907	16.705	8.701	16.289	-0.416	52%	49.890	116.378	-0.127					

Key: spend = less than 45% - Orange spend = between 45% & 100% - Green spend = over 100% - Red	All Years		In Year - 12/13				FY Total		All Years		REASONS FOR PROJECTED VARIANCES
	Approved Budget	Spend to 31st March 2012	Revised Budget 12/13	Spend to Q2	Projected Spend	Projected Variance	% Spent Q2	Budget	Projected Spend	Variance	
	£m	£m	£m	£m	£m	£m	%	£m	£m	£m	
	A	B	C	D	E	C - E	D / C	H = F+G	I = B+E+H	A - I	
	£m	£m	£m	£m	£m	£m	%	£m	£m	£m	
Communities, Localities & Culture											
Transport											
TfL schemes including safety, cycling and walking	14.115	8.419	3.538	0.862	3.634	-0.004	24%	2.157	14.111	-0.005	Works progressing as per works programme, taking in to account the embargo on the highway due to the Olympics
Public Realm improvements	0.943	0.933	0.010	0.045	0.009	-0.000	469%	-	0.942	-0.001	Miscodings to be corrected
Highway improvement programme	3.000	-	1.000	0.469	1.000	-	47%	2.000	3.000	-	
Developers Contribution	3.252	1.373	0.901	0.217	0.900	-0.000	24%	0.978	3.252	-0.000	Works progressing as per works programme, taking in to account the embargo on the highway due to the Olympics
OPTEMS	0.795	0.060	0.735	-	0.745	0.010	0%	-	0.805	0.010	Schemes being designed by Ringway Jacobs, orders issued, no invoices received yet
Hackney wick & Fish Island improvements	0.250	-	0.250	0.045	0.250	-	18%	-	0.250	-	Works progressing as per works programme, taking in to account the embargo on the highway due to the Olympics
Transport Total	22.355	10.786	6.433	1.637	6.439	0.006	25%	5.135	22.360	0.005	
Parks											
Millwall Park/Island Gardens	0.206	0.201	0.005	0.002	0.005	0.001	32%	-	0.207	0.001	Scheme progressing as per programme
Poplar Park	0.200	0.157	0.044	-	0.044	0.001	0%	-	0.201	0.001	Scheme under review
Schoolhouse Lane Multi Use Ball Games Area	0.100	0.093	0.007	-	0.007	0.000	0%	-	0.100	0.000	Scheme under review
Bethnal Green improvements	0.478	0.448	0.030	-	0.030	0.001	0%	-	0.479	0.001	Scheme under review
Victoria Park Master plan	10.298	8.916	1.382	0.591	1.382	-	43%	-	10.298	0.000	
Victoria Park - Changing Block Extension & Upgrade	0.325	-	0.325	-	0.325	-	0%	-	0.325	-	Funds to be identified and PID to be written
Cotton Street Open Space Landscape improvements	0.097	0.097	-	-	-	-	N/A	-	0.097	0.000	Complete
Pennyfields	0.046	-	0.046	-	0.046	-0.000	0%	-	0.046	-0.000	New scheme. Works are being programmed
Parks Total	11.750	9.913	1.838	0.593	1.840	0.002	32%	-	11.753	0.003	

Key: spend = less than 45% - Orange spend = between 45% & 100% - Green spend = over 100% - Red	All Years		In Year - 12/13					FY Total		All Years		REASONS FOR PROJECTED VARIANCES
	Approved Budget	Spend to 31st March 2012	Revised Budget 12/13	Spend to Q2	Projected Spend	Projected Variance	% Spent Q2	Budget	Projected Spend	Variance		
	£m	£m	£m	£m	£m	£m	%	£m	£m	£m		
Culture and major projects												
Brady Centre	0.245	0.243	0.002	- 0.003	0.002	- 0.000	-140%	0.002	- 0.000	0.245	- 0.000	-
Tennis courts	0.116	0.089	0.026	0.014	0.027	0.000	55%			0.116	- 0.000	
Mile End Leisure Centre - Security Enhancements	0.199	0.198	0.002	-	0.002	-	0%			0.199	0.000	
Bartlett Park	0.035	-	0.035	-	0.035	-	0%			0.035	-	
Mile End Stadium Track resurfacing	0.244	0.173	0.072	0.066	0.072	0.000	92%			0.244	0.000	
Public Art Projects	0.250	-	0.250	0.007	0.250	-	3%			0.250	-	
Mile End Park Capital	0.121	0.114	0.007	0.020	0.007	-	281%			0.121	0.000	
Bancroft Library	0.145	-	0.145	-	0.145	-	0%			0.145	-	
Bancroft Library Phase 2b	0.500	0.031	0.469	0.031	0.469	- 0.000	7%			0.500	0.000	
Watney Market Ideas Store	4.151	1.386	2.766	1.130	2.765	- 0.000	41%			4.151	- 0.000	
Culture - LPP	0.255	0.246	0.008	-	0.009	0.000	0%			0.255	- 0.000	
Major Projects - LPP	18.067	17.973	0.095	0.045	0.095	0.000	48%			18.068	0.000	
Cable Street Mural	0.058	0.058	0.000	-	-	- 0.000	0%			0.058	- 0.000	
Creation of Mobile Public Art	-	-	-	-	-	-	N/A			-	-	
Kobi Nazrul	0.054	0.054	-	-	-	-	N/A			0.054	0.000	
Poplar Baths	-	-	-	-	-	-	N/A			-	-	
Banglatown Art Trail & Arches	0.016	0.016	-	-	-	-	N/A			0.016	- 0.000	
Culture and Major projects total	24.456	20.580	3.877	1.310	3.877	- 0.000	34%			24.457	0.001	

Key: spend = less than 45% - Orange spend = between 45% & 100% - Green spend = over 100% - Red	All Years		In Year - 12/13				FY Total		All Years		REASONS FOR PROJECTED VARIANCES
	Approved Budget	Spend to 31st March 2012	Revised Budget 12/13	Spend to Q2	Projected Spend	Projected Variance	Budget	Projected Spend	Variance		
	£m	£m	£m	£m	£m	£m	£m	£m	£m		
Other											
CCTV Improvement and Enhancement	0.300	-	0.300	0.241	0.300	-	0.300	-	0.300	-	
Generators @ Mulberry Place & Anchorage House	0.250	0.239	0.011	0.002	0.011	0.000	0.000	-	0.250	0.000	
Litter Bins	0.150	-	0.150	-	0.150	-	0.150	-	0.150	-	
Essential Health & Safety	0.280	0.017	0.063	-	0.063	-0.000	0.000	0.200	0.280	0.000	
St Johns Park	0.110	0.110	-0.000	-	-	0.000	0.000	-	0.110	0.000	
CCTV Node Move	0.182	0.182	-0.000	-	-	0.000	0.000	-	0.182	0.000	
High Visibility	-	-	-	-	-	-	-	-	-	-	
Olympic Park	0.136	0.136	-	-	-	-	-	-	0.136	-	
Toby Club Hub	0.047	0.047	-	-	-	-	-	-	0.047	-0.000	
Leamouth Depot Salt Bam	0.160	0.160	-	-	-	-	-	-	0.160	0.000	
Contaminated land survey and works	0.291	0.050	0.077	-	0.077	0.000	0.000	0.165	0.292	0.000	
Other Total	1.907	0.942	0.600	0.243	0.601	0.001	0.001	0.365	1.908	0.001	
CLC TOTAL	60.468	42.221	12.748	3.782	12.757	0.009	0.009	5.500	60.478	0.010	

Key: spend = less than 45% - Orange spend = between 45% & 100% - Green spend = over 100% - Red	All Years		In Year - 12/13				FY Total		All Years		REASONS FOR PROJECTED VARIANCES
	Approved Budget	Spend to 31st March 2012	Revised Budget 12/13	Spend to Q2	Projected Spend	Projected Variance	% Spent Q2	Budget	Projected Spend	Variance	
	A	B	C	D	E	C - E	D / C	H = F+G	I = B+E+H	A - I	
	£m	£m	£m	£m	£m	£m	%	£m	£m	£m	
Development & Renewal											
Millennium Quarter	0.491	0.007	0.384	0.004	0.384	-	1%	0.100	0.491	-	Quarterly fluctuations. Expected to be within budget by year end.
Bishops Square	0.264	0.114	0.150	-0.016	0.150	-	-11%	-	0.264	-	Quarterly fluctuations. Expected to be within budget by year end.
Town Centre & High Street Regeneration	0.208	0.061	0.147	-	0.147	-	0%	-	0.208	-	Quarterly fluctuations. Expected to be within budget by year end.
Whitechapel Centre	0.067	0.062	0.005	0.003	0.005	-	47%	-	0.067	-	Final phase payments.
Regional Housing Pot	7.080	0.850	3.230	-	3.230	-	0%	3.000	7.080	-0.000	There is a report elsewhere on this agenda concerning the Regional Housing Pot funding of the redevelopment of St. Clements Hospital. For the purposes of this monitoring report, expenditure is assumed to be in line with budget however, future reports will be amended to reflect any cabinet decision.
Affordable Housing Measures	5.675	-	2.900	-	2.900	-	0%	2.775	5.675	-	Potential schemes are being evaluated
High Street 2012	9.133	3.701	5.332	0.811	5.332	-	15%	0.100	9.133	-	Quarterly fluctuations. Expected to be in line with overall budget by year end.
Disabled Facilities Grant	3.440	0.991	0.989	0.434	0.989	-	44%	1.460	3.440	-	Expected to be in line with budget.
Private Sector Improvement Grant	1.300	0.785	0.515	0.101	0.515	-	20%	-	1.300	-	There is a report elsewhere on this agenda seeking the adoption of a capital estimate in respect of Private Sector Improvement Grants. For the purpose of this monitoring report, expenditure is assumed to be in line with the budget however, future reports will be amended to reflect any cabinet decision.
Genesis Housing	0.363	-	0.363	-	0.363	-	0%	-	0.363	-	It is anticipated that the Local Authority Grant payment to Gemini Housing Group will be fully paid in 2012-13. The contribution will be paid in accordance with HCA grant conditions.
Installation of Automatic Energy Meters	0.200	0.051	0.149	0.000	0.149	-	0%	-	0.200	-	Expenditure expected to be fully incurred by year end.
Facilities Management (DDA)	0.074	0.021	0.053	-	0.053	-	0%	-	0.074	-	Expenditure expected to be fully incurred by year end.
New Energy Efficiency Programme	0.190	-	0.190	-	0.190	-	0%	-	0.190	-	Current energy audits of key buildings will identify energy saving measures. Savings and payback decisions to be taken. Expenditure expected to be incurred in quarter 3.
Bromley by Bow Station Upgrade - Section 106	3.500	-	3.500	-	3.500	-	0%	-	3.500	-	Expenditure expected to be incurred in quarter 3.
Wellington Way Health Centre - Section 106	3.200	-	3.200	-	3.200	-	0%	-	3.200	-	Awaiting planning permission. Expenditure expected to be fully incurred by year end.
D&R TOTAL	35.185	6.642	21.109	1.337	21.108	-	6%	7.435	35.185	-0.000	

Key: spend = less than 45% - Orange spend = between 45% & 100% - Green spend = over 100% - Red	All Years		In Year - 12/13				FY Total		All Years		REASONS FOR PROJECTED VARIANCES
	Approved Budget	Spend to 31st March 2012	Revised Budget 12/13	Spend to Q2	Projected Spend	Projected Variance	% Spent Q2	Budget	Projected Spend	Variance	
	£m	£m	£m	£m	£m	£m	%	£m	£m	£m	
BSF Design and Build Schemes	300.978	184.389	60.416	26.257	60.416	-	43%	56.174	300.978	- 0.000	Although notionally profiled across financial years, the Building Schools for the Future programme is not financial year specific and resources are brought forward or carried forward between years as necessary. The overall programme must be managed within the total resources approved by Partnership for Schools, but funding is interchangeable between school developments over the life of the programme. The 2012-13 outturn is anticipated to be in line with the notional budget for the financial year.
ICT infrastructure schemes	21.001	8.046	3.308	0.423	3.308	-	13%	9.647	21.001	0.000	Although notionally profiled across financial years, the Building Schools for the Future programme is not financial year specific and resources are brought forward or carried forward between years as necessary. The overall programme must be managed within the total resources approved by Partnership for Schools, but funding is interchangeable between school developments over the life of the programme. The 2012-13 outturn is anticipated to be in line with the notional budget for the financial year.
Wave 5 BSF (previously LPP)	3.911	1.290	1.520	0.316	1.520	-	21%	1.100	3.911	0.000	Quarterly fluctuations. Expected to be in line with overall budget by year end. Expected to be in line with overall budget by year end.
BSF Total	325.890	193.725	65.244	26.997	65.244	-	41%	66.921	325.890	0.000	

Key: spend = less than 45% - Orange spend = between 45% & 100% - Green spend = over 100% - Red	All Years		In Year - 12/13				FY Total		All Years		REASONS FOR PROJECTED VARIANCES
	Approved Budget	Spend to 31st March 2012	Revised Budget 12/13	Spend to Q2	Projected Spend	Projected Variance	% Spent Q2	Budget	Projected Spend	Variance	
	£m	£m	£m	£m	£m	£m	%	£m	£m	£m	
	A	B	C	D	E	C - E	D / C	H = F+G	I = B+E+H	A - I	
	£m	£m	£m	£m	£m	£m	%	£m	£m	£m	
Housing Revenue Account											
Decent Homes Backlog	42,021	14,227	27,794	8,006	17,153	-10,641	29%	-	42,021	-0,000	Expenditure in the first quarter met the requirements of the GLA to maximise grant funding (£11 million in total for 2012-2013). However, changes to the procurement process has meant that expenditure during 2012-13 will be significantly less than profiled in September 2010, with a realistic spend in the range of £17.153 million. Apart from the GLA grant element, the resources are not time limited and will be carried forward into later years of the programme, and it is anticipated that works carried forward will be undertaken early in 2013-14.
Housing Capital Programme	25,797	8,220	17,578	1,013	14,127	-3,451	6%	-	25,798	0,001	6% Quarterly Spend fluctuations.
Ocean New Deal for Communities	19,006	-	12,819	4,094	12,819	0,000	32%	6,187	19,006	0,000	
Notional Residual Decent homes Capital Profiling - In Development	107,470	-	-	-	-	-	N/A	107,470	107,470	-	
Resources available - Non Decent homes Schemes to be developed	31,726	-	1,673	-	1,673	-	0%	30,053	31,726	-	Resources available to finance non-decent homes works if required.
Council House building Initiative	4,568	4,012	0,556	-0,466	0,556	-	-84%	-	4,568	-0,000	
Blackwall Reach	14,420	5,821	6,012	0,927	6,012	0,000	15%	2,587	14,420	-0,000	Quarterly Spend fluctuations. Future quarters spend expected to bring budget spend back into line as and when anticipated leaseholder buybacks are completed.
HRA Total	245,008	32,279	66,432	13,574	52,340	-14,092	20%	146,297	245,008	0,000	

Key: spend = less than 45% - Orange spend = between 45% & 100% - Green spend = over 100% - Red	All Years		In Year - 12/13				FY Total		All Years		REASONS FOR PROJECTED VARIANCES
	Approved Budget	Spend to 31st March 2012	Revised Budget 12/13	Spend to Q2	Projected Spend	Projected Variance	% Spent Q2	Budget	Projected Spend	Variance	
	£m	£m	£m	£m	£m	£m	%	£m	£m	£m	
Chief Exec's & Resources											
ICT - Software Licences	0.862	0.862	- 0.000	-	-	0.000	0%	-	0.862	0.000	
Priority Service Remediation/Backup Expansion	0.220	0.092	0.128	-	0.128	0.000	0%	-	0.220	0.000	
Accommodation Strategy	1.154	1.154	- 0.000	-	-	0.000	0%	-	1.154	0.000	
TOTAL CHIEF EXEC/RESOURCES	2.236	2.108	0.128	-	0.128	0.000	0%	-	2.236	0.000	
Adults Health & Wellbeing											
Mental health services	0.137	0.080	0.057	0.005	0.057	0.000	9%	-	0.137	0.000	
Safety works	-	-	-	-	-	-	N/A	-	-	-	
Improving the Care Home Environment for Older People	0.020	-	0.020	-	0.020	-	0%	-	0.020	-	
Efficiency Project - System/technology	0.078	0.078	- 0.000	-	-	0.000	0%	-	0.078	0.000	
Tele Care/Telehealth Equipment	0.300	-	0.100	-	0.100	-	0%	0.200	0.300	-	
Ronald Street Roof Replacement	0.065	-	0.065	-	0.065	-	0%	-	0.065	-	
Development of Learning Disability Hubs	0.240	-	0.160	-	-	-0.160	0%	0.080	0.240	-	
AHWP TOTAL	0.840	0.158	0.402	0.005	0.242	-0.160	1%	0.280	0.840	0.000	
Corporate GF provision for Schemes under development	30.000	-	10.000	-	-	-10.000	0%	20.000	-	-30.000	
Total	816.132	327.041	192.767	54.396	168.108	-24.658	28%	296.323	786.015	-30.117	

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One Tower Hamlets						
Priority 5.1: Reduce inequalities						
Activity	Lead Officer	Deadline	Status	% Comp	Comments	
Focus on employing a workforce that fully reflects the community it serves	Simon Kibbey (Resources)	31/03/2013	On Target	80%		
Milestone	Lead Officer	Deadline	Status	%	Comments	
Launch and populate talent pools	Simon Kibbey (Resources)	31/07/2012	Completed	100%		
Directorate talent pool targets set for improvement in key areas:	Simon Kibbey (Resources)	30/09/2012	Completed	100%		
<ul style="list-style-type: none"> gender, disability and BME quarterly progress reporting to People Board 						
47 apprentices complete NVQ level 2 and 3	Simon Kibbey (Resources)	31/03/2012	On Target	50%	Going out for second recruitment of 10 apprentices	
Activity	Lead Officer	Deadline	Status	% Comp	Comments	
Convene a Fairness Commission	Louise Russell (CE's)	31/10/2012	On Target	75%	There was a delay in the original launch however this has now taken place.	
Milestone	Lead Officer	Deadline	Status	%	Comments	
Fairness Commission launched	Louise Russell (CE's)	30/04/2012	Completed	100%	The Commission was launched on 5th November 2012, and workshops will take place between November and February.	
Fairness Commission report completed	Louise Russell (CE's)	31/10/2012	Overdue	25%	The report is due to be completed by the end of April 2013.	
Activity	Lead Officer	Deadline	Status	% Comp	Comments	
Refresh our approach to tackling inequality	Louise Russell (CE's)	31/12/2012	On Target	50%	Work has commenced on reviewing all six Equality Scheme. Plans have been developed to include involvement of staff and residents from different backgrounds in the reviews.	
Milestone	Lead Officer	Deadline	Status	%	Comments	
Work with wide range of external stakeholders to review progress on delivering our six Equality Schemes	Louise Russell (CE's)	30/09/2012	Delayed	50%	The reviews are due for completion by end March 2013.	
Hold review event and launch approach to future work on tackling inequality	Louise Russell (CE's)	31/12/2012	On Target	30%	On track. Targeted consultation and engagement activity is taking place for each of the six Equality Scheme reviews which includes public events. The Fairness Commission scope includes an explicit focus on reviewing our approach to promoting equality beyond 2013. The Commission was launched on 5th November 2012 and residents and local organisations will be invited to submit evidence for the Commission to consider.	

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One Tower Hamlets

Priority 5.2: Work efficiently and effectively as One Council

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Make better use of our assets	Ann Sutcliffe (D&R)	30/11/2012	On Target	90%	The further review of assets has been undertaken and six properties have been declared surplus to requirements with a view their disposal on the open market. These decisions were taken at September Cabinet Meeting.
Milestone	Lead Officer	Deadline	Status	%	Comments
Review AH&W assets to inform rationalisation with service objectives	Ann Sutcliffe (D&R)	30/06/2012	Completed	100%	The review of assets has been completed. The strategy document has been presented at the Asset Management Working Group and comments have been taken on board. Potential opportunities for rationalisation and co-location of services have been identified.
Serve notice on Anchorage House lease	Ann Sutcliffe (D&R)	30/09/2012	Completed	100%	
Present recommendations to Cabinet on the depot review and development of Watts Grove	Ann Sutcliffe (D&R)	30/09/2012	Delayed	80%	The options and recommendations were presented to Asset Management Board with a view to presenting to Cabinet in September. Following Depot Efficiency Review meetings, it was agreed that further work is required before any report is presented to Cabinet. This work is being undertaken with a view to be completed in autumn 2012.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Create a new Strategic ICT Partnership that improves ICT services, reduces back office costs, protects the employment prospects of staff in ICT and creates 250 new jobs for Tower Hamlets residents	Claire Symonds and Simon Kilbey (Resources)	31/12/2012	On Target	85%	Partnership created with clear targets detailed. Governance arrangements and monitoring are in place through monthly Strategic Operations Board and quarterly Strategic Partnership Board, which also monitors partnership commitments to enlist apprentices and create jobs within the borough. Final element of Governance (Mayor's Panel) will take place in November. Report on first 6 months of operation has also been presented to O&S Committee
Milestone	Lead Officer	Deadline	Status	%	Comments
New VDI technology available for all staff	Claire Symonds (Resources)	31/07/2012	Completed	100%	All staff have access to VDI although not all are accessing.
Implement a robust IT platform that supports Smarter Working	Claire Symonds (Resources)	31/12/2012	On Target	80%	More applications are being packaged for the VDI environment. Legacy Signify tokens have been extended for 150 users till December to provide resilience.

APPENDIX 5 - STRATEGIC PLAN MONITORING

Implement Smarter Working Policy, including: • Training available to managers on how to manage effectively in a different culture and environment • Mandatory briefing sessions for all affected managers	Simon Kibbey (Resources)	30/04/2012 31/12/2012	On Target	100% 75%	Training taking place in line with the Directorate moves
Activity					
Implement a new ICT Partnership	Claire Symonds (Resources)	31/03/2013	On target	80%	On track
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
ICT Service transferred	Claire Symonds (Resources)	31/07/2012	Completed	100%	Staff tuped over to Agilisys and Agilisys are managing ICT services. Third party contracts being novated to Agilisys.
Data Centre moved	Claire Symonds (Resources)	31/12/2012	On Target	50%	Data centre move is at planning stage. OCT update plans being finalised for December move.
Development of process to create training places and apprenticeships for residence in accordance with contract	Claire Symonds (Resources)	31/10/2012	Completed	100%	Target of 12 for August was shifted to September due to Olympics and was met. Overall 250 apprentices will be taken on during the course of the contract. OCT update first 12 apprentices appointed through joint advert. Successful training / skills day.
National – jointly branded – Apprentice Institute opened	Claire Symonds (Resources)	31/10/2012	Completed	100%	Accommodation found and first training day has taken place
Reduction in annual cost of £2.5m with no unplanned loss of network or systems	Claire Symonds (Resources)	31/03/2013	Completed	100%	No major outages to date. Data centre relocation is planned to start December 2012.
Activity					
Improve customer satisfaction whilst reducing back-office costs by using new technology	Claire Symonds (Resources)	31/03/2013	On Target	50%	Customer satisfaction up from 88% to 92% for July to September.
Milestone	Lead Officer	Deadline	Status	%	Comments
Relocate Cheviot House One Stop Shop to Watney Market	Claire Symonds (Resources)	31/03/2013	Overdue	25%	Building works delayed, ISWM due to open summer 2013. This milestone is being progressed by CLC in line with opening of the Idea Store at Watney Market.
Develop channel shift initiatives to encourage web and telephone use for those customers that prefer them: • Telephony self-service options appraisal [with Strategic Partner] • Telephony self-service implementation	Claire Symonds (Resources)	30/09/2012 31/03/2013	On Target	75%	Telephony self-serve pilot project to be implemented Nov 12

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Launch and promote new Achieve (online) forms	Claire Symonds (Resources)	30/09/2012	Completed	100%	
Monitor and increase Achieve Forms take Up	Claire Symonds (Resources)	31/03/2013	On Target	50%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve fraud detection and increase deterrence	Claire Symonds (Resources)	31/03/2012	On Target	90%	ICT is providing data to internal audit.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Agree an approach with DWP on benefit fraud prosecutions	Claire Symonds (Resources)	30/06/2012	Completed	100%	Completed following meetings with the DWP.
50 benefit prosecutions secured	Claire Symonds (Resources)	31/03/2012	On Target	50%	Achieved 26 to date (19/10/12).
Market property recovery service to RSLs	Claire Symonds (Resources)	31/12/2012	Completed	100%	Raised at various forums and continuing efforts to market our services.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a new localised Partnership Structure with Mayor's Assemblies, Neighbourhood Agreements and Local Forums	Shazia Hussain (CLC)	31/01/2013	On Target	50%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Terms of reference for the forums and assemblies developed. (June 2012)	Shazia Hussain (CLC)	30/06/2012	Completed	100%	
New structure launched. (June 2012)	Shazia Hussain (CLC)	30/06/2012	Delayed	75%	This will be launched in the coming month. It was felt appropriate to delay the launch because of the Olympics.
Community Champion co-ordinators recruited. (January 2013)	Shazia Hussain (CLC)	31/01/2013	On target	50%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop Progressive Partnerships to further the Mayor's social objectives through our procurement practices	Hugh Sharkey (Resources)	31/03/2013	On target	80%	A considerable amount of work is underway to meet the Mayor's social objectives including the London Living Wage and Fair Trade. Work still on going to map local industries and a new Procurement Strategy is to be agreed imminently.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
London Living Wage specified in Council contracts and as part of Tollgate process	Hugh Sharkey (Resources)	30/04/2012	Completed	100%	The LLW is considered for inclusion in all strategic contracts and is a part of TG process.

APPENDIX 5 - STRATEGIC PLAN MONITORING

Fair Trade to be a requirement of catering contracts	Hugh Sharkey (Resources)	30/04/2012	Completed	100%	The juice we serve in schools is Fair Trade and has been for some time. We have to balance local supply and food miles versus Fair Trade in all catering purchases made. Confectionery, tea and coffee in schools is Fair Trade. A number of providers supply fair trade bananas to schools. The Council has been recognised across London for its improvements in using seasonal and local produce, it scored 5 from 6.5 in Good Food for London survey by the GLA. Fair Trade cannot be included in tender documentation as a brand name.
Tower Hamlets suppliers: map of local industry to be created	Hugh Sharkey (Resources)	30/06/2012	Delayed	25%	Work on construction capacity has been completed. Capacity in social services and corporate services will be completed by 31 March 2013.
6 conferences for Tower Hamlets suppliers	Hugh Sharkey (Resources)	31/03/2013	Completed	100%	These have been done.
New Procurement Strategy agreed	Hugh Sharkey (Resources)	30/09/2012	Delayed	90%	Due to be ratified by members on 14 November 2012
Progressive Partnerships to be a requirement of procurement procedures, verified at 6 Tollgates	Hugh Sharkey (Resources)	30/09/2012	Completed	100%	Opportunities for such are addressed at TGs.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Work with Managers to improve and reduce staff sickness absence	Simon Kilbey (Resources)	31/07/2012	Completed	100%	On going actions, all on track.
Milestone	Lead Officer	Deadline	Status	%	Comments
Directorate Absence Management Panel (DAMPs) meeting monthly to review absence data and to ensure that it's effective and reducing staff sickness. (April 2012)	Simon Kilbey (Resources)	30/04/2012	Completed	100%	All Directorate Panels are meeting. Actions are being taken locally to target and support services with high levels of absence.
On a monthly basis, managers review sickness absence statistics in conjunction with HR business partners and begin taking formal action under the policy. (April 2012)	Simon Kilbey (Resources)	30/04/2012	Completed	100%	Levels of absence in each Service and management of cases are being reviewed monthly to ensure appropriate action being taken.
Corporate Absence Management Panel (CAMP) meeting quarterly to review absence data and to ensure that it's effective and reducing sickness. (July 2012)	Simon Kilbey (Resources)	31/07/2012	Completed	100%	CAMP meeting as planned. Actions are agreed to target managers failing to complete absence returns and reviewing cases of most concern.

A Great Place to Live**Priority 1.1: Providing quality affordable housing**

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Increase availability of affordable family sized housing	Owen Whalley and Jackie Oduoye (D&R)	31/03/2013	On Target	25%	Officers ensure at the planning application stage that each scheme provides a policy compliant quantum of family sized housing, and where it is viable and appropriate exceed target.
Milestone	Lead Officer	Deadline	Status	%	Comments
Commence new viability assessment arrangements to sustain the delivery of affordable housing	Owen Whalley and Jackie Oduoye (D&R)	31/08/2012	Delayed	90%	The Tollgate 2 Report has been submitted to Competition Board and we hope to have the contact in place by December 2012. Arrangements will continue.
Ensure East London Housing Partnership allocate maximum number of affordable homes from the Olympic site	Owen Whalley and Jackie Oduoye (D&R)	31/03/2013	On Target	25%	Regular meetings are held with ELHP to resolve this issue. They are attended at a senior level. Officers have offered up a number of options to consider a fairer allocation which are currently being considered.
Support and ensure Registered Providers HCA bids meet new affordable rent levels	Owen Whalley and Jackie Oduoye (D&R)	31/03/2013	On Target	50%	Regular liaison meetings continue with RPs to discuss schemes and rental levels. As yet there have been no AR homes completed however some RPs as part of their contract with the GLA, wish to convert some of their voids to the new AR. Rent levels on these are checked by both the Lettings Team and the Affordable Housing Team. This approach will be adopted when the new stock is delivered.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver regeneration at Robin Hood Gardens and Ocean Estate	Jackie Oduoye (D&R)	31/12/2012	Overdue	55%	Ocean remains overall on target to deliver 819 new homes within contract dates and refurbishment / environmental works by April 2013. The Reserved Matters application for first phase of Robin Hood Gardens / Blackwall Reach Regeneration Programme has been submitted. Start on site for Robin Hood Gardens is now projected for Q1 2013/14.
Milestone	Lead Officer	Deadline	Status	%	Comments
Commence letting of Ocean first phase affordable homes – 94 units	Jackie Oduoye (D&R)	30/09/2012	Delayed	90%	Due to delays in the contractor's construction programme, letting of the first affordable homes is due to commence in early January 2013.
Complete handover of Ocean first phase of new affordable homes	Jackie Oduoye (D&R)	31/12/2012	Delayed	80%	East Thames advise handover is now projected to complete in February 2013.
Phase 1 detailed planning approval for Robin Hood Gardens	Jackie Oduoye (D&R)	30/06/2012	Delayed	25%	A Reserved Matters application will now be submitted in place of a detailed planning application. The submission of this has now slipped to October following a period of potential judicial review once outline planning approval had been achieved. Delay also followed consultation which influenced design changes. Approval now anticipated for December.
Start on site of Phase 1 at Robin Hood Gardens – c82 new homes for rent and shared ownership	Jackie Oduoye (D&R)	31/10/2012	Overdue	0%	Start on Site is now projected for Q1 13/14. This has slipped due to delays experienced in submission/ approval of the Reserved Matters application.

APPENDIX 5 - STRATEGIC PLAN MONITORING

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Reduce homelessness and improve housing options	Jackie Oduoye & Colin Cormack (D&R)	31/12/2012	On Target	85%	While all milestones for this activity fall in Q3, progress so far is good with all milestones expected to be completed by their target date.
Milestone	Lead Officer	Deadline	Status	%	Comments
Launch pilot Social Lettings Agency	Jackie Oduoye & Colin Cormack (D&R)	31/10/2012	On Target	90%	Plans have been completed. Project is ready to launch pending legal sign off.
Produce Homelessness Statement as part of refreshed Housing Strategy	Jackie Oduoye & Colin Cormack (D&R)	31/12/2012	On Target	85%	Draft and action plan to be considered by Homelessness Partnership Board in November 2012 for approval.
Produce Overcrowding Statement as part of refreshed Housing Strategy	Jackie Oduoye & Colin Cormack (D&R)	31/12/2012	On Target	75%	Current Overcrowding Strategy is under review and will be refreshed as part of 2013–17 Housing Strategy and will include a revised reduction target.

A Great Place to Live

Priority 1.2: Maintain and improve the quality of housing

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Reduce the number of council homes that fall below a decent standard	Jackie Oduoye (D&R)	31/03/2013	On Target	75%	The aim is to achieve 90% decency by the end of the DH backlog funding programme in 2015. The Decent Homes programme is on track to achieve this milestone.
Milestone	Lead Officer	Deadline	Status	%	Comments
Contracts and contract administrators procured to deliver the 2012/13 Decent Homes programme	Jackie Oduoye (D&R)	31/05/2012	Delayed	95%	Mayoral Executive decision pending in order to adopt method of procurement contractor for year 2 and awarding the contract to Apollo building services.
Start on site of OJEU procured Decent Homes works	Jackie Oduoye (D&R)	28/03/2013	On Target	70%	ITT of Consultants and Contractor evaluated, validation at end of October 2012 and major project board and Mayor in mid-November 2012. Scheduled for March 2013
1457 homes made decent	Jackie Oduoye (D&R)	31/03/2013	On Target	80%	802 homes were made decent in 2011/12. 271 home have been made decent in the 1st quarter of 2012/13 and 188 in Q2.

APPENDIX 5 - STRATEGIC PLAN MONITORING

Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Service Charge 'actual' bills dispatched	Jackie Oduoye (D&R)	30/09/2012	Completed	100%	Actuals sent on time and itemised in line with the Beevers and Struthers Audit.
Annual Cabinet progress report on (transfer) Register Provider delivery against service agreements	Jackie Oduoye (D&R)	31/10/2012	On Target	90%	Report is complete and will be presented to Cabinet
Implementation of the Consolidated Action Plan	Jackie Oduoye (D&R)	31/03/2013	On Target	30%	Progress has been slow, however 20 out of 54 tasks have been completed and signed off. A further 10 will require minimum discussions and refinement, prior to sign-off
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Focus on fuel poverty	Jackie Oduoye (D&R)	31/03/2013	On Target	50%	Draft Fuel Poverty strategy complete, Energy Co-op sign-up on going, ODA ReNew completed, ReNew 2 now underway.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Produce the Energy Co-operative and Fuel Poverty Strategy	Jackie Oduoye (D&R)	30/09/2012	Delayed	75%	Draft fuel poverty strategy complete, target sign off / approval to be achieved by March 2013.
Launch the Tower Hamlets Energy Co-operative	Jackie Oduoye (D&R)	31/10/2012	On Target	70%	In detailed negotiations with energy companies to set up a framework agreement to work in partnership to provide assistance to reduce household fuel poverty and energy costs.
Provide assessment, measures and advice to 500 homes in the Bethnal Green North and South Ward as part of the ReNew project	Jackie Oduoye (D&R)	30/09/2012	Completed	100%	1,000 energy efficiency visits have been completed where households have received energy efficiency advice and measures.
Monitor fuel poverty in the borough	Jackie Oduoye (D&R)	31/03/2013	On Target	25%	Work is underway to renew the UNO home energy efficiency database.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
A Great Place to Live Priority 1.3: Improve the local environment and public realm					

APPENDIX 5 - STRATEGIC PLAN MONITORING

Work in partnership to improve our public realm	Jamie Blake (CLC)	31/03/2013	On target	50%	Projects have been completed or are on-track for completion
Milestone	Lead Officer	Deadline			
Develop the reporting arrangement for Volunteering and Community Payback	Jamie Blake (CLC)	30/06/2012	Completed	100%	
Develop and implement a programme to improve cleanliness of private land in the lead up to the Olympics	Jamie Blake (CLC)	31/07/2012	Completed	100%	
Develop a public realm information base for residents from each paired LAP locality	Jamie Blake (CLC)	31/03/2013	On target	60%	
Develop neighbourhood agreements to include an agreed set of service standards	Jamie Blake (CLC)	31/03/2013	On target	50%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Protect our environment					
	Jamie Blake (CLC)	31/03/2013	On target	50%	
Milestone	Lead Officer	Deadline			
Finalise the Waste Strategy for approval	Jamie Blake (CLC)	31/10/2012	Delayed	40%	Strategy has been delayed due to the late publishing of the Mayor for London's Municipal Waste Strategy which only became available at the end of 2011.
Complete a strategic review of parking controls	Jamie Blake (CLC)	31/12/2012	On target	60%	Strategic review under way and on target.
Rollout the new sustainable Staff Travel Plan	Jamie Blake (CLC)	30/09/2012	Delayed	90%	Minor delay in finalising the report which will now be presented to CMT in November 2012.
Integrate back office data and business processes to enable the deployment of hand-held technology to front line cleaner, greener, safer staff	Jamie Blake (CLC)	31/12/2012	Delayed	10%	The change of IT provider has presented an opportunity to reexamine the scope of this project and the outcomes will be delivered through the new contract. We are currently working with Agilisys to re-profile the project.
Deliver the Re:Fit programme to reduce carbon emissions from high energy council buildings	Jamie Blake (CLC)	31/03/2013	On Target	40%	A number of buildings is being surveyed for invest to save projects.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve our parks and open spaces					
	Heather Bonfield (CLC)	31/03/2013	On target	75%	On target to meet the deadline with the majority of milestones complete.
Milestone	Lead Officer	Deadline			
Complete the £10 million restoration of Victoria Park	Heather Bonfield (CLC)	30/06/2012	Completed	100%	
Complete the modernisation of byelaws	Heather Bonfield (CLC)	31/08/2012	Delayed	98%	Update completed but awaiting provisional approval from the Secretary of State.

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Commence implementation of Phase 1 of Bartlett Park Masterplan, including start of the on-site highway improvements	Heather Bonfield (CLC)	28/02/2013	On target	75%	Draft Master Plan has gone out for public consultation. Work is underway with Landscape Architects to develop final Master Plan which is expected to complete in December 2012 and Phase 1 implementation will follow. Preparatory highways works have been undertaken with main works scheduled for summer 2013.
Review the consultation feedback from the Thames Tideway Tunnel project	Heather Bonfield (CLC)	31/05/2012	Completed	100%	
Develop and submit an appropriate response to the TTT planning consent application expected mid-2012	Heather Bonfield (CLC)	31/12/2012	Completed	100%	
A Great Place to Live					
Priority 1.4: Provide effective local services and facilities					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Further develop the localisation of services	Shazia Hussain (CLC)	31/03/2013	On target	50%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the opening of locality hubs for 4 paired LAR areas	Shazia Hussain (CLC)	31/01/2013	On target	50%	
Develop 4 localised performance frameworks	Shazia Hussain (CLC)	31/03/2013	On target	50%	
Develop the next phase of localised services	Shazia Hussain (CLC)	31/03/2013	On target	50%	
Eight new Neighbourhood Agreements agreed	Shazia Hussain (CLC)	31/03/2013	On target	50%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve community facilities	Heather Bonfield (CLC)	31/03/2013	On target	50%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete Idea Store Watney Market and One Stop Shop	Heather Bonfield (CLC)	31/03/2013	On target	50%	Building construction well underway and on time. Expected completion by May 2013.
Commence Phase 2 of improvements to Tower Hamlets Local History Library & Archives (Bancroft Road)	Heather Bonfield (CLC)	31/03/2013	On target	20%	Lift works on site, roof works out to tender for second time after first tender produced unacceptable responses. Additional budget required for completion or scope of works must be significantly reduced. Expected completion by April 2013.
Support the construction of the Bethnal Green Tube Disaster Memorial: Phase 1 funding release to support foundations build	Heather Bonfield (CLC)	31/10/2012	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments

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Manage national planning changes effectively to deliver local priorities	Owen Whalley (D&R)	31/03/2013	On Target	75%	Fish Island Area Action Plan Adopted on 19th September 2012. Examination in Public into Managing Development DPD completed. 6 week consultation on proposed modifications commenced on 1st October. Adopted anticipated early in new year.
Milestone	Lead Officer	Deadline	Status	%	Comments
Introduce approach to neighbourhood planning – identify selection criteria for neighbourhood forums and identify area boundaries	Owen Whalley (D&R)	31/03/2013	On Target	80%	Minor delay to original timetable as CMT have asked for a review of potential DCLG funding and assurances that work is linked into review of Partnership arrangements. Report to Cabinet likely to be January.
Agree new arrangements with the new Mayoral Development Corporation in Fish Island and Bromley-by-Bow	Owen Whalley (D&R)	30/11/2012	Delayed	75%	Meetings have been taking place with the LLDC on a regular basis (dealing with Strategic Planning and Development Management issues). Outstanding applications have been handed over to the LLDC for them to determine, along with ongoing planning enforcement cases. We have commented on the drafted Memorandum of Understanding and there are further issues to be resolved, including how the Corporation engages with the Borough on pre-application discussions on sites in Fish Island and the LLDC parts of Bromley By Bow.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Prepare for the Introduction of the Community Infrastructure Levy (CIL)	Owen Whalley (D&R)	31/12/2012	Overdue	75%	All of the processes are complete, in terms of the collection and administration of CIL. Delays have been incurred due to a much more lengthy decision making process, than was first anticipated.
Milestone	Lead Officer	Deadline	Status	%	Comments
Introduce arrangements for collecting the Mayor for London's CIL	Owen Whalley (D&R)	30/04/2012	Completed	100%	
Commence process for commissioning Stage 2 Council works	Owen Whalley (D&R)	30/04/2012	Completed	100%	
EIP to consider the proposed CIL charging schedule	Owen Whalley (D&R)	31/12/2012	Overdue	50%	The deadlines have been planned long in advance and it is anticipated that we will not be able to make this target. The EIP is now programmed for October 2013. This is to allow for further, more detailed approvals throughout the process. Proposals will be considered by Full Council, prior to any EIP. This does not disadvantage us in any way and ensures that we deliver CIL before the longstop deadline of April 2014.
A Great Place to Live	Lead Officer	Deadline	Status	% Comp	Comments
Priority 1.5: Improve local transport links and connectively	Lead Officer	Deadline	Status	% Comp	Comments
Support local sustainable transport	Jamie Blake (CLC)	31/03/2013	On target	50%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Deliver phase 1 of the £3 m highway infrastructure improvement programme	Jamie Blake (CLC)	31/03/2013	On target	50%	

APPENDIX 5 - STRATEGIC PLAN MONITORING

Commence procurement process for the highway construction and maintenance contracts	Jamie Blake (CLC)	31/12/2012	On target	40%	
12 complete streets resurfaced	Jamie Blake (CLC)	31/03/2013	On target	50%	
A Great Place to Live					
Priority 1.6: Deliver a co-ordinated service response to, and throughout, the Olympics					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Mitigate impact on local people in and around the Olympics Route network	Andy Bamber and Robin Beattie (CLC)	30/09/2012	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete implementation of the Council's Olympic Impact Management Plan	Andy Bamber and Robin Beattie (CLC)	31/07/2012	Completed	100%	
4 local bespoke transport and travel advice sessions for SMEs delivered	Andy Bamber and Robin Beattie (CLC)	31/07/2012	Completed	100%	
Delivery of the games time BOCC and BECC arrangements	Andy Bamber and Robin Beattie (CLC)	30/09/2012	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Manage the programme of Olympic community events and activities	Heather Bonfield (CLC)	31/07/2012	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Delivery of Victoria Park Live Site	Heather Bonfield (CLC)	31/07/2012	Completed	100%	
Delivery of the Olympic torch route and torch event requirements	Heather Bonfield (CLC)	31/07/2012	Completed	100%	

A Prosperous Community

Priority 2.1: Improve educational aspiration and attainment

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver effective services through the Children's Centres Sure Start programme and raise levels of attainment at the Early Years Foundation Stage in all settings.	Anne Canning (CSF)	31/03/2013	On target	50%	In 2012, the percentage of pupils achieving a good level of development (78+ points in EYFSP and 6+ points in both Personal, Social & Emotional Development and Communication, Language & Literacy) is 54.7% (please note 2012 figure is provisional and an early estimate from NCER). This is an increase of 4.8% points since 2011 and 14.7% points since 2008. Nationally the improvement over this period is similar at 15% points, albeit from a higher starting point - from 49% in 2008 to 64% in 2012.
Milestone	Lead Officer	Deadline	Q2 Status	%	Q2 Comments
Expand free early education places for disadvantaged two-year-olds	Anne Canning (CSF)	30/09/2012	Delayed	36%	We currently have 473 eligible 2 year olds placed in MPVI settings (compared with 350 in July). These numbers are subject to fluctuation on a termly basis as two year olds become three year olds and receive funding from a different grant. Despite the work that is going into creating new places of quality, we are working towards the challenging DfE figure of 1300 eligible two year olds in September 2013 and 2400 in September 2014. In order to meet this figure we have employed two additional Early Learning Project workers to accelerate the pace at which we can improve settings so that they meet the quality standards to merit taking funded 2 year old places. There are a range of other strategies in place, but we will struggle to meet the statutory DfE figures. The Deputy Prime Minister has announced that there will be £100 million given to LAs to support the expansion of two year old places with capital funding. But we do not know at this stage how much money Tower Hamlets will receive and the conditions attached to this funding.
Identify children at the lowest 20% of attainment at the EYFS, using universal services as a gateway to targeted support	Anne Canning (CSF)	31/03/2013	Completed	100%	All of the lowest 20% children are identified by schools and appropriate interventions are put in place. This happens on an annual basis
Achieve improvements in EYFS results through continued, intensive support for schools, learning from the lessons of 2010/11	Anne Canning (CSF)	30/09/2012	Completed	100%	Each year the schools with the lowest EYFSP outcomes are targeted for support.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Provide effective support for parents and governors	Anne Canning (CSF)	31/03/2013	On Target	65%	The following training opportunities have been introduced to support governors: Governors' Role in Promoting Parental Involvement in Children's Education & the Work of the School - Governors' Responsibilities in Relation to Pupils with SEND – OSFTED & Parent View Briefing. School based Parent forums are supported through PFSS SLA's purchased by schools. The Parent & Carer Council will be launched on the 24 th October. A secondary transition DVD been produced to support parents during the transition process.
Milestone	Lead Officer	Deadline	Status	%	Comments

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Implement a new parental engagement and support policy and a referral protocol to develop the Council's role in brokering the provision of parenting support services delivered by a range of partners	Anne Canning (CSF)	31/12/2012	Completed	80%	The Parent & Family Support policy was signed off by DMT in July and will be considered by their TH Partnership in November.
Ensure new governors undertake induction training and monitor take-up: 50% of governors newly appointed in 2012-13 to attend the course	Anne Canning (CSF)	31/03/2013	On Target	50%	25 governors have been appointed to governing bodies since 1 September 2012, 12 of whom have attended induction training this term. The other newly appointed governors will be invited to attend the course which will be held in the spring term 2013.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Maintain effective relationships with all education providers in the borough and commission support and challenge for local schools.	Anne Canning (CSF)	30/09/2012	Completed	100%	The Primary School SLA has been bought back by most local schools (67 schools including 1 academy). All of these schools are provided with challenge and support to further improve. Those schools that we are concerned about receive additional support as well as monitoring. Maintenance of support and challenge to all secondary schools is on an as required based dependent on achievement outcomes.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop and implement a policy for working with Free Schools and Academies	Anne Canning (CSF)	30/09/2012	Completed	100%	A protocol has been produced, and there are ongoing discussions with Members that need to be finalised before it can be implemented. This is anticipated to be completed before the end of the month.
Achieve improvements at all key stage stages	Anne Canning (CSF)	30/09/2012	Completed	100%	At the end of the Early Years Foundation Stage in 2012 we have improved against all the attainment outcomes. In terms of the gap between the lowest 20% and the median – this has increased by 0.1%. We are still performing below national outcomes. All outcomes at the end of KS1 for 2012 have improved on the results for 2011 across the board. We have made particular gains against national outcomes at Level 2b+ in all subjects and in writing and mathematics at Level 3. All outcomes at the end of KS2 for 2012 have improved on the results for 2011 across the board. We continue to be above national averages for Level 4+ combined mathematics and English at 82% and in both progress measures.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support high quality post-16 provision	Anne Canning (CSF)	31/03/2013	Completed	100%	A post 16 development officer has been appointed as well as a project officer from September 2012.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop new provision in the east of the Borough, with the first of four new school sixth forms	Anne Canning (CSF)	30/09/2012	Completed	100%	SPWTS 6th Form is opening in September 2012. The Head of 6th Form has been appointed and students recruited.
Provide further training for schools in analysing results, and developing strategies to raise achievement	Anne Canning (CSF)	30/09/2012	Completed	100%	Every 6 th Form provider has been visited and data analysis carried out as per training received the previous summer.

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Develop robust understanding of post 16 offer and progression routes	Anne Canning (CSF)	31/03/2013	On Target	50%	On-going and in place. The Careers Service has moved to the local authority and a review of provision is about to be undertaken. Mapping of further and vocational provision is completed and L3 provision is underway. Understanding the progression routes post 16 is part of the Autumn/Spring term work.
Monitor A level average point scores by ethnicity and gender	Anne Canning (CSF)	31/03/2013	On Target	75%	To be completed when results are verified.
Activity			Status		Comments
Lead Officer			% Comp		
Deliver the Aim Higher programme	Anne Canning (CSF)	31/03/2013	On Target	50%	An Aim Higher officer has been appointed along with 4 personal advisers. Programme delivery is on-going.
Milestone	Lead Officer	Deadline	Q2 Status	%	Q2 Comments
Provide 1:1 tuition for Level 3 students	Anne Canning (CSF)	31/03/2013	On Target	25%	Funding to be allocated to schools by the end of October 2012. Engagement with UEL and QMUL universities are in place and the programme commences in Nov 2012.
Develop the apprentice programme so that there is a good range of local offers	Anne Canning (CSF)	31/03/2013	On Target	50%	An apprenticeship task group has been established with a framework in place and schools have been briefed. Apprenticeships are being promoted as a viable option post 16. Work is ongoing with Development and Renewal Directorate on the bigger promotion and engagement of employers, and monitoring of take up.
Provide residential, master classes and additional tuition for higher attaining students	Anne Canning (CSF)	31/03/2013	On Target	50%	Programme is being planned and commencing at the end of October 2012.
Implement phase 2 of literacy support and development post 16	Anne Canning (CSF)	31/03/2013	On Target	25%	Summer programme completed and reviewed and a new programme for 2012/13 planned and starting.
Activity			Status		Comments
Lead Officer			% Comp		
Deliver the Mayor's Education Allowance	Alan Finch (Resources) and Anne Canning (CSF)	31/03/2013	On Target	50%	Activity to deliver the MEA is under way. The application process for the academic year 2012/13 is open until the end of October 2012, after which assessments will be made.
Milestone	Lead Officer	Deadline	Q2 Status	%	Q2 Comments
Ensuring staff are aware of MEA scheme changes for the 2012/13 academic year	Anne Canning (CSF)	31/08/2012	Completed	100%	Benefits staff have been involved and are aware of the changes, which are minor and relate to benefits procedures.
Place advertisements for the MEA scheme and undertake publicity	Anne Canning (CSF)	30/09/2012	Completed	100%	The MEA form is now on the TH website. Additional publicity is under way for 2012/13 academic year.
Assess entitlement to support by applying the MEA Policy	Alan Finch (Resources) and Anne Canning (CSF)	31/12/2012	On Target	50%	The applications window for the 2012/13 MEA is open until October 2012. Applications are being made both online and by paper. Income assessments will be made after the closing date for applications, and thereafter schools will monitor students termly attendance to assess if they are entitled to the full award at the end of each academic term. This is in line with the MEA Policy.
Make first payments	Alan Finch (Resources) and Anne Canning (CSF)	31/01/2013	On Target	50%	MEA payments are made on a termly basis, pending the students attendance record for that term, as above. The service anticipates that all students entitled to the award will receive their first payment in January 2013.

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Continue to make provision for Bursary support to enable students to maintain their attendance in education	Alan Finch (Resources) and Anne Canning (CSF)	31/03/2013	On Target	25%	The service will continue to monitor the current MEA and other bursary provision. Future provision will be outlined in due course.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Provide an effective youth service	Andy Bamber (CLC)	31/07/2012	Completed	100%	
Milestone	Lead Officer	Deadline	Q2 Status	%	Q2 Comments
Roll out new PAYP programme for 2012/13	Andy Bamber (CLC)	30/04/2012	Completed	100%	
Develop a work programme and priorities for the Young Mayor and Youth Council	Andy Bamber (CLC)	30/04/2012	Completed	100%	
Deliver summer activities during the Olympics	Andy Bamber (CLC)	31/07/2012	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Ensure sufficient places are provided to meet the need for statutory school places	Kate Bingham (CSF)	31/03/2013	On Target	65%	GLA projections have been incorporated into reports but feasibility studies are still underway. These studies will inform the Pupil Place Growth Strategy and work remains ongoing to meet the end of year deadline.
Milestone	Lead Officer	Deadline	Q2 Status	%	Q2 Comments
Review land and asset options to plan for growth of primary and secondary provision to report to Cabinet. Review existing school and education assets to understand the immediate need for additional statutory school places.	Kate Bingham (CSF) Ann Sutcliffe (D&R)	31/05/2012	Delayed	75%	While GLA latest projections (July 2012) have been incorporated into Cabinet Report, Strategy and Action Plan allowing for medium and long term planning, Feasibility Studies of existing LBTH sites and schools are underway but not yet completed.
Complete implementation of expansion schemes and any temporary schemes to provide sufficient primary places	Kate Bingham (CSF)	30/09/2012	Delayed	85%	Planning for Pupil Place Growth Strategy to be developed into action plan – approval at Corporate Pupil Place Planning Group scheduled for December 2012.
Develop medium and long term strategy to meet projected pupil growth to 2020	Kate Bingham (CSF) Ann Sutcliffe (D&R)	30/11/2012	Delayed	35%	Bow School under construction and on programme to meet demand for additional secondary places in Sept 2014-20. The ability to find additional sites and deliver a longer term strategy is dependent on the finalisation of pupil population growth projections.
Review annual projections and adjust short, medium and long term planning accordingly	Kate Bingham (CSF)	31/12/2012	Completed	100%	GLA latest projections (July 2012) incorporated into Cabinet Report, Strategy and Action Plan. The next review is anticipated in June 2013.
Plan for implementation of expansion schemes, working with D&R on land and funding matters where required, including implications for CIL and s. 106, and planning for use of capital resources to implement schemes	Kate Bingham (CSF)	31/03/2013	On Target	25%	Awaiting the outcome of the examination in public of the Westferry Printworks and News International sites, and continuing with feasibility studies for future expansions.
A Prosperous Community					
Priority 2.2: Support more people into work					
Activity	Lead Officer	Deadline	Status	% Comp	Comments

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Work with Work Programme providers to maximise employment	Chris Holme (D&R)	31/03/2013	On Target	50%	On going discussion with Work Programme providers and Jobcentre Plus to ensure joined up working on: job brokerage, TH residents accessing opportunities, welfare reform impacts and responses, geographic programme development.
Milestone	Lead Officer	Deadline	Q2 Status	%	Q2 Comments
Scope review to develop cross-borough partnership to tackle geographical worklessness	Chris Holme (D&R)	30/06/2012	Completed	100%	Scoping of overall programme has been completed and Host Boroughs have identified a three borough partnership. On going discussion on development of targeted partnership programme. Trussler Hall has been identified as community hub building for delivery.
Identify and formalise partnership steering group for initiative	Chris Holme (D&R)	31/12/2012	On Target	28%	Project plan in development for fit out of space and partnership methodology of service delivery. Partners identified and informally committed to programme. Formal partnership in development including data sharing arrangements.
Commence implementation of programme	Chris Holme (D&R)	31/03/2013	On Target	0%	Implementation due by end of financial year.
Monitor employment rate by ethnicity, gender and disability every six months	Chris Holme (D&R)	31/03/2013	On Target	50%	Employment rate monitored and job entry performance data from Council Skillsmatch service is available.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support residents into jobs through the LDA Employment and Skills Programme	Chris Holme (D&R)	31/03/2013	On Target	50%	GLA targets agreed with Council, delivery underway and on target
Milestone	Lead Officer	Deadline	Status	%	Comments
Design process of referral support to economically inactive residents into employment	Chris Holme (D&R)	30/06/2012	Completed	100%	Process in place
Implement volunteering offer to support residents displaced from the labour market to engage	Chris Holme (D&R)	30/06/2012	Completed	100%	Volunteering offer of training time has been incorporated into the Working Start programme of delivery. Those furthest from labour market clients are identified through Skillsmatch and obtain a commercial placement whilst voluntarily receiving training from the Council.
Secure referrals from strategic developments - including Westfield, 2012, Crossrail, and Wood Wharf -onto the Employment and Skills Programme	Chris Holme (D&R)	31/03/2013	On Target	50%	On going referral of opportunities through Westfield retail turnover and vacancies from developments across the borough including Crossrail. Opportunities in construction bolstered by the new construction desk at Skillsmatch and jobs and apprenticeships coming forward as new SPD takes affect.
Evaluate opportunities made available through procurement to maximise job outcomes for residents	Chris Holme (D&R)	31/03/2013	On Target	50%	Agilisys recruitment is on going - currently 12 apprentices recruited through open days. Awaiting information regarding winning bidder for TH Homes contracts. Evaluation of opportunities from the early stages of the Agilisys contract and the forthcoming Tower Hamlets Homes Decent Homes programme will be undertaken at year end.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support local people to secure Olympic Games time jobs	Chris Holme (D&R)	30/09/2012	Completed	100%	
Milestone	Lead Officer	Deadline	Q2 Status	%	Comments

APPENDIX 5 - STRATEGIC PLAN MONITORING

Work with Olympic contractors and sub-contractors to identify suitable vacancies	Chris Holme (D&R)	30/06/2012	Completed	100%	Vacancies identified through Host Borough and LOCOG programme. Vacancies across all contractor strands of work.
On going matching and screening of local residents to vacancies complete	Chris Holme (D&R)	30/09/2012	Completed	100%	Local residents matched and referred to active vacancies up to the last recruitment day.
1000 Olympic Games job offers to local residents provided	Chris Holme (D&R)	30/09/2012	Completed	100%	Games completed. 285 local residents worked for LOCOG organisation and 1,801 contractor job offers made. Awaiting full job start information from Host Boroughs and LOCOG to ensure the Mayor's commitment of 1000 jobs from the Games is met.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Provide support to young people at risk of not being in education, employment or training after Year 11	Anne Canning (CSF)	31/03/2013	On Target	50%	On track. The final outturn report for the Year 11 Activity survey will be completed by March 2013.
Milestone	Lead Officer	Deadline	Q2 Status	%	Comments
Provide careers information, advice and guidance, submission placing and aftercare for young people 'at risk of NEET' to ensure successful transition post-16	Anne Canning (CSF)	31/03/2013	On Target	50%	On track. This is an on-going process; young people at risk of NEET are given the appropriate information, guidance and aftercare to reduce the likelihood of them becoming NEET.
Provide S139 Transition plans for statemented young people leaving their current education institution	Anne Canning (CSF)	31/03/2013	On Target	50%	All S139s for 2011 school leavers are complete. Progress for the 2012/13 academic year is on track.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support lifelong learning, including ESOL	Heather Bonfield (CLC) and Chris Holme (D&R)	31/03/2013	On target	80%	
Milestone	Lead Officer	Deadline	Q2 Status	%	Comments
Contribute to the overall target of 5,500 learners for the current academic year. New targets will be set in the summer	Heather Bonfield (CLC) and Chris Holme (D&R)	31/08/2012	Completed	100%	
Further develop the Idea Store learning offer ensuring course offer meets employment and skills requirements	Heather Bonfield (CLC) and Chris Holme (D&R)	31/03/2013	Completed	100%	
Improve progression through ESOL qualifications by developing measures relating to uptake and progression through ESOL for different groups	Heather Bonfield (CLC) and Chris Holme (D&R)	31/03/2013	Completed	100%	
Develop a framework for the delivery of additional ESOL provision through the Third Sector	Heather Bonfield (CLC) and Chris Holme (D&R)	31/03/2013	On target	80%	External Partners Advisory Group is working with 3rd sector organisations and TH College to continue to improve standards and plan and deliver a rational programme of ESOL across the borough.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop and implement the Mayor's Employment and Enterprise Board	Chris Holme (D&R)	31/12/2012	On Target	30%	On going work to develop and implement Mayor's Board for Employment Enterprise
Milestone	Lead Officer	Deadline	Q2 Status	%	Comments

APPENDIX 5 - STRATEGIC PLAN MONITORING

Develop Board partnership organisations and prospective members	Chris Holme (D&R)	31/07/2012	Completed	100%	Membership of both Board and Operation Group developed and agreed.
Develop Board structure and support services	Chris Holme (D&R)	31/08/2012	Delayed	30%	Structure developed with named individuals. Further contact and formal invitations required. Support and facilitation factored into new Division
First Board meeting	Chris Holme (D&R)	31/12/2012	On Target	0%	Awaiting first meeting.
A Prosperous Community					
Priority 2.3: Manage the impact of welfare reform on local residents					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a Partnership wide programme of information and awareness raising around welfare reform	Louise Russell (CE's)	31/07/2012	Completed	100%	A wide ranging programme of activity has been running since the beginning of the year. A key focus of this is Money Matters Month being delivered in November and the first event took place on 3rd November. The campaign is in conjunction with other public and voluntary sector partners.
Milestone	Lead Officer	Deadline	Status	%	Comments
High profile launch in East End Life, website and other media	Louise Russell (CE's)	30/04/2012	Completed	100%	The Welfare Reform Pledge was launched in January and was followed up by coverage in East End Life and on the Council website. As part of Money Matters Month (November) the service has produced a video and bus stop campaign posters. In addition, leaflets are being distributed to affected households and other venues such as community centres.
Targeted communication to affected tenants and other groups	Louise Russell (CE's)	30/06/2012	Completed	100%	A letter has been sent to all residents affected by the Benefits Cap and a programme of joint visits has commenced and will be on going. The visits are being undertaken by Housing Options and related services to the worst affected tenants.
Frontline and partner staff briefed and guidance disseminated	Louise Russell (CE's)	30/06/2012	Completed	100%	A web page has been published and a number of sessions have been co-ordinated and delivered for frontline staff and partners.
Deliver programme of information road show events at 4-6 venues across the Borough	Louise Russell (CE's)	31/07/2012	Completed	95%	These events are taking place as part of Money Matters Month.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Engage housing providers to ensure a co-ordinated approach to address the impact of benefit changes	Louise Russell (CE's) and Jackie Oduoye (D&R)	31/03/2013	On Target	75%	The Tower Hamlets Housing Forum has set up a sub-group on welfare reform, the chair of which participates in the Welfare Reform Task Group and ensures on-going engagement.
Milestone	Lead Officer	Deadline	Status	%	Comments
Implement co-ordinated approach with Tower Hamlets Housing Forum	Louise Russell (CE's) and Jackie Oduoye (D&R)	30/06/2012	Completed	100%	See above.
Quarterly stakeholder briefings and events, including RSLs, Landlords Forum and advice agencies	Louise Russell (CE's) and Jackie Oduoye (D&R)	31/03/2013	On Target	50%	Monthly meetings are being held between partners including RSLs, other public sector partners and advice agencies through the Welfare Reform Task Group.
Activity	Lead Officer	Deadline	Status	% Comp	Comments

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Adoption and implementation of new council tax benefit policy	Claire Symonds (Resources)	31/03/2013	On Target	80%	Requires full Council approval after consultation is completed.
Milestone	Lead Officer	Deadline	Status	%	Comments
New council tax benefit policy agreed	Claire Symonds (Resources)	31/08/2012	Delayed	75%	Policy written and awaiting Legal approval
Systems to implement policy operationalised	Claire Symonds (Resources)	31/03/2013	On Target	80%	ICT proposals received. Notification letter arrangements to be agreed for April 2013.
Ensure 100% of Local Social Fund utilised to support residents	Claire Symonds (Resources)	31/03/2013	On target	50%	Agreement from members for the Social Fund to be administered by the Council's benefit team, now awaiting a further steer from members on details of what the social fund should offer and how to involve partner organisations.
A Prosperous Community					
Priority 2.4: Foster enterprise and entrepreneurship					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Establish a Tower Hamlets Business Forum	Chris Holme (D&R)	31/12/2012	On Target	30%	Progress has continued, and additional sources of business contact information explored.
Milestone	Lead Officer	Deadline	Q2 Status	%	Comments
Develop Business data set	Chris Holme (D&R)	30/09/2012	Completed	100%	Format for collection of business data has been determined.
Develop Business forum event	Chris Holme (D&R)	30/09/2012	Completed	100%	A prospectus for the event has been determined and circulated to potential partners.
Hold forum event and develop next steps	Chris Holme (D&R)	31/12/2012	On Target	20%	Event timing and arrangements also depends on the wishes of partners involved. Discussions taking place on event timing and possible slippage to New Year due to business consultation.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support growth sectors	Chris Holme (D&R)	31/03/2013	On Target	50%	Growth sectors supported by the Council involvement in successful GLA bid under Super-Connected Cities programme.
Milestone	Lead Officer	Deadline	Q2 Status	%	Comments
Engage local businesses to develop and build register of support information	Chris Holme (D&R)	30/09/2012	Completed	100%	Preliminary information set about current business support established; further information being sought on external developments and changes in business support available.
Implement web-based information system	Chris Holme (D&R)	31/12/2012	On Target	50%	Development work continues.
Evaluate take up of services by local business SMEs	Chris Holme (D&R)	31/03/2013	On Target	5%	Development work on website will involve system for evaluating use of facility.

A Safe and Cohesive Community

Priority 3.1: Focus on crime and anti social behaviour

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Further develop the Tower Hamlets Enforcement Officer service (THEOs) to proactively tackle crime and ASB	Andy Bamber (CLC)	31/08/2012	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Implement monthly community feedback initiative	Andy Bamber (CLC)	30/04/2012	Completed	100%	
THEOs operating in 4 localities, supporting the localised performance framework	Andy Bamber (CLC)	30/06/2012	Completed	100%	
Develop and deliver branding for the new Enforcement and Market enforcement team	Andy Bamber (CLC)	31/08/2012	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a partnership 'Violence Against Women & Girls' (VAWG) approach	Andy Bamber (CLC)	31/03/2013	On Target	50%	Further to consulting with organisations on the VAWG strategy, we have started to develop joint partnerships e.g. with Public Health & Female Genital Mutilation Steering Group. The plan will be presented to Cabinet in November
Milestone	Lead Officer	Deadline	Status	%	Comments
Tower Hamlets VAWG strategy finalised and ready for implementation	Andy Bamber (CLC)	31/08/2012	Delayed	90%	As above.
Develop the Domestic Violence Forum into a VAWG Forum encompassing all forms of abuse and exploitation against women and girls	Andy Bamber (CLC)	30/09/2012	Delayed	25%	The current DV forum has been consulted about the all encompassing forum and this action will be complete once the VAWG Officer is appointed and has commenced in post in December 2012.
Facilitate a VAWG Planning Day to forge links with specialist organisations, develop joint working and review and develop the VAWG action plan	Andy Bamber (CLC)	31/10/2012	Delayed	0%	This will be a priority for the new VAWG worker whom we hope to have in post by 1st December 2012.
Develop and provide VAWG training to key statutory and voluntary organisations	Andy Bamber (CLC)	31/03/2013	On Target	25%	We have commenced training with organisations within the borough on VAWG issues.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Re-tender/tendering of a renewed Independent Domestic Violent Advisor (IDVA) & Victim Support Service for the borough	Andy Bamber (CLC)	31/10/2012	On Target	40%	The procurement process is underway
Milestone	Lead Officer	Deadline	Status	%	Comments
Finalise Job Description and tender advert for new contract, including re-tendering of 3 IDVAs and 2 new posts, providing specialist support to victims of the most serious crimes including violent crime and hate crime	Andy Bamber (CLC)	31/05/2012	Completed	100%	
Confirm a base for these officers within the borough, which is accessible to all in line with the Equalities duty	Andy Bamber (CLC)	31/08/2012	Delayed	20%	This process has been delayed due to the Olympic period but will be completed by 30th November 2012.

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New contract for 3 IDVA posts fully operational	Andy Bamber (CLC)	31/10/2012	Delayed	20%	Procurement scoping and re-engineering has meant a delay in re-tendering. The revised deadline for this is 31st March 2013.
Contract for 2 new victim support workers fully operational	Andy Bamber (CLC)	31/10/2012	Delayed	20%	As above.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Implement our Drugs Strategy	Andy Bamber (CLC)	31/03/2013	On Target	50%	With the exception of the re-design of treatment services (see below), all activities are on track for completion by published date. The Strategy was launched by the Partnership in July of this year.
Milestone	Lead Officer	Deadline	Status	%	Comments
Redesign our drug services	Andy Bamber (CLC)	31/03/2013	Overdue	25%	Re-design project was delayed to allow full review of the procurement options. The process will not be completed during this financial year. Re-tender of current services are now underway.
Deliver the dealer a day programme – at least 365 people arrested on suspicion of drug dealing	Andy Bamber (CLC)	31/03/2013	On Target	50%	Programme in operation and currently on track to deliver against target by year end.
Develop a disaggregated PI for substance misuse	Andy Bamber (CLC)	31/03/2013	Completed	100%	
Undertake equality analysis of drug service redesign to ensure access to high quality service by diverse users	Andy Bamber (CLC)	31/03/2013	On Target	70%	EQIA commenced in association with re-design project was suspended but this information will be utilised in conjunction with the proposed re-tender of current services. Needs assessment data including equality data will be presented to Joint Commissioning Group in November 2012.
Develop drug youth engagement strategy for young people	Andy Bamber (CLC)	31/03/2013	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Manage the night time economy	Andy Bamber (CLC)	30/09/2012	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Establish proposals for a Cumulative Impact Policy (Saturation Policy) to provide stronger controls around the licensing of additional premises in the Brick Lane area	Andy Bamber (CLC)	30/09/2012	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
With our partners, deliver the Partnership Community Safety Plan	Andy Bamber (CLC)	31/03/2013	On Target	10%	The Community Safety Partnership are currently planning how to produce the next high level Community Safety Plan. This is dependent on the production of the CSP Strategic Assessment which the Partnership's Responsible Authorities have just begun to produce. Responsible Authorities of the CSP will present amended Development Schedule to CSP on 24th October. Community Safety Plan to be produced and signed of by CSP in March 2013.
Milestone	Lead Officer	Deadline	Status	%	Comments

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Purchase new Police officer provision to further enhance the control of Crime and ASB	Andy Bamber (CLC)	31/10/2012	On target	80%	The Police Memo presented in early October outlined the new team structure and priorities for the team. The start date for the new team is 1st November 2012. The team will focus on ASB, drugs, gangs and prostitution. The Council wish to purchase 1 PS and 8 Constables. A further 9 Constables will be supplied under the MPS BOGOF scheme and TH Police will provide 1 further PS for supervision. The additional asset will be placed under the command of the currently funded Inspector. A report is with the Director for CLC to discuss with the Mayor for agreement.
Crime and ASB Strategic Review completed	Andy Bamber (CLC)	31/10/2012	Delayed	40%	CSP Strategic Group met on 4th October to agree production process. This is behind schedule due to partnership's Responsible Authorities being unable to meet June - September due to Olympics Planning and Delivery. New development schedule has been agreed and Strategic Assessment will be presented to CSP on 11th December for approval.
Develop an equality and cohesion analysis within the Community Safety Plan	Andy Bamber (CLC)	31/12/2012	Delayed	0%	Equalities Impact Assessment will be produced in line with Community Safety Plan development schedule. Deadline should be amended in-line with Community Safety Plan deadline of 31st March 2013
Community Safety Plan agreed	Andy Bamber (CLC)	31/03/2013	On target	0%	Community Safety Plan to be presented to Community Safety Partnership in March for approval.
A Safe and Cohesive Community					
Priority 3.2: Reduce fear of crime					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Implement our CCTV Policy	Andy Bamber (CLC)	31/12/2012	On target	95%	Activity on target. A draft new strategy has been produced and is scheduled for DMT in November.
Milestone	Lead Officer	Deadline	Status	%	Comments
Finalise the CCTV policy	Andy Bamber (CLC)	31/05/2012	Completed	100%	
Develop the capital funded installation plan	Andy Bamber (CLC)	31/05/2012	Completed	100%	
Incorporate & manage the Olympic ANPR CCTV legacy	Andy Bamber (CLC)	31/12/2012	Completed	100%	
A Safe and Cohesive Community					
Priority 3.3: Foster greater community cohesion					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support the delivery of a wide range of community events	Heather Bonfield (CLC)	31/03/2013	On target	83%	Activity on target.
Milestone	Lead Officer	Deadline	Status	%	Comments
Support the successful delivery of the 2012 Mela	Heather Bonfield (CLC)	31/05/2012	Completed	100%	
Establish management and support arrangements for street parties	Heather Bonfield (CLC)	30/06/2012	Completed	100%	
Plan activities and support the golden Jubilee Big Lunch event, Beacon lighting and River Pageant	Heather Bonfield (CLC)	30/06/2012	Completed	100%	

APPENDIX 5 - STRATEGIC PLAN MONITORING

Support the delivery of a programme of events which celebrate the contribution of diverse communities to building 'One Tower Hamlets'	Heather Bonfield (CLC)	31/03/2013	On target	83%	Target was 120 events with audience of 100 plus supported or delivered. September figure is 99 and well on target.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a greater understanding of Islamophobia and strengthen our response to it	Louise Russell (CE's)	31/12/2012	Completed	100%	Action Learning Sets and an evaluation report has been produced and was discussed by the Community Safety Partnership in October.
Milestone	Lead Officer	Deadline	Status	%	Comments
Action learning programme established to review research on far right activity and engage local communities	Louise Russell (CE's)	31/07/2012	Completed	100%	Two action learning workshops held to review our approach to responding to the far right between 2010-12. These involved a range of stakeholders including representatives of local community and faith organisations, youth services, Police and Council services.
Evaluation produced	Louise Russell (CE's)	31/12/2012	Completed	100%	Evaluation report produced drawing on evidence gathered during action learning workshops. Report will be presented to Community Safety Partnership in December 2012.

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver a local Prevent programme	Louise Russell (CE's)	31/03/2013	On Target	50%	On Track
Milestone	Lead Officer	Deadline	Status	%	Comments
Bids submitted to Home Office	Louise Russell (CE's)	31/10/2012	Completed	100%	The bid was submitted on 14th September, and a decision from the Home Office will be made at the end of November.
Evaluation of programme completed	Louise Russell (CE's)	31/03/2013	On Target	N/A	The evaluation of the programme will be completed subject to the successful bid.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support the delivery of effective community cohesion work	Louise Russell (CE's)	31/03/2013	On Target	50%	The Mayor's One Tower Hamlets learning programme has been launched and nine groups have been funded.
Milestone	Lead Officer	Deadline	Status	%	Comments
Launch the Mayor's One Tower Hamlets learning programme	Louise Russell (CE's)	30/04/2012	Completed	100%	As above.
Hold an event for key partners to disseminate the learning from the programme	Louise Russell (CE's)	30/11/2012	Completed	100%	The event was delivered at the Partnership Executive Board in October.
Report on project outcomes and learning to Safe and Cohesive CPDG for consideration	Louise Russell (CE's)	31/12/2012	On Target	75%	Evaluation report will be drafted during November and presented to Safe and Cohesive CPDG in December 2012.
Monitor responses to Annual Residents Survey question on 'Percentage of people who say that people from different backgrounds get on well together' by ethnicity and gender	Louise Russell (CE's)	31/03/2013	On Target	50%	Preparations have been put in place for the 2012/13 Annual Residents Survey.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a Community Champions programme	Shazia Hussain (CLC)	31/03/2013	On Target	50%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Engage volunteers for the Olympic period	Shazia Hussain (CLC)	31/07/2012	Completed	100%	
Develop community environmental champions	Shazia Hussain (CLC)	31/03/2013	On Target	50%	
Develop a Community Champion Action Plan	Shazia Hussain (CLC)	31/03/2013	On Target	50%	
A Healthy and Supportive Community					
Priority 4.1: Reduce health inequalities and promote healthy lifestyles					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Ensure that NHS reforms are implemented effectively locally	Deborah Cohen (AHW) and Louise Russell (CE's)	31/03/2013	On Target	60%	The transition plan has been submitted, staff consultations are underway and proposals for a formal transfer is being prepared for stakeholder engagement. A Healthwatch project board has been established with a contract advertised with the procurement process expected to be completed by March 2013.

APPENDIX 5 - STRATEGIC PLAN MONITORING

Increase the proportion of schools with Healthy School status: 89% of schools to have status	Anne Canning (CSF)	31/03/2013	Completed	100%	89% of schools have or are renewing their Healthy Schools Status. The Healthy Lives Team has been chosen by the GLA as one of the pilot boroughs for Healthy Schools London.
Provide schools with support to develop healthy eating and physical activity, including: <ul style="list-style-type: none"> Lunchtime experience training with 50 schools Practical packed lunch training with 20 primary school children and 20 parents 	Anne Canning (CSF)	31/03/2013	On Target	40%	Lunchtime experience: 66 members of staff from 16 different schools have received training. Practical packed lunch: 40 pupils, parents and school staff have been trained in practical packed lunch from 6 different schools.
Healthy Life Champions deliver a programme targeted at young people within primary schools, identified as either overweight or obese	Anne Canning (CSF)	31/03/2013	Completed	100%	The Healthy Lives Champions programme has been delivered within 15 primary schools across the borough. Over 500 children and 150 parents have been involved.
Deliver a series of SRE training, both centrally and within schools. <ul style="list-style-type: none"> Two centrally led training sessions open to all school staff 5 school based training sessions 	Anne Canning (CSF)	31/03/2013	Completed	100%	The Healthy Lives Team works closely with schools and have provided 2 days of central SRE training. The team has also delivered SRE training for staff at 5 schools as part of INSET.
Explore the possibility of increasing the school nurse provision within all primary and secondary schools	Anne Canning (CSF)	31/03/2013	On Target	50%	School nurses are commissioned by Tower Hamlets PCT and provided by Barts Health Community Health Service.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Invest in the borough's leisure centres and playing pitches	Heather Bonfield (CLC) and Ann Sutcliffe (D&R)	31/03/2013	On Target	60%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete the improvement works to St. George's Pool	Heather Bonfield (CLC)	31/05/2012	Completed	100%	
Deliver improvements to Mile End Stadium	Heather Bonfield (CLC)	31/03/2013	Completed	100%	
Progress the Victoria Park cricket pitch improvement project and develop an investment initiative to enhance cricket provision in the south of the borough	Heather Bonfield (CLC)	31/03/2013	On target	30%	External funding agreed in principle. Awaiting the complete allocation of Section 106 funds to be available. This is subject to the decisions of the Planning Contributions Overview Panel which assess bids against a wide range of priority needs.
Improve changing accommodation at Victoria Park	Heather Bonfield (CLC)	31/03/2013	On target	30%	As above.
Poplar Baths redevelopment – preferred development partner initial selection	Ann Sutcliffe (D&R)	30/06/2012	Delayed	90%	OJEU was launched in February 2012. Competitive dialogue has been ongoing with tender returns to our initial invitation due on 19 th November. An initial selection will be made early December 2012
Preferred development partner final selection	Ann Sutcliffe (D&R)	30/11/2012	Delayed	75%	Delays in dialogue process means a development agreement will not be entered into until January 2013, subject to Cabinet approval.
A Healthy and Supportive Community					
Priority 4.2: Enable people to live independently					

APPENDIX 5 - STRATEGIC PLAN MONITORING

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve support to carers	Katharine Marks and Deborah Cohen (AHW)	31/03/2013	Delayed	30%	A number of strands are delayed but contingency planning is being put into place and the Carers Journey is being taken forward
Milestone	Lead Officer	Deadline	Status	%	Comments
Introduce a new health checks for carers project linked to the Community Virtual Ward	Katharine Marks and Deborah Cohen (AHW)	31/05/2012	Delayed	30%	The project has started with one nurse and health checks being completed at the Carers Centre and at Old Montague Street. The project is not yet linked into the Virtual Ward.
Carers' budgets to be introduced and expanded to give carers control over the services they choose to receive	Katharine Marks and Deborah Cohen (AHW)	31/10/2012	Delayed	5%	Now that the Carers Plan has been agreed by Cabinet, carers budgets to be taken forward by the Carers Journey
Extend the current scheme of leisure passes to other client groups	Katharine Marks and Deborah Cohen (AHW)	31/12/2012	On Target	50%	Funds have been identified and discussions taking place with Carers Centre
Ensure carers have contingency plans drawn up as part of the Support Planning process	Katharine Marks and Deborah Cohen (AHW)	31/03/2013	On Target	20%	As part of the Carers Journey Project, contingency planning is being developed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve the customer journey by embedding the principles of choice and control	Katharine Marks and Deborah Cohen (AHW)	31/03/2013	Delayed	40%	A review of the customer journey is complete, but a risk of slippage has been identified for end of October 2012 deadlines. Contingency and action plans have been put in place alongside ongoing monitoring for the March 31 2013 deadlines.
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete review of the new 'customer journey' with a focus on enabling more people to take their budget as a cash budget	Katharine Marks and Deborah Cohen (AHW)	30/09/2012	Completed	100%	Formal Customer Journey Review project has concluded & closed. Actions remaining have transitioned to PSMT Service Plan.
Implement the new 'customer journey' for the community learning disability service	Katharine Marks and Deborah Cohen (AHW)	31/10/2012	Delayed	40%	Dedicated Project resources is being secured. All work streams have been defined.
Evaluate the independent living support service pilot and make recommendations for future commissioning decisions	Katharine Marks and Deborah Cohen (AHW)	31/10/2012	Delayed	70%	The quantitative evaluation is complete, and qualitative evaluation is underway (in tandem with PPRE research on customer journey experience). There is a risk that the focus groups and interviews which inform the qualitative evaluation may not be complete and incorporated into the evaluation report by
Agree future approach to providing choice in support planning and brokerage	Katharine Marks and Deborah Cohen (AHW)	31/10/2012	Delayed	40%	A project team of JSMT members has been agreed, and work is underway on producing a final report, but this may not be available by 31 October 2012, and may be delayed by 1 month as a result of delays in early project phases.
Launch the e-marketplace to enable people to purchase health and social care services over the internet	Katharine Marks and Deborah Cohen (AHW)	31/03/2013	Delayed	25%	Level Three Quotation process will begin once input into the specification from IT is obtained. We are aiming for a deadline of late October to post the advert.

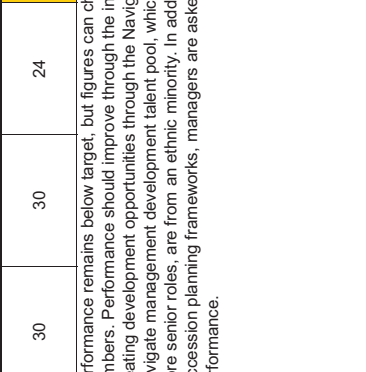
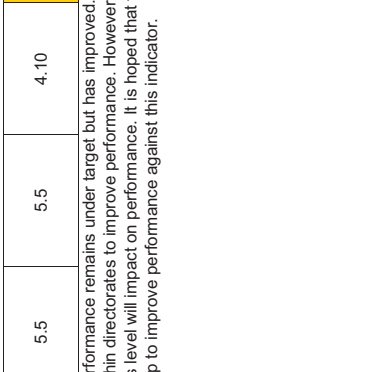
APPENDIX 5 - STRATEGIC PLAN MONITORING

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Monitor uptake of Telecare products and cash budgets by different equality groups	Katharine Marks and Deborah Cohen (AHW)	31/03/2013	Delayed	30%	Equality Working Groups will be implemented to monitor all equality issues in the directorate. However specific monitoring of Telecare products will be subject to Framework I functionality.
Improve Equipment and Accommodation	Katharine Marks and Deborah Cohen (AHW)	30/09/2012	Delayed	90%	All milestones are either close to completion or have been completed.
Milestone	Lead Officer	Deadline	Status	%	Comments
Roll out of the transforming community equipment model in social care	Katharine Marks and Deborah Cohen (AHW)	30/06/2012	Completed	100%	Transforming Community Equipment Service is fully embedded.
Launch new approach to Telecare with the service available to more people especially those with medium or high social care needs	Katharine Marks and Deborah Cohen (AHW)	30/09/2012	Delayed	80%	New Assistive Technology Service will launch in November.
Official opening of Sue Starkey House - new extra care sheltered housing scheme accessible to younger adults with physical or learning disabilities, as well as older people	Katharine Marks and Deborah Cohen (AHW)	31/07/2012	Completed	100%	Opened to accept referrals June 2012 and official opening on 19th July 2012.
Official opening of Shipton House - extra care facility for people with dementia	Katharine Marks and Deborah Cohen (AHW)	31/07/2012	Completed	100%	Opened for referrals in August.
A Healthy and Supportive Community					
Priority 4.3: Provide excellent primary and community care					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Ensure effective partnership working across health and social care	Deborah Cohen (AHW)	31/03/2013	On Target	70%	The date has slipped for setting up the Programme Management Office to support further integration across the partnership, however, several opportunities for joint working have been identified, with the community virtual ward and refresh JSNA and Mental Health Commissioning on track
Milestone	Lead Officer	Deadline	Status	%	Comments
Set up the Programme Management Office to support further integration through the Health & Wellbeing Board	Deborah Cohen (AHW)	30/06/2012	Delayed	50%	Date has slipped due to change in NHS personnel. This will be set up before year's end.
Identification of further opportunities for health and social care joint service delivery	Deborah Cohen (AHW)	31/10/2012	Completed	100%	Work developed through Integrated Care Board and delivery sub groups
Community virtual ward to be rolled out across the whole Borough	Deborah Cohen (AHW)	31/03/2013	On Target	60%	On track for completion
Refresh JSNA and Mental Health Commissioning Strategy excluding dementia	Deborah Cohen (AHW)	31/03/2013	On Target	70%	On track for completion
A Healthy and Supportive Community					
Priority 4.4: Keep vulnerable children, adults and families safer, minimising harm and neglect					
Activity	Lead Officer	Deadline	Status	% Comp	Comments

APPENDIX 5 - STRATEGIC PLAN MONITORING

Deliver the Adults Safeguarding work programme	Katharine Marks (AHW)	31/03/2013	Delayed	50%	Several strands of the work programme are in place, but many will now be taken on by the new Safeguarding Coordinator.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop a public communication strategy to raise awareness of safeguarding and how to make a safeguarding referral	Katharine Marks (AHW)	31/12/2012	Overdue	20%	This will need to be led on by the new Safeguarding Coordinator starting in November 2012. A budget has been agreed and partner agencies are aware of the plan.
Introduce an inter-agency approach and practice guidance for addressing issues of severe self-neglect	Katharine Marks (AHW)	30/09/2012	Delayed	50%	Basic work has been done to guide teams and local practice - a formal policy is required which needs to go to the next SAB and this, again, will be led on by the incoming Safeguarding Coordinator. Learning from the SCR has been shared with local teams to ensure a competent approach to present and future self neglect cases.
Define and agree the relationship between Health and Wellbeing Board and the Safeguarding Adults Board	Katharine Marks (AHW)	31/03/2013	Delayed	20%	The SAB chair will input into the HWBG; adult safeguarding should be a standing item for this group. The incoming Safeguarding Coordinator should take a view as to what role they should play on the HWBG.
Establish service user and community representation in the work of the Safeguarding Adults Board	Katharine Marks (AHW)	31/03/2013	Completed	100%	Meetings set up for re-energised Sub groups; the coordinator has met carer and service users to ensure involvement in the SAB's work
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Identify and meet the needs of families using our Family Wellbeing Model approach	Steve Liddicott (CSF)	31/03/2013	On Target	60%	Work is underway to further implement the FWM across the Council and partner agencies. This is being carried forward by the Children and Families Partnership.
Milestone	Lead Officer	Deadline	Status	%	Comments
Further develop the Family Wellbeing Model approach through the development of a Tower Hamlets Multi-Agency Safeguarding Hub (MASH), in partnership with the police and NHS	Steve Liddicott (CSF)	31/03/2013	On Target	60%	An Implementation Groups has been set up to deliver the MASH; Police and NHS representatives are members of the Group. The Implementation Group is currently researching MASH models in other LAs, scoping options for the local model and exploring the logistical arrangement required for the co-location of different agencies.

Description		Annual Stretched Target (2012/13)	Q2 Stretched Target (July-Sept 2012/13)	Q2 Actual (July-Sept 2012/13)	Variance (performance against Q2 stretch target)	Direction of Travel (Comparing Q2 12/13 and Q2 11/12 actual)																												
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Apr	48.23																																	
May	46.22																																	
Jun	45.34																																	
Jul	46.33																																	
Aug	46.04																																	
Sep	46.28																																	
Oct	46.28																																	
Nov	46.28																																	
Dec	46.28																																	
Mar	46.28																																	

Description	Annual Stretched Target (2012/13)	Q2 Stretched Target (July-Sept 2012/13)	Q2 Actual (July-Sept 2012/13)	Variance (performance against Q2 stretch target)	Direction of Travel (Comparing Q2 12/13 and Q2 11/12 actual)
<p>Percentage of LP07 or above Local Authority staff that are from an ethnic minority (%)</p> <p>Measured in: % Good Performance: Higher</p>	30	30	24	AMBER	↔
 <p>Percentage of staff at LP07 or above who are from an ethnic minority</p>	<p>Performance remains below target, but figures can change with very small movements in numbers. Performance should improve through the introduction of directorate targets and creating development opportunities through the Navigate initiative. 61.29% of staff in the Navigate management development talent pool, which supports PO3 – PO6 officers to secure more senior roles, are from an ethnic minority. In addition, through using workforce planning and succession planning frameworks, managers are asked to identify opportunities to improve upon performance.</p>				
<p>Percentage of LP07 or above Local Authority staff who have a disability (excluding those in maintained schools) (%)</p> <p>Measured in: % Good Performance: Higher</p>	5.5	5.5	4.10	AMBER	↑
 <p>Percentage of staff at LP07 or above that have a disability</p>	<p>Performance remains under target but has improved. Work is on-going to develop action plans within directorates to improve performance. However, it is to be noted that reduced vacancies at this level will impact on performance. It is hoped that the outputs of the Navigate programme will help to improve performance against this indicator.</p>				

Description	Annual Stretched Target (2012/13)	Q2 Stretched Target (July-Sept 2012/13)	Q2 Actual (July-Sept 2012/13)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing Q2 12/13 and Q2 11/12 actual)
<p>Great Place to Live</p>					
<p>Number of affordable homes delivered (gross)</p> <p>Measured in: Number (the sum of social rent housing and intermediate housing - low cost home ownership and intermediate rent) Good Performance: Higher</p>		<p>817</p>	<p>408.5</p>	<p>288</p> <p>RED</p>	<p>→</p>
<p>288 affordable homes have been delivered in this quarter, just below the standard target of 300. With some schemes originally due to complete in this quarter being delayed and delivery in 11/12 being higher than expected (double other boroughs within the sub region), the annual forecast is slightly lower than initially profiled. Delivering 2,023 affordable units in 11/12, the highest across London, we are confident that Tower Hamlets will remain a top performer nationally for this measure and it is expected that the Mayor's target of 4,000 affordable homes will be delivered. Work is on-going with Registered Partners to ensure that, where possible, all schemes complete on time.</p>					
<p>Number of social rented housing completions for family housing (gross figures only)</p> <p>Measured in: Number (a count of the number of affordable housing - local authority, housing associations, and co-operative tenants. Family housing is 3 bedrooms or more) Good Performance: Higher</p>		<p>225</p>	<p>225</p>	<p>51</p> <p>RED</p>	<p>→</p>
<p>Closely linked to the delivery of affordable homes, delivery on this measure is beneath the quarterly target in part due to registered Providers re-profiling some schemes into 13/14 and also due to higher delivery in 11/12 than expected. As indicated above, the Council is continuing to work with its partners to ensure that, where possible, all schemes complete on time. Delivering over 700 social rented housing completions for family homes in 11/12, it is expected that Tower Hamlets will remain a top performer nationally for this measure.</p>					
<p>The number of overcrowded families rehoused, lets to overcrowded households</p> <p>Measured in: Number (count of lets to overcrowded housing applicants and tenants of CHR partner landlords lacking one or more bedrooms) Good Performance: Higher</p>		<p>1200</p>	<p>500</p>	<p>736</p> <p>GREEN</p>	<p>→</p>
<p>736 lets were made to overcrowded households this quarter, far exceeding the quarterly target. However, performance has dipped compared to this time last year.</p>					

Description	Annual Stretched Target (2012/13)	Q2 Stretched Target (July-Sept 2012/13)	Q2 Actual (July-Sept 2012/13)	Variance (performance against Q2 stretch target)	Direction of Travel (Comparing Q2 12/13 and Q2 11/12 actual)	
<p>Homelessness Prevention</p> <p>The number of households who considered themselves as homeless, who approached the local authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation.</p> <p>Measured in: The number of cases assisted through successful casework intervention divided by the number of thousand households in the local authority area. Good Performance: Higher</p>	6	1.5	1.8	GREEN	↓	
	<p>Improved Street & Environmental Cleanliness - Litter</p> <p>Level of street and environmental cleanliness - litter (%)</p> <p>Measured in % Good performance: Lower</p>	2	2	AMBER	↓	
<p>Improved Street & Environmental Cleanliness - Litter</p> <p>Level of street and environmental cleanliness - litter (%)</p> <p>Measured in % Good performance: Lower</p>		<p>Improved Street & Environmental Cleanliness - Detritus</p> <p>Level of street and environmental cleanliness - detritus (%)</p> <p>Measured in % Good performance: Lower</p>	4	4	AMBER	↔
<p>Improved Street & Environmental Cleanliness - Detritus</p> <p>Level of street and environmental cleanliness - detritus (%)</p> <p>Measured in % Good performance: Lower</p>		<p>The outturn for this quarter is better than the standard target, however it is slightly off the stretch target. Litter levels remain very low. Last year a culmination of efforts led to the lowest tranche score for litter. Litter is higher than usual in areas defined as 'high obstruction housing' and 'other highways'. These areas have been highlighted to Veolia as priority areas to address.</p>	4	6.9	AMBER	↔
<p>The outturn for this quarter is better than the standard target, however it is below the stretch target. Extra efforts were put in to clean up retail and commercial areas and streets with high footfall. There has been a decrease in attention to detail in 'other highways' and 'high obstruction housing' land use areas. This has been highlighted to Veolia as an area to address.</p>						

Description	Annual Stretched Target (2012/13)	Q2 Stretched Target (July-Sept 2012/13)	Q2 Actual (July-Sept 2012/13)	Variance (performance against Q2 stretch target)	Direction of Travel (Comparing Q2 12/13 and Q2 11/12 actual)																				
<p>Improved street and environmental cleanliness - graffiti (%)</p> <p>Measured in % Good performance: Lower</p>	<p>Improved Street & Environmental Cleanliness -Graffiti</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Annual Target</th> <th>Q2 Target</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>20</td> <td>-</td> <td>-</td> </tr> <tr> <td>2010/11</td> <td>8</td> <td>-</td> <td>-</td> </tr> <tr> <td>2011/12</td> <td>6</td> <td>6</td> <td>6</td> </tr> <tr> <td>2012/13</td> <td>5.9</td> <td>6</td> <td>6</td> </tr> </tbody> </table>	Year	Actual	Annual Target	Q2 Target	2009/10	20	-	-	2010/11	8	-	-	2011/12	6	6	6	2012/13	5.9	6	6	6	5.9	GREEN	↑
Year	Actual	Annual Target	Q2 Target																						
2009/10	20	-	-																						
2010/11	8	-	-																						
2011/12	6	6	6																						
2012/13	5.9	6	6																						
<p>Improved street and environmental cleanliness - fly-posting (%)</p> <p>Measured in % Good performance: Lower</p>	<p>Improved Street & Environmental Cleanliness -Fly-posting</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Annual Target</th> <th>Q2 Target</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>8</td> <td>-</td> <td>-</td> </tr> <tr> <td>2010/11</td> <td>3</td> <td>-</td> <td>-</td> </tr> <tr> <td>2011/12</td> <td>2</td> <td>2</td> <td>2</td> </tr> <tr> <td>2012/13</td> <td>0.7</td> <td>2</td> <td>2</td> </tr> </tbody> </table>	Year	Actual	Annual Target	Q2 Target	2009/10	8	-	-	2010/11	3	-	-	2011/12	2	2	2	2012/13	0.7	2	2	2	0.7	GREEN	↑
Year	Actual	Annual Target	Q2 Target																						
2009/10	8	-	-																						
2010/11	3	-	-																						
2011/12	2	2	2																						
2012/13	0.7	2	2																						
<p>Percentage of household waste sent for reuse, recycling and composting</p> <p>Measured in % Good performance: Higher</p>	<p>Percentage of household waste sent for reuse, recycling and composting</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Annual Target</th> <th>Q2 Target</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>26.5</td> <td>-</td> <td>-</td> </tr> <tr> <td>2010/11</td> <td>27.3</td> <td>-</td> <td>-</td> </tr> <tr> <td>2011/12</td> <td>27.51</td> <td>29</td> <td>29</td> </tr> <tr> <td>2012/13</td> <td>26.8</td> <td>29</td> <td>29</td> </tr> </tbody> </table>	Year	Actual	Annual Target	Q2 Target	2009/10	26.5	-	-	2010/11	27.3	-	-	2011/12	27.51	29	29	2012/13	26.8	29	29	29	26.82	RED	↔
Year	Actual	Annual Target	Q2 Target																						
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2010/11	27.3	-	-																						
2011/12	27.51	29	29																						
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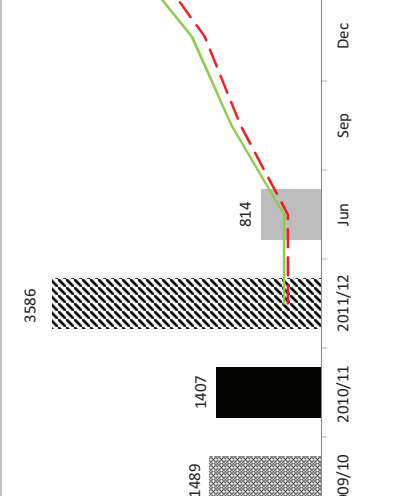

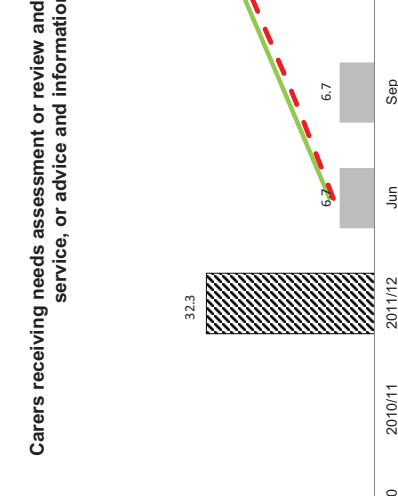
Description	Annual Stretched Target (2012/13)	Q2 Stretched Target (July-Sept 2012/13)	Q2 Actual (July-Sept 2012/13)	Variance (performance against Q2 stretch target)	Direction of Travel (Comparing Q2 12/13 and Q2 11/12 actual)										
Prosperous Community															
<p>A Level Average Points Score per student in Tower Hamlets. Measured in % Good performance: Higher</p>	<p>Improving A Level attainment - A Level Average Points Score per student in Tower Hamlets</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>631</td> </tr> <tr> <td>2010/11</td> <td>637</td> </tr> <tr> <td>2011/12</td> <td>642.4</td> </tr> <tr> <td>2012/13</td> <td>637.9</td> </tr> </tbody> </table>					Year	Score	2009/10	631	2010/11	637	2011/12	642.4	2012/13	637.9
Year	Score														
2009/10	631														
2010/11	637														
2011/12	642.4														
2012/13	637.9														
<p>Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths. Measured in % Good performance: Higher</p>	<p>Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>45.8</td> </tr> <tr> <td>2010/11</td> <td>51.8</td> </tr> <tr> <td>2011/12</td> <td>61.4</td> </tr> <tr> <td>2012/13</td> <td>61.2</td> </tr> </tbody> </table>					Year	Percentage	2009/10	45.8	2010/11	51.8	2011/12	61.4	2012/13	61.2
Year	Percentage														
2009/10	45.8														
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<p>Achievement at level 4 or above in both English and Maths at Key Stage 2. Measured in % Good performance: Higher</p>	<p>Achievement at level 4 or above in both English and Maths at Key Stage 2</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>74</td> </tr> <tr> <td>2010/11</td> <td>76</td> </tr> <tr> <td>2011/12</td> <td>76</td> </tr> <tr> <td>2012/13</td> <td>82</td> </tr> </tbody> </table>					Year	Percentage	2009/10	74	2010/11	76	2011/12	76	2012/13	82
Year	Percentage														
2009/10	74														
2010/11	76														
2011/12	76														
2012/13	82														
<p>The provisional A-Level average points score per learner is 637.9 for the academic year 2011/12 (financial year 2012/13), down 4.5 points from the previous year. The provisional figure is below the lower bandwidth target of 642.4 and the national average of 717.7, but above the inner London average of 631.2. Final figures will be published by the Department for Education in January 2013.</p>	700	700	637.9	RED	↔										
<p>The provisional result for 2012/13 (academic year 2011/12) is 61.2%, above the stretched target, though a slight decrease from the previous year's figure. Final figures will be confirmed in January 2013, at which point it is normal to see a slight improvement in the figures.</p>	61	61	61.2	GREEN	↔										
<p>The provisional result for achievement at level 4 or above in both English and Maths at Key Stage 2 in 2012/13 (academic year 2011/12) is 82%. This exceeds the target and is a significant improvement from the previous year. Tower Hamlets is above the provisional national average results of 80%. Final results will be published in January 2013.</p>	78	78	82	GREEN	↑										

Description	Annual Stretched Target (2012/13)	Q2 Stretched Target (July-Sept 2012/13)	Q2 Actual (July-Sept 2012/13)	Variance (performance against Q2 stretch target)	Direction of Travel (Comparing Q2 12/13 and Q2 11/12 actual)
<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. Measured in % Good performance: Higher</p>	<p>Achievement of at least 78 points across the Early Years Foundation Stage</p>	55	55	GREEN	↑
<p>16 to 19 year olds who are not in education, employment or training (NEET) (%) Measured in: % Good Performance: Lower</p>	<p>16-18 year olds who are not in education, employment or training (NEET)</p>	4.5	13.5	RED	N/A
<p>Overall employment rate - gap between the Borough and London average rate (working age) (%) Measured in: % Good Performance: Gap - Lower</p>	<p>Gap between the Borough and London average employment rate (working age)</p>	7.3	7.6	AMBER	↑

Description	Annual Stretched Target (2012/13)	Q2 Stretched Target (July-Sept 2012/13)	Q2 Actual (July-Sept 2012/13)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing Q2 12/13 and Q2 11/12 actual)																								
<p>JSA Claimant Rate (gap between the Borough and London average rate (working age) (%)</p> <p>Good Performance: Gap - Lower</p>	2	2	2.1	AMBER	↔																								
<p>Gap between the Borough and London average Job Seekers Allowance (JSA) claimant rate</p> <table border="1"> <caption>Gap between the Borough and London average Job Seekers Allowance (JSA) claimant rate</caption> <thead> <tr> <th>Period</th> <th>Actual Gap (%)</th> <th>Stretch Target (%)</th> <th>Standard Target (%)</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>1.8</td> <td>1.9</td> <td>2.0</td> </tr> <tr> <td>10/11</td> <td>2.0</td> <td>1.9</td> <td>2.0</td> </tr> <tr> <td>11/12</td> <td>2.0</td> <td>1.9</td> <td>2.0</td> </tr> <tr> <td>Jun</td> <td>1.9</td> <td>1.9</td> <td>2.0</td> </tr> <tr> <td>Sep</td> <td>2.1</td> <td>1.9</td> <td>2.0</td> </tr> </tbody> </table> <p>This measure has met its standard target but not achieved its stretched target. There has been a 0.2pp increase in the Tower Hamlets JSA claimant rate from 6.0% to 6.2%, whilst the London average remains at 4.1%. This increase is in line with internal forecasts for the period using data available from Office for Budget Responsibility (OBR) on the England rate suggesting that the claimant count will increase in the second and third quarters of 2012, contributed to in the main by students completing one academic year whilst making decisions on progressing and continuing into the next.</p>						Period	Actual Gap (%)	Stretch Target (%)	Standard Target (%)	2009/10	1.8	1.9	2.0	10/11	2.0	1.9	2.0	11/12	2.0	1.9	2.0	Jun	1.9	1.9	2.0	Sep	2.1	1.9	2.0
Period	Actual Gap (%)	Stretch Target (%)	Standard Target (%)																										
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Description	Annual Stretched Target (2012/13)	Q2 Stretched Target (July-Sept 2012/13)	Q2 Actual (July-Sept 2012/13)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing Q2 12/13 and Q2 11/12 actual)	
<p>Safe and Cohesive Community</p>						
<p>Rate of personal robbery incidents 1,000 population</p> <p>Measured in: Number (No. of personal robbery incidents/total population x 1,000)</p> <p>Good Performance: Lower</p>		<p>5.2</p>	<p>2.6</p>	<p>2.9</p>	<p>RED</p>	<p>↔</p>
<p>Rate of residential burglary incidents per 1,000 households</p> <p>Measured in: Number (No. of residential burglary incidents/total population x 1,000)</p> <p>Good Performance: Lower</p>		<p>15.9</p>	<p>8.0</p>	<p>6.8</p>	<p>GREEN</p>	<p>↑</p>
<p>The target for this measure has been exceeded. Performance has also improved compared to last year's outcome.</p>						

Description	Annual Stretched Target (2012/13)	Q2 Stretched Target (July-Sept 2012/13)	Q2 Actual (July-Sept 2012/13)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing Q2 12/13 and Q2 11/12 actual)
<p>Rate of motor vehicle crime incidents per 1,000 population</p> <p>Measured in: Number (No. of residential burglary incidents/total population x 1,000) Good Performance: Lower</p>	<p>Number of motor vehicle incidents (per 1,000 population)</p>	6	6.03	AMBER	↑
<p>Rate of violence with injury crimes per 1,000 population</p> <p>Measured in: Number (No. of residential burglary incidents/total population x 1,000) Good Performance: Lower</p>	<p>Number of violence with injury incidents (per 1,000 population)</p>	4.2	4.91	RED	↓

Description	Annual Stretched Target (2012/13)	Q2 Stretched Target (July-Sept 2012/13)	Q2 Actual (July-Sept 2012/13)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing Q2 12/13 and Q2 11/12 actual)
Healthy and Supportive Community					
<p>Stopping smoking Measured in: the number of four-week smoking quitters who have attended NHS Stop Smoking Services per 100,000 . Good Performance: Higher</p>	2686	500	814	GREEN	
	<p>This outturn is the latest available and relates to June (Q1) rather than September. The quarter 1 outturn far exceeds the stretch target and the standard target. Tower Hamlets continues to perform well on this measure.</p>				
<p>Carers receiving needs assessment or review and a specific carer's service, or advice and information (%) 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>	34.5	8.63	6.7	RED	
	<p>This outturn is the latest available data and relates to June (Q1) rather than September. The Quarter 1 outturn is below the stretch target and the standard target. AHWB Directorate will seek to update the performance on this indicator once pending data are received from commissioned providers. This is being pursued as a priority and will be reported as part of the Quarter 3 performance report.</p>				

Description	Annual Stretched Target (2012/13)	Q2 Stretched Target (July-Sept 2012/13)	Q2 Actual (July-Sept 2012/13)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing Q2 12/13 and Q2 11/12 actual)										
<p>Social care clients and carers in receipt of Self Directed Support</p> <p>Measured in: % (Number of adults, older people and carers receiving social care through a Direct Payment (and/or an Individual Budget) in the year to 31st March per 100,000 population aged 18 or over) Good Performance: Higher</p>	68.6	48.6	47.1	RED	↑										
<p>Proportion of people using social care who receive self-directed support, and those receiving direct payments</p> <table border="1"> <caption>Proportion of people using social care who receive self-directed support, and those receiving direct payments</caption> <thead> <tr> <th>Year</th> <th>Proportion (%)</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>10.7</td> </tr> <tr> <td>2010/11</td> <td>30</td> </tr> <tr> <td>2011/12</td> <td>39.7</td> </tr> <tr> <td>2012/13</td> <td>47.1</td> </tr> </tbody> </table> <p>The provisional outturn at the end of quarter 2 is 47.1% compared to the stretched target of 48.6%. In comparison with the quarter 1 outturn (39.8%) the current performance is showing a strong upward trend, with the results improved by 7.3 percentage points. It is anticipated that the performance will improve further once we include two providers' figures which are still pending.</p>						Year	Proportion (%)	2009/10	10.7	2010/11	30	2011/12	39.7	2012/13	47.1
Year	Proportion (%)														
2009/10	10.7														
2010/11	30														
2011/12	39.7														
2012/13	47.1														

Agenda Item 12.1

Committee: Cabinet	Date: 5 th December 2012	Classification: Unrestricted	Report No: CAB 57/123	Agenda Item: 12.1
Report of: Corporate Director Resources Originating officer(s) Oladapo Shonola Chief Financial Strategy Officer; Lisa Stone Finance Officer		Title: Exercise of Corporate Directors' Discretions Wards Affected: All		

1. **SUMMARY**

- 1.1. This report sets out the exercise of Corporate Directors' discretions under Financial Regulation B8 which stipulates that such actions be the subject of a noting report to Cabinet if they involve expenditure between £0.100 million and £0.250 million.

2. **DECISIONS REQUIRED**

The Mayor in Cabinet is recommended to:-

- 2.1 Note the exercise of Corporate Directors' discretions as set out in Appendix 1.

3. **REASONS FOR DECISIONS**

- 3.1 Financial Regulations requires that regular reports be submitted to Council/Committee setting out financial decisions taken under Financial Regulation B8.
- 3.2 The regular reporting of Corporate Director's Discretions should assist in ensuring that Members are able to scrutinise officer decisions.

4. **ALTERNATIVE OPTIONS**

- 4.1 The Council is bound by its Financial Regulations (which have been approved by Council) to report to Council/Committee setting out financial decisions taken under Financial Regulation B8.

4.2 If the Council were to deviate from those requirements, there would need to be a good reason for doing so. It is not considered that there is any such reason, having regard to the need to ensure that Members are kept informed about decisions made under the delegated authority threshold and to ensure that these activities are in accordance with Financial Regulations.

5. BACKGROUND

5.1 Regulation B8 sets out the Cabinet Reporting Thresholds for specific financial transactions.

6. FINANCIAL REGULATION B8

6.1 Financial Regulation B8 sets out the reporting thresholds for the following financial transactions: -

Virements

Capital Estimates

Waiving Competition Requirements for Contracts and Orders (Subject to EU threshold)

Capital Overspends

Settlement Of Uninsured Claims

6.2 Under Financial Regulation B8, if the transaction involves a sum between £0.100 million and £0.250 million it can be authorised by the Corporate Director under the scheme of delegation but must also be the subject of a noting report to the next available Cabinet.

6.3 Appendix 1 sets out the exercises of Corporate Directors' discretions, under the stipulations in 4.2 above, that have taken place since the previous Cabinet

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

7.1 The comments of the Director of Resources have been incorporated into the report and Appendix.

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

8.1. The report sets out the individual exercises of Directors' Discretions as required by Financial Regulations.

8.2 The legal implications of each of the individual decisions would have been provided as part of the decision making process. These will be recorded on the "Record of Corporate Directors' Actions" maintained by Directorates

8.3 The procedure for recording and reporting Corporate Director's Actions has recently been revised and strengthened. All proposed actions where the value exceeds £100,000 are now required to be agreed with the Mayor prior to officer's sign off and approval. The revised procedure came into effect in December 2011.

9. ONE TOWER HAMLETS CONSIDERATIONS

9.1 This report is concerned with the notification of officers' discretions under Standing Orders and has no direct One Tower Hamlets implications. To the extent that there are One Tower Hamlets Considerations arising from the individual actions, these would have been addressed in the records of each action.

10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

10.1 There are no Sustainable Action for A Greener Environment implications arising from this report.

11. RISK MANAGEMENT IMPLICATIONS

11.1 The risks associated with each of the Corporate Directors' discretions as set out in Appendix 1 would have been identified and evaluated as an integral part of the process, which lead to the decision.

12. CRIME AND DISORDER REDUCTION IMPLICATIONS

12.1 There are no Crime and Disorder Reduction Implications arising from this report.

13. EFFICIENCY STATEMENT

13.1 The works referred to in the report will be procured in line with established practices, taking account of best value.

14. APPENDICES

Appendix 1 – Exercise of Corporate Directors’ Discretions under Financial Regulation B8

**Local Authorities (Executive Arrangements) (Meetings and Access to Information)
(England) Regulations 2012
List of “Background Papers” used in the preparation of this report**

Brief description of “background papers”	Name and telephone number of holder and address where open to inspection.
Record of Corporate Directors actions	Stephen Adams, Finance and Resources Manager, Communities, Localities and Culture Ext. 5212

Appendix 1: Exercise of Corporate Directors Discretions under Financial Regulation B8

Corporate Director	Amount	Description of Exercise of Discretion	Justification for Action	Contractor's Name and Address (including postcode)	Contact
CLC (Ref: 12 22)	£117,417	Adoption of capital estimate for Bus Stop Works at various locations. This approval is in excess of the noting report threshold of £100k.	Allocation of Section 106 resources for Bus Stop Improvements in accordance with the Planning agreement.	J B Riney Ltd 455 Wick Lane London E3 2TB	Elise Boon, Transportation & Highways (X6832)

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