

Meeting of the

OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 19 June 2012 at 7.00 p.m.

A G E N D A

VENUE

**Room C1, 1st Floor, Town Hall, Mulberry Place, 5
Clove Crescent, London, E14 2BG**

Members:	Deputies (if any):
Chair: Councillor Ann Jackson	
Vice-Chair:	
Councillor Rachael Saunders	Councillor Peter Golds, (Designated Deputy representing Councillor Tim Archer)
Councillor Tim Archer	Councillor Harun Miah, (Designated Deputy representing Councillor Fozol Miah)
Councillor Stephanie Eaton	Councillor David Snowdon, (Designated Deputy representing Councillor Tim Archer)
Councillor Sirajul Islam	
Councillor Fozol Miah	
Councillor Amy Whitelock	
Councillor Helal Uddin	
Councillor Judith Gardiner	
[Note: The quorum for this body is 3 voting Members].	

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

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

Simone Scott-Sawyer, Democratic Services,

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LONDON BOROUGH OF TOWER HAMLETS

OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 19 June 2012

7.00 p.m.

SECTION ONE

1. ELECTION OF VICE-CHAIR FOR THE MUNICIPAL YEAR 2012-13

To receive nominations for the election of Vice-Chair.

2. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

3. DECLARATIONS OF INTEREST

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

4. UNRESTRICTED MINUTES

3 - 12

To confirm as a correct record of the proceedings the unrestricted minutes of the ordinary meeting of the Overview and Scrutiny Committee held on 8th May 2012.

5. REQUESTS TO SUBMIT PETITIONS

To be notified at the meeting.

6. REQUESTS FOR DEPUTATIONS

To be notified at the meeting.

7. SECTION ONE REPORTS 'CALLED IN'

There were no Section One reports 'called in' from the meeting of Cabinet held on 9th May 2012.

8. OVERVIEW AND SCRUTINY PROCEDURAL MATTERS

- 8 .1 **Overview & Scrutiny Committee Terms of Reference, Membership, Quorum, Dates of meetings, Protocols and Guidance** 13 - 42
- 8 .2 **Appointment of Scrutiny Lead Members, Co-options to Overview and Scrutiny Committee, Health Scrutiny Panel Terms of Reference and Appointments** 43 - 50

9. REPORTS FOR CONSIDERATION

- 9 .1 **Strategic Performance and Corporate Revenue and Capital Budget Monitoring - 2011/12 Outturn** 51 - 186
- 9 .2 **Reviewing the impact of the Children's Centres restructure - Report of the Scrutiny Working Group** 187 - 208
- 9 .3 **Overview and Scrutiny Recommendation Tracking Report: Update** 209 - 392
- 9 .4 **Overview and Scrutiny Committee - Annual Review 2011-12** 393 - 404

10. VERBAL UPDATES FROM SCRUTINY LEADS

(Time allocated – 5 minutes each)

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

(Time allocated – 30 minutes).

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

13. EXCLUSION OF THE PRESS AND PUBLIC

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

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

EXEMPT/CONFIDENTIAL SECTION (Pink Papers)

The exempt committee papers in the agenda will contain information, which is commercially, legally or personally sensitive and should not be divulged to third parties. If you do not wish to retain these papers after the meeting, please hand them to the Committee Officer present.

14. EXEMPT/ CONFIDENTIAL MINUTES

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

15. SECTION TWO REPORTS 'CALLED IN'

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

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

(Time allocated 15 minutes).

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

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Agenda Item 3

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

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

Declaration of interests for Members

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

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

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

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

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

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

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

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

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

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

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

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

LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE

HELD AT 7.00 PM ON TUESDAY, 8 MAY 2012

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

Members Present:

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

Councillor David Snowdon (in place of Councillor Tim Archer)

Mayor Lutfur Rahman (Mayor)

Other Councillors Present:

Councillor Alibor Choudhury

Co-opted Members Present:

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

Guests Present:

–

Officers Present:

David Galpin – (Head of Legal Services (Community), Legal Services, Chief Executive's)
Michael Keating – (Service Head, One Tower Hamlets)
Aman Dalvi – (Chief Executive)
Ann Sutcliffe – (Service Head BSF)
Sian Pipe – (Energy Manager)
Steve Murray – (Head of Arts and Events)
Paul Gresty – (Strategy Policy and Performance Officer)
Louise Russell – (Service Head, Strategy Policy and Performance)
Sarah Barr – (Senior Strategy Policy and Performance Officer)
Adam Walther – (Strategy Policy and Performance Officer)
– (Democratic Services)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Tim Archer and Canon Michael Ainsworth.

2. DECLARATIONS OF INTEREST

Councillor Rachael Saunders declared a personal interest in respect of agenda item 7 as she was a Councillor representative on the Richmix Board.

3. UNRESTRICTED MINUTES

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

RESOLVED

That the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 3rd April 2012 be approved and signed by the Chair as a correct record of the proceedings.

4. REQUESTS FOR DEPUTATIONS

There were no requests.

5. SECTION ONE REPORTS 'CALLED IN'

There were no called-in reports.

6. REPORTS FOR CONSIDERATION

6.1 Scrutiny Spotlight

The Chair welcomed the Mayor, Lutfur Rahman, who was in attendance with Aman Dalvi, the Interim Chief Executive. Mayor Rahman gave a verbal presentation to the Committee.

He outlined the following key points:

1. The role of Overview and Scrutiny in a Mayoral System

- Acts as a critical friend and an important check and balance on the Executive;
- Ensures that the Mayor delivers his mandate for the residents of Tower Hamlets and adds value through scrutiny reviews.

2. Working more productively together

Prior to the start of this Committee meeting, the Mayor had a meeting with the Chair and it was agreed that he would build on his relationship with the OSC. To do this the following was agreed:

- I. The Mayor's office would see any call-in reports earlier to enable them to respond more effectively to OSC's recommendations.
- II. The OSC would receive updates from Cabinet on actions taken in response to call-in report recommendations ;
- III. The Mayor and senior officers would consider more proactive engagement with the OSC in respect of key decisions, discussing issues with the Committee earlier in the process.

The Mayor welcomed the apolitical and neutral role of the OSC as key to the success of the relationship with the Executive.

3. Progress on priorities

- Housing - 2010 affordable homes were delivered in 2011/12;
- ACA target was exceeded by 771 homes made decent in year 1;
- Blackwall Reach – planning permission was obtained from Thames Gateway and the GLA in March for the project to go ahead.

Jobs/Industry

- 1,541 Olympic jobs for residents;
- The London Living Wage had been expanded – at the December 2011 Cabinet meeting, 64 contracts were awarded with LLW;
- Graduate Scheme and Apprenticeships – 20 local graduates were in post with the Council and 28 new apprentices started today.

Education/Youth

- Two new Youth Centres opened – the London Metropolitan University Youth Venue and Osmani Youth Centre;
- Educational attainment had improved significantly – Tower Hamlets had the second most improved GCSE results in the country;
- £400,000 had been invested in 1:1 tuition;
- NEETs – current rate is 4.9%, improved from last year's figure of 5.3%.

Community Safety/Cohesion

- 17 new police officers had been agreed through the budget;
- Dealer-a-day - a total of 433 were arrested in the last financial year;
- Partnership approach to English Defence League - successfully banned from marching in the borough.

Environment

- Altab Ali Park re-opened on 27th March;
- Victoria Park fully re-opened on 5th May.

Health and Wellbeing

- Quit-smoking services were exceeding their targets;
- Free homecare saved despite the budget constraints;
- Health and Wellbeing Board developing our partnership strategy to reduce health inequality in the borough.

Arts, Heritage and Leisure

- Procurement underway for Poplar Baths;
- Cable Street Mural completed last October;
- Bethnal Green Memorial was given £100,000 and started in February.

New Initiatives

Looking to the next year:

- Mayor's Education Award- 711 young people paid and awaiting schools to confirm attendance;
- Aim higher - providing 4 new advisors to schools, introducing master-classes, increasing university visits, ambitious targets set to get young people into Universities;
- Energy Co-op - launching later this month;
- Olympics - ensuring that the Council maximised fun for residents and minimised disruption. The Mayor will be scrutinising the London Mayor's performance on the Olympic legacy to ensure that Tower Hamlets benefits from the legacy;
- Fairness Commission - developing remit and possible commissioners.

Where Overview and Scrutiny can add value next year:

- Post 16 education – with the rise of Academies and Free Schools, how can we bring our 'A' level results in line with GCSE results?
- Employment – more thinking is needed on how we can help residents back into employment;
- The NHS reforms – what does this mean for Tower Hamlets?

Members asked a number of questions and the following responses were provided:

- Members and co-optees expressed concern over the Mayor's reticence in accepting successful call-ins. The Mayor welcomed advice given and assured Members that he supported the call-in process and would like

to take on board criticisms and suggestions. However, in some cases there would be disagreement;

- Cllr Saunders raised the following points:
 - I. She referred to the missing poem at the renovated Altab Ali Park, and sought assurances that it could be reinstated. The Mayor endeavoured to look into the matter;
 - II. The Fairness Commission model at Islington was led by their Overview and Scrutiny Committee and Cllr Saunders asked if this approach could be adopted. The Mayor had some reservations about the Islington model, but would look to see how elements of it might be incorporated into the Tower Hamlets model;
 - III. The NHS reforms presented a lot of challenges for the borough and opportunities for local democracy. Cllr Saunders would welcome dialogue on how the Health Scrutiny Panel and the Health and Well-being Board could influence the reforms in a positive way. The Mayor was of the view that the Chair of the Health Scrutiny Panel had a role to perform and should be able to contribute and provide constructive criticism.
- Cllr Eaton expressed concern that vital information was not forthcoming from the Borough Commander and Members believed that the police should be important partners. With the new Borough Commander in post, she sought assurances that the Mayor would try to forge a more productive relationship. The Mayor assured Members that he viewed crime seriously and would therefore convey Members' views to the new Borough Commander. The Chair added that she would be inviting the Borough Commander to attend the OSC in the new municipal year to address Members' concerns;
- Cllr Islam requested an update on the proposal to have a multi-faith burial ground in the borough. The Mayor stated that his wish was to take this forward. Mr Dalvi added that most of the sites being considered were outside the borough as local options would be too expensive;
- Another Member requested an update on independent appointments to the Tower Hamlets Homes Board. The Mayor stated that Members were due to be appointed shortly. Mr Dalvi added that the deadline for appointing these posts was the end of May 2012 and it was anticipated that the new Board would be in place by mid-June;
- Cllr Snowdon asked about the welfare reforms and wished to know what steps the Mayor was taking to ameliorate their impact. The Mayor stated that a lot of work had taken place and expressed concern that the benefit cap would cause hardship to residents. A working group had been set up to address these issues;
- Cllr Eaton expressed reservations about planning permission being granted to Registered Social Landlords [RSLs] to register properties below the social rented targets. Targets set ought to be met and not

deviated from. Mr Dalvi stated the aim was to meet the target but, depending on the development, it could be difficult to achieve;

- Cllr Saunders sought assurances that as Chair of Health Scrutiny Panel she would be able to attend the Health and Wellbeing Board as an observer. The Mayor stated that he was awaiting guidance from the Department of Health. She also referred to education pass rates and the need for young people to obtain the top grades and wished to know what plans the Mayor had to help achieve this. The Mayor's ambition was to support and ensure that the local young people performed to the best of their abilities;
- One Member asked about support for residents without employment to help them get back into work. The Mayor agreed about the need for support and referred to help that was currently provided through Skillsmatch and other initiatives.

The Chair also raised the following points:

- She expressed concerns about the lack of middle ground employment opportunities, despite the plethora of financial and retail jobs. Mr Dalvi explained that market forces were the main determinant of this, however, as part of section 106 requirements, the Council was able to request that developers provide employment. The Council was also able to use its purchasing power to ensure that organisations forged links with schools and colleges to increase local employment opportunities;
- Following on from the earlier meeting with the Mayor, the Chair wished to clarify that call-ins would be submitted to the Mayor and officers, and, that Cabinet referred called-in reports back to the OSC with comments, even where the original decision was not overturned. This would help to improve the relationship between the OSC and the Cabinet;
- The Chair also spoke about the need to re-think what the guidelines ought to be for key decisions as these had caused some concern during the year. She also referred to the budget process and asked if the Mayor would attend the OSC meeting before the budget process and at the end of the year. The Mayor expressed gratitude to the Chair for the invitation, but stated that the Lead Member for Resources would play an active part in the OSC budgetary process;

The Chair thanked the Mayor and the Interim Chief Executive for their attendance.

RESOLVED

That the verbal presentation be noted.

6.2 Asset Management and Value for Money

Councillor Sirajul Islam, Scrutiny Lead Resources, and Adam Walther, Strategy Policy and Performance Officer, introduced the report.

The Chair welcomed the recommendation of the corporate landlord scheme and Members commended the report and highlighted a number of issues to which the following responses were given:

- There was no mention of York Hall with regards to the top ten consumer groups;
- Water reduction also needed prioritising;
- An update was requested on moveable assets;
- The Chair queried the high electricity costs incurred by the Council's estates. Ms Sian Pipe, Energy Manager, explained that electricity was more expensive than gas, and there were over 2,000 sites consuming electricity. However, there was a 0.2% reduction in this year's figures.

Ms Pipe further explained that York Hall was not on the list as it did not make the top ten. Ms Pipe recently had a meeting with Thames Water and she notified Members that water reduction was next on the agenda.

Ms Ann Sutcliffe, Service Head, Building Schools for the Future, added that all the secondary schools now had controlled and metered flushes in the bathrooms to reduce water use.

Councillor Islam explained that moveable assets had not been covered by the review.

The Chair thanked Councillor Islam and the officers for the report.

RESOLVED

That the report be noted.

6.3 Arts and Events Scrutiny Challenge Session

Councillor Zenith Rahman, Scrutiny Lead, Communities Localities and Culture, and Paul Gresty, Strategy Policy and Performance Officer presented the report.

The Chair acknowledged that arts and events had a large part to play in bringing different strands of the Tower Hamlets community together in an exciting and innovative way. One Member asked if it was possible to offer art therapy to help children, young people and families. Mr Gresty was not aware of such an initiative, but said he would pass this suggestion back to the arts and events team.

The Chair thanked the Councillor and officer for presenting the report.

RESOLVED

That the report be noted.

7. VERBAL UPDATES FROM SCRUTINY LEADS

Scrutiny Lead, Development and Renewal – Councillor Helal Uddin

Councillor Uddin said he and Cllr Saunders had met with Colin Cormack from the Housing Options Service to discuss housing issues for people with mental health problems in particular, and how we could ensure better housing provision for people with these issues. They discussed how the health assessments were made and reported to the service and found that doctors were not obliged to provide a breakdown of factors affecting a patient. They were also concerned about the ability of people with mental health problems to participate in the bidding process and whether this affected their prospects of obtaining suitable housing. Cllr Uddin said he would continue to look into this issue.

Scrutiny Lead, Children Schools and Families - Councillor Amy Whitelock

Councillor Whitelock discussed the review of children's centres which she had undertaken this year, addressing concerns in relation to the process, communication with members and parents and outcomes in terms of provision of different services. She said she would be submitting the final report to the OSC in June.

Scrutiny Lead, Adults Health and Wellbeing - Councillor Rachel Saunders

Councillor Saunders outlined the following points for the Committee:

- There had been one Health Scrutiny Panel [HSP] and a meeting with officers since the last OSC, which focused on service users, their views and their influence;
- There was a presentation by the Barts Health Trust at the last meeting and it was hoped that the HSP would continue to have a good dialogue with them;
- The relationship between the HSP and the Health and Wellbeing Board was in need of clarification.

One Member enquired if it was possible to benchmark with other boroughs to ascertain the right way forward with regards to Health scrutiny functions.

Councillor Saunders explained that as the Chair of the HSP, she was able to attend meetings of the HWB, albeit in a non-voting capacity. It was currently a shadow board, soon to be placed on a statutory footing from which point the relationship should become more formalised.

The Chair updated the Committee on the work she had carried out to date in relation to the referral from full Council about funding for the Rich Mix and Bancroft Library. She had met with Rich Mix and officers from CLC. She had found that Rich Mix had met their required targets and should therefore receive the monies. The problems stemmed from an oversight by the LDA, but the management of the centre was much improved.

RESOLVED

That the verbal presentations be noted.

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

8.1 Section 1 Pre-Decision Questions be Submitted to Cabinet on 9th May 2012

Nil items.

8.2 Mayoral Decisions

Nil items.

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

The Chair drew Members' attention to the tabled list of draft dates for the new municipal year.

In conclusion, the Chair noted:

- That it had been a successful year with regards to the budget;
- Additional work had been undertaken with TfL successfully;
- The OSC had made some inroads with regards to youth service provision;
- However, there had been poor reporting of key decisions and it was hoped that this would improve thereby improving the relationship with the Mayor;
- It was anticipated that the issues facing workers in third sector organisations would be looked at.

Ms Sarah Barr, Senior Strategy Policy and Performance Officer reminded Members that the Annual Report would be submitted to the next Committee in June.

Finally, the Chair thanked all the Members and officers for all their hard work throughout the municipal year.

The meeting ended at 8.50 pm.

Chair – **Councillor Ann Jackson**
Overview & Scrutiny Committee

Agenda Item 8.1

Committee	Date	Classification	Report No.	Agenda Item No.
Overview & Scrutiny Committee	19th June 2012	Unrestricted		8.1
Report of: Assistant Chief Executive Originating Officer(s) : Simone Scott-Sawyer, Senior Committee Officer, Democratic Services		Title : Overview & Scrutiny Committee Terms of Reference, Membership, Quorum, Dates of meetings, Protocols and Guidance Ward(s) affected: All		

1. Summary

- 1.1 This report sets out the Terms of Reference, Membership, Quorum and Dates of meetings of the Overview & Scrutiny Committee for the Municipal Year 2012/13;
- 1.2 The report also sets out suggested protocols and guidance to facilitate the conduct of the Committee's business and thereby meet its statutory and constitutional requirements.

2. Recommendation

- 2.1 That the Overview & Scrutiny Committee note its Terms of Reference, Membership, Quorum, Dates of future meetings and timing thereof, as set out in Appendices 1, 2 and 3 to this report;
- 2.2 That the Overview & Scrutiny Committee adopt the protocols and note the guidance to facilitate the conduct of the Committee's business, in line with statutory and constitutional requirements, as set out at Appendix 4 to this report.

3. Background

- 3.1 At the Annual General Meeting of the full Council held on 16 May 2012, the Authority approved the proportionality, establishment of the Committees and Panels of the Council and appointment of Members thereto.
- 3.2 It is traditional that following the Annual General Meeting of the Council at the start of the Municipal Year, at which various committees are established, that those committees note their terms of reference, Membership and Quorum for the forthcoming Municipal Year. These are set out in Appendix 1 and 2 to the report respectively.

3.3 The Committee's meetings for the remainder of the year, confirmed by the Council (new membership) on 16 May 2012 are as set out in Appendix 3 to this report.

3.4 Meetings are scheduled to take place at 7.00pm in accordance with the programme of meetings.

4. Protocols for the conduct of business

4.1 The protocols and guidance attached at Appendix 4 to this report have been prepared with the intention of assisting the Committee to carry out its Constitutional and statutory obligations. They provide a viable framework for the practical functioning of the Committee and outline how the Committee will manage its work.

5. Comments of the Chief Financial Officer

5.1 This report describes the Terms of Reference, Membership, Quorum and Dates of meetings of the Overview & Scrutiny Committee for the Municipal Year 2012/13 for the information of members of the Committee.

5.2 There are no specific financial implications arising from the reports recommendations however in the event that 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.

6. Concurrent report of the Assistant Chief Executive (Legal)

6.1 Section 21 of the Local Government Act 2000 requires authorities to set up an Overview and Scrutiny Committee. The report properly informs the Committee of the Constitutional arrangements and proposes protocols and guidance for adoption by the Committee to supplement the implementation of those arrangements.

7. One Tower Hamlets Considerations

7.1 Equal opportunities and reducing poverty will be central to the work of the OSC. The report will allow the Committee and its members to function well over the coming year and work towards reducing poverty in the borough and improve equal opportunities.

8. Sustainable Action for a Greener Environment

8.1 There are no specific SAGE implications arising from the recommendations in the report.

9. Risk Management Implications

- 9.1 The adoption of the protocols and guidance set out in Appendix 1 will assist in the effective and efficient functioning of the OSC and therefore reduce the risk of poor delivery of the Council's Overview and Scrutiny function.

10. Crime and Disorder Reduction Implications

- 10.1 The report indicates for Member's information that the Overview and Scrutiny Committee has within its Terms of Reference the discharge of functions required of the Authority under the provisions of the Police and Justice Act 2006.

11. Appendices

Appendix 1 Overview and Scrutiny Procedure Rules

Appendix 2 Overview and Scrutiny Committee Membership 2012/13

Appendix 3 Overview and Scrutiny Committee Meeting Dates 2012/13

Appendix 4 Overview and Scrutiny Committee Protocols and guidance for conduct of business

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

Brief description of "background paper"

If not supplied
Name and telephone
number of holder

n/a

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APPENDIX 1

OVERVIEW AND SCRUTINY COMMITTEE PROCEDURE RULES

1. THE ARRANGEMENTS FOR OVERVIEW AND SCRUTINY

- 1.1** The Council will establish the Overview and Scrutiny Committee and Sub-Committees or Scrutiny Panels set out in Article 6. The Council will appoint the Chair and Members of the Overview and Scrutiny Committee and the Overview and Scrutiny Committee will appoint the Chair and Members of the Sub-Committees or Scrutiny Panels. The Vice-Chair of each Committee and Sub-Committee/Panel shall be appointed by the Committee or, as the case may be, Sub-Committee/Panel itself.
- 1.2** There will be one standing Scrutiny Panel to discharge the Council's functions under the Health and Social Care Act 2001. There will be such other Scrutiny Panels during the course of the municipal year as the Committee considers appropriate from time to time to carry out individual reviews under the Overview and Scrutiny work programme.
- 1.3** The Overview and Scrutiny Committee will comprise nine Members of the Council and six co-opted members. Up to three substitutes may be appointed for each Councillor. Its terms of reference are:
- (a) The performance of all overview and scrutiny functions on behalf of the Council.
 - (b) The appointment of such Sub-Committees (Scrutiny Panels) as it considers appropriate to fulfil those functions, determining those Scrutiny Panels' composition (including any co-opted Members) and terms of reference.
 - (c) To approve an annual overview and scrutiny work programme including the work programme of any Scrutiny Panels it appoints to ensure that there is efficient and effective use of the Committee's time and the time of the Council's Scrutiny Panels.
 - (d) To advise the Mayor and Cabinet of key issues/questions to be considered in relation to reports due to be considered by the Executive.
 - (e) To exercise the right to call in for reconsideration any executive decisions taken but not yet implemented.
 - (f) To determine whether to request full Council to review or scrutinise any decision called in, where considered contrary to the budget and policy framework and whether to recommend that the decision be reconsidered.

- (g) To receive and consider requests from the Executive for scrutiny involvement in the annual budget process.
- (h) To monitor the Executive's forward plan to ensure that appropriate matters are subject to scrutiny.
- (i) To consider any matters relevant to the remit of the Committee required by a Committee Member to be considered under s.21 (8) Local Government Act 2000.
- (j) To consider any local government matter referred to the Committee by a Councillor in accordance with section 119 of the Local Government and Public Involvement in Health Act 2007.
- (k) To discharge the functions conferred by the Police and Justice Act 2006 as the Council's Crime and Disorder Committee.

1.4 The Health Scrutiny Panel will undertake the Council's functions under the Health and Social Care Act 2001 and consider matters relating to the local health service as provided by the NHS and other bodies including the Council:

- (a) To review and scrutinise matters relating to the health service within the Council's area and make reports and recommendations in accordance with any regulations made thereunder;
- (b) To respond to consultation exercises undertaken by an NHS body; and
- (c) To question appropriate officers of local NHS bodies in relation to the policies adopted and the provision of the services.

1.5 The membership of individual Scrutiny Panels and their terms of reference will be determined by the Overview and Scrutiny Committee. They will include the following:

- (a) To investigate, scrutinise, monitor and advise in relation to:
 - How services are being delivered and the Council's functions discharged.
 - How policies have been implemented and their effect on the Council's corporate strategies (i.e. equal opportunities, anti-poverty and crime and disorder).
 - The development of relevant policy.
 - How resources are being used, spent and managed.
 - Any other matter, relevant to the specific remit of the Scrutiny Panels, which affects the Council's area or any of its inhabitants.

2. WHO MAY SIT ON OVERVIEW AND SCRUTINY?

- 2.1** All Councillors except Members of the Executive may be Members of the Overview and Scrutiny Committee and Scrutiny Panels. However, no Member may be involved in scrutinising a decision in which s/he has been directly involved.
- 2.2** The Overview and Scrutiny Committee will select from among its Councillor Members six lead Scrutiny Members, one for each of the themes set out in Article 6.04 of this Constitution. These themes may be subject to change from time to time.
- 2.3** The Lead Scrutiny Member for a Healthy Community shall be appointed as a member and Chair of the Health Scrutiny Panel.

3. CO-OPTEEES

- 3.1** The Overview and Scrutiny Committee will be responsible for approving co-opted Members for the Scrutiny Panels. Co-opted Members will be non-voting.

4. EDUCATION REPRESENTATIVES

- 4.1** The Overview and Scrutiny Committee must include in its membership the following voting representatives in respect of education matters:

- 4.1.1** One Church of England diocese representative;

- 4.1.2** One Roman Catholic diocese representative; and

- 4.1.3** Three parent governor representatives elected under the procedures contained in the Parent Governor Representatives (England) Regulations 2001.

This Rule and Rule 4.2 and 4.3 below also apply to any Scrutiny Panel established in respect of education matters.

- 4.2** The Committee may also include a Muslim representative in a non-voting capacity.
- 4.3** These Members may speak but not vote on any other (i.e. non educational) matters.

5. MEETINGS

- 5.1** The Overview and Scrutiny Committee shall meet in accordance with the calendar of meetings approved by the Council. The Chair of the

Committee may call an extraordinary meeting of the Committee at any time subject to the ordinary rules on the convening of meetings and the Access to Information Procedure Rules.

- 5.2** The Scrutiny Panels shall meet in accordance with a timetable agreed by the Overview and Scrutiny Committee, but will establish their own pattern of meetings within this framework and the Chair of Scrutiny may decide to lead any scrutiny panels.

6. QUORUM

- 6.1** The quorum for the Overview and Scrutiny Committee and the Scrutiny Panels shall be three voting Members.

7. WHO CHAIRS THE OVERVIEW AND SCRUTINY COMMITTEE AND THE SCRUTINY PANELS

- 7.1** The Chair of the Overview and Scrutiny Committee and the Chairs of the Scrutiny Panels will be drawn from among the Councillors sitting on the Committee.

- 7.2** The Council shall appoint a Member to serve as Chair of the Overview and Scrutiny Committee. If the Council does not, and subject to the requirement at 7.1 above, the Committee may appoint such a person as it considers appropriate as Chair.

8. WORK PROGRAMME

- 8.1** The Overview and Scrutiny Committee will be responsible for agreeing the overview and scrutiny work programme for the year.

9. AGENDA ITEMS

- 9.1** Any Member of the Overview and Scrutiny Committee and/or any Scrutiny Panel shall be entitled to give notice to the Assistant Chief Executive (Legal Services) that s/he wishes an item relevant to the functions of the Committee to be included on the agenda for the next available meeting. On receipt of such a request the Assistant Chief Executive (Legal Services) will ensure that it is included on the next available agenda provided that it is relevant to the Committee work programme.

- 9.2** The Overview and Scrutiny Committee shall also respond, as soon as its work programme permits, to requests from the Council and if it considers it appropriate the Mayor or Executive to review particular areas of Council activity. Where they do so, the Overview and Scrutiny Committee shall report their findings and any recommendations back to the Mayor/Executive and/or Council. The Executive shall consider the matter at one of its next two meetings

following receipt of the report. If the matter is relevant to the Council only then will they consider the report at their next meeting.

9.3 Any Member of the Council may refer to the Overview and Scrutiny Committee a local government matter in accordance with section 119 of the Local Government and Public Involvement in Health Act 2007. In relation to any matter referred under this provision, the Committee shall consider whether or not to exercise its powers under section 21B of the Local Government Act 2000 to make a report or recommendation(s) to the authority or the executive on the matter.

9.4 A “local government matter” at 9.3 above is one that: (a) relates to the discharge of any function of the authority; (b) affects all or part of the Member’s electoral area or any person who lives or works in that area; and (c) is not an excluded matter. Excluded matters are: any matter relating to a planning decision; any matter relating to a licensing decision; any matter relating to an individual in respect of which the individual has a right of appeal; and any matter which is vexatious, discriminatory or not reasonable to be included in the agenda for, or disclosed at, the Overview and Scrutiny Committee or Panel.

9.5 If the Committee decides not to exercise any of its powers in relation to a matter referred to it under 9.3 above, it shall notify the Member who referred the matter of its decision and the reasons for it. If the Committee does make any report or recommendation(s) to the authority or the executive on the matter referred, it shall provide the Member with a copy of that report or recommendation(s), subject to the provisions of section 21D of the Act regarding confidential or exempt information.

10. POLICY REVIEW AND DEVELOPMENT

10.1 The role of the Overview and Scrutiny Committee in relation to the development of the Council’s budget and policy framework is set out in detail in the Budget and Policy Framework Procedure Rules.

10.2 In relation to the development of the Council’s approach to other matters not forming part of its policy and budget framework, the Overview and Scrutiny Committee may make proposals to the Mayor or Executive for developments in so far as they relate to matters within its terms of reference.

10.3 The Overview and Scrutiny Committee or any Scrutiny Panel established for this purpose may hold enquiries and investigate the available options for future direction in policy development and may appoint advisers and assessors to assist them in this process. They may go on site visits, conduct public surveys, hold public meetings,

commission research and do all other things that they reasonably consider necessary to inform their deliberations. They may ask witnesses to attend to address them on any matter under consideration and may pay to any advisers, assessors and witnesses a reasonable fee and expenses for doing so.

11. REPORTS FROM OVERVIEW AND SCRUTINY

- 11.1** All reports from Scrutiny Panels must first be considered by the Overview and Scrutiny Committee. Once it has formed recommendations on proposals for development, the Overview and Scrutiny Committee will prepare a formal report and submit it to the Assistant Chief Executive (Legal Services) for consideration by the Mayor or Executive (if the proposals are consistent with the existing budgetary and policy framework) or to the Council as appropriate (e.g. if the recommendation would require a departure from or a change to the agreed budget and policy framework).
- 11.2** The Executive shall consider the report of the Overview and Scrutiny Committee one of its next two meetings following submission of the report to the Assistant Chief Executive (Legal Services). The Council will consider the report at its next ordinary meeting if appropriate.
- 11.3** Where the Overview and Scrutiny Committee makes a report or recommendations in relation to a local improvement target which relates to certain partner authorities, and is specified in a local area agreement of the authority, the Committee may in accordance with section 21C of the Local Government Act 2000 (as amended) by notice in writing require the relevant partner authority to have regard to the report or recommendation in question in exercising their functions. Such notice will be accompanied by a copy of the report or recommendations (subject to the provisions of section 21D of the Act regarding confidential or exempt information. It is the duty of a relevant partner authority to which the notice is given to comply with the requirement specified in the notice.

12. MAKING SURE THAT OVERVIEW AND SCRUTINY REPORTS ARE CONSIDERED BY THE EXECUTIVE

- 12.1** Once the Overview and Scrutiny Committee has completed its deliberations on any matter it will forward a copy of its final report to the Assistant Chief Executive (Legal Services) who will allocate it to either the Executive or the Council for consideration in accordance with the Local Authorities (Functions and Responsibilities) Regulations 2000 (as amended) and the Local Authorities (arrangements for the Discharge of Functions) Regulations 2000.
- 12.2** If the Assistant Chief Executive (Legal Services) refers the matter to Council, s/he may first refer it to the Mayor or Executive, who will have two weeks in which to consider the Overview and Scrutiny

report and formulate any additional comments or recommendations. The Mayor or Executive will then refer the report, along with their own additional comments and recommendations, to the Council. When the Council does meet to consider any referral from an Overview and Scrutiny Committee, it shall also consider any additional comments or recommendations of the Mayor or Executive to the Overview and Scrutiny Committee proposals.

12.3 For the avoidance of doubt, the Mayor or Executive shall not alter or amend any Overview and Scrutiny Committee report before referring it to Council, but shall only make additional comments or recommendations (including any corporate, financial or legal implications) as may be appropriate. However, if the Council does not agree with the Mayor's or Executive's recommendations, the disputes resolution procedure in Part 4.3 – Budget and Policy Framework Procedure Rules – Rule 2 – will apply.

12.4 If the contents of the report would not have implications for the Council's budget and policy framework, and is thus not referred to Council by the Assistant Chief Executive (Legal Services), the Mayor or Executive will have 2 weeks in which to consider the matter and respond to the overview and scrutiny report.

12.5 Where the Overview and Scrutiny Committee makes a report or recommendations to the authority or the Mayor or Executive in accordance with section 21B of the Local Government Act 2000 as amended, the Committee shall by notice in writing require the authority or Mayor or Executive:-

- (a) to consider the report or recommendations;
- (b) to respond to the overview and scrutiny committee indicating what (if any) action the authority propose, or the Mayor or Executive proposes, to take;
- (c) if the Overview and Scrutiny Committee has published the report or recommendations, to publish the response,
- (d) if the Overview and Scrutiny committee provided a copy of the report or recommendations to a Member of the Authority under paragraph 9.4 of these Procedure Rules, to provide that Member with a copy of the response,

and to do so within two months beginning with the date on which the authority or Mayor or Executive received the report or recommendations or (if later) the notice.

12.6 It is the duty of the authority or Mayor or Executive to which a notice is given under 12.5 above to comply with the requirements specified in the notice.

13. RIGHTS OF COMMITTEE MEMBERS TO DOCUMENTS

- 13.1** In addition to their rights as Councillors, Members of the Overview and Scrutiny Committee or a Scrutiny Panel have such additional rights to documents, and to notice of meetings as may be set out in the Access to Information Procedure Rules in Part 4 of this Constitution.
- 13.2** Nothing in this paragraph prevents more detailed liaison between the Executive and the Overview and Scrutiny Committee as appropriate depending on the particular matter under consideration.

14. MEMBERS AND OFFICERS GIVING ACCOUNT

- 14.1** The Overview and Scrutiny Committee may scrutinise and review decisions made or actions taken in connection with the discharge of any Council function. As well as reviewing documentation, in fulfilling their role, they may require the Mayor, any other Member of the Executive, a Councillor, the Head of Paid Service and/or any senior officer to attend before it to explain in relation to matters within their remit:

14.1.1 any particular decision or series of decisions;

14.1.2 the extent to which the actions taken implement Council policy; and/or

14.1.3 their performance, within their area of responsibility; and it is the duty of those persons to attend as so required.

14.1.4 any function exercisable by a Councillor in accordance with any delegation made by the Council under section 236 of the Local Government and Public Involvement in Health Act 2007.

- 14.2** Where any Member or officer is required to attend the Overview and Scrutiny Committee or a Scrutiny Panel under this provision, the Chair of the Committee or Panel will inform the Chief Executive. The Chief Executive shall inform the Member or officer in writing giving at least 15 working days notice of the meeting at which s/he is required to attend. The notice will state the nature of the item on which s/he is required to attend to give account and whether any papers are required to be produced for the Committee or Panel. Where the account to be given to the Committee will require the production of a report, then the Member or officer concerned will be given sufficient notice to allow for preparation of that documentation.

- 14.3** Where, in exceptional circumstances, the Member or officer is unable to attend on the required date, then the Committee or Panel shall in

consultation with the Member or officer arrange an alternative date for attendance, to take place within a maximum of 21 working days from the date of the original request.

15. ATTENDANCE BY OTHERS

15.1 The Overview and Scrutiny Committee or a Scrutiny Panel may invite people other than those people referred to in Rule 14 above to address it, discuss issues of local concern and/or answer questions. It may for example wish to hear from residents, stakeholders and Members and officers in other parts of the public sector and shall invite such people to attend.

16. CALL-IN

16.1 When a decision is made by the Mayor, the Cabinet, an individual Member of the Executive, a Committee of the Executive, or a key decision is made by an officer with delegated authority or under joint arrangements, the decision shall be published, including where possible by electronic means, and shall be available at the main offices of the Council normally within 5 working days of being made. Members of the Overview and Scrutiny Committee will be sent copies of the records of all such decisions within the same timescale, by the person responsible for publishing the decision.

16.2 That notice will bear the date on which it is published and will specify that the decision will come into force, and may then be implemented at 5pm on the fifth clear working day, after the publication of the decision unless, after receiving a written request to do so, the Assistant Chief Executive (Legal Services) calls the decision in.

16.3 During that period, the Assistant Chief Executive (Legal Services) shall call-in a decision for scrutiny by the Overview and Scrutiny Committee if so requested by:

16.3.1 Not fewer than five Members of the Council; or

16.3.2 Two voting church, faith or parent governor representative in respect of any education matters only;

16.3.3 The request for a call-in must give reasons in writing and outline an alternative course of action. In particular, the request must state whether or not those Members believe that the decision is outside the policy or budget framework.

16.4 The Assistant Chief Executive (Legal Services) shall call-in a decision within twenty-four hours of receiving a written request to do so and shall place it on the agenda of the next meeting of the Overview and Scrutiny Committee on such a date as s/he may determine, where possible after consultation with the Chair of the Committee, and in

any case within five clear working days of the decision to call-in. However, the Assistant Chief Executive (Legal Services) will not call-in:

- 16.4.1** Any decision which has already been the subject of call-in;
 - 16.4.2** A decision which is urgent as defined in Rule 17.1 below and has to be implemented prior to the completion of any review. In such circumstances the decision – taker(s) shall give reasons to the Overview and Scrutiny Committee; and
 - 16.4.3** Decisions by regulatory and other Committees discharging non-executive functions;
 - 16.4.4** Day to day management and operational decisions taken by officers;
 - 16.4.5** A resolution which merely notes the report or the actions of officers;
 - 16.4.6** A resolution making recommendations to full Council.
- 16.5** Where the matter is in dispute, both the Chief Executive and the Monitoring Officer should be satisfied that one of the above criteria applies.
- 16.6** The Assistant Chief Executive (Legal Services) shall then notify the decision-taker of the call-in, who shall suspend implementation of the decision.
- 16.7** If, having considered the decision, the Overview and Scrutiny Committee is still concerned about it, then it may refer it back to the Mayor or Executive for reconsideration, setting out in writing the nature of its concerns or if the matter should properly be considered by Council refer the matter to full Council. If referred to the decision-maker they shall then reconsider within a further 5 clear working days or as soon as is reasonably practical thereafter, amending the decision or not, before adopting a final decision.
- 16.8** For the avoidance of doubt, if the Overview and Scrutiny Committee refers a matter back to the decision-making person or body, the implementation of that decision shall be suspended until such time as the decision-making person or body reconsiders and either amends or confirms that decision.
- 16.9** If following an objection to the decision, the Overview and Scrutiny Committee does not meet in the period set out above, or does meet but does not refer the matter back to the decision-making person or body, the decision shall take effect on the date of the Overview and

Scrutiny Committee meeting, or the expiry of that further 5 working day period, whichever is the earlier.

16.10 If the matter was referred to full Council and the Council does not object to a decision which has been made, then no further action is necessary and the decision will be effective in accordance with the provision below. However, if the Council does object, then the Council will refer any decision to which it objects back to the decision making person or body together with the Council's views on the decision. That decision making person or body shall decide whether to amend the decision or not before reaching a final decision and implementing it. Where the decision was taken by the Executive as a whole or a Committee of the Executive, a meeting will be convened to reconsider within five clear working days of the Council request. Where the decision was made by an individual, the individual will reconsider within five clear working days of the Council request.

16.11 If the Council does not meet, or it does but does not refer the decision back to the decision making body or person, the decision will become effective on the date of the Council meeting or expiry of the period in which the Council meeting should have been held, whichever is the earlier.

17. CALL-IN AND URGENCY

17.1 The call-in procedure set out in Rule 16 above shall not apply where the decision being taken by the Mayor, the Executive or a Committee of the Executive, or the key decision being made by an officer with delegated authority from the Executive or under joint arrangements is urgent. A decision will be urgent if any delay likely to be caused by the call in process would seriously prejudice the Council's or the public interests.

17.2 The record of the decision, and notice by which it is made public shall state whether in the opinion of the decision making person or body, the decision is an urgent one, and therefore not subject to call-in.

17.3 The Chair of the Overview and Scrutiny Committee must agree both that the decision proposed is reasonable in all the circumstances and to it being treated as a matter of urgency. In the absence of the Chair, the Chair of Council's consent shall be required. In the absence of both, the consent of the Deputy Chair of Council or the Head of Paid Service or her/his nominee shall be required.

17.4 Decisions taken as a matter of urgency must be reported to the next available meeting of the Council, together with the reasons for urgency.

17.5 The operation of the provisions relating to call-in and urgency shall be monitored annually, and a report submitted to Council with proposals for review if necessary.

18. THE PARTY WHIP

18.1 The use of the party whip to influence decisions of the Overview and Scrutiny Committee or one of its Panels is inappropriate.

18.2 In this rule “a party whip” means any instruction given by or on behalf of a political group to any Councillor who is a Member of that group as to how that Councillor shall speak or vote on any matter before the Council or any Committee, or the application or threat to apply any sanction by the group in respect of that Councillor should s/he speak or vote in any particular manner.

19. PROCEDURE AT OVERVIEW AND SCRUTINY COMMITTEE MEETINGS

19.1 The Overview and Scrutiny Committee and the Scrutiny Panels shall consider the following business:

- (i) Minutes of the last meeting;
- (ii) Declarations of interest;
- (iii) Consideration of any matter referred to the Committee for a decision in relation to call-in;
- (iv) Responses of the Executive to reports of Overview and Scrutiny;
- (v) The business otherwise set out on the agenda for the meeting.

19.2 Where the Overview and Scrutiny Committee or a Scrutiny Panel conducts investigations (e.g. with a view to policy development), the body may also ask people to attend to give evidence at meetings of the body. Such meetings are to be conducted in accordance with the following principles:

19.2.1 that the investigation be conducted fairly and all Members of the Committee be given the opportunity to ask questions of attendees, and to contribute and speak;

19.2.2 that those assisting the Committee by giving evidence be treated with respect and courtesy; and

19.2.3 that the investigation be conducted so as to maximise the efficiency of the investigation or analysis.

19.3 Following any investigation or review, the Committee or Panel shall prepare a report, for submission to the Mayor/Executive and/or

Council as appropriate by the Overview and Scrutiny Committee, and shall make its report and findings public in so far as the report does not contain exempt or confidential information.

20. SUSPENSION

- 20.1** Any part of these Rules may be suspended in accordance with Council Procedure Rule 26 of Part 4.1 of this Constitution provided such suspension is not contrary to the law.

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OVERVIEW AND SCRUTINY COMMITTEE
MEMBERSHIP 2012/13

Labour Group Nominations (and deputies)	Conservative Group Nomination (and deputy)	Respect Group Nomination (and deputy)	Other Nomination Liberal Democrat (and deputy)
Cllr Ann Jackson (Chair) Cllr Judith Gardiner Cllr Sirajul Islam Cllr Rachael Saunders Cllr Helal Uddin Cllr Amy Whitelock (Deputies:- TBC)	Cllr Tim Archer	Cllr Fozol Miah	Cllr Stephanie Eaton
	(Deputies:- Cllr Peter Golds Cllr David Snowdon)	Deputy:- Cllr Harun Miah	(Deputy:- TBC)

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APPENDIX 3

OVERVIEW AND SCRUTINY COMMITTEE

SCHEDULE OF MEETING DATES 2012/13

Tuesday 3 July 2012 (5.30 p.m.)
Tuesday 24 July 2012 (5.30pm)
Tuesday 4 September 2012
Tuesday 2 October 2012
Tuesday 6 November 2012
Tuesday 4 December 2012
Tuesday 8 January 2013
Tuesday 5 February 2013
Tuesday 12 March 2013
Tuesday 9 April 2013
Tuesday 7 May 2013

Note

Meetings are scheduled to take place at 7.00pm in accordance with the Council's programme of meetings, with the exception of the meetings in July which is scheduled to commence at 5.30pm, as it falls within the holy month of Ramadan.

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Overview and Scrutiny Committee – Protocols and Guidance

1. Introduction

- 1.1 The report outlines protocols and guidance for the functioning of the Overview and Scrutiny Committee (OSC) in Tower Hamlets. The protocols and guidance are intended to assist the OSC to implement the requirements of the Local Government Act 2000 and the Council's Constitution. To the extent of any inconsistency, the Act and the Constitution prevail.

Guidance

2. Roles and Responsibilities for Scrutiny Members

- 2.1 The overall purpose of each position will be to strengthen the Scrutiny process in Tower Hamlets and to make it part of the process of improvement. To accomplish this Members will have the following roles and responsibilities.
- 2.2 Chair of Overview and Scrutiny
- co-ordinates the work of Scrutiny by developing the Committee's work programme in line with the Council's Forward Plan
 - chairs the Committee meetings
 - plans co-operatively meeting agendas and timetables with officers and other members (from both minority and majority parties) to ensure all areas of Scrutiny business are undertaken effectively
 - leads the work of OSC on budget matters
 - represents Overview and Scrutiny at Executive meetings and at community and other outside events
 - represents Tower Hamlets at London Scrutiny Network meetings
 - works in a cross-party and consensual manner to ensure the effectiveness of Scrutiny
 - contributes to developing the community leadership role of Scrutiny
 - Delegate to scrutiny Members to represent the Committee at Council meetings and external events.
- 2.3 Overview and Scrutiny Committee will appoint Scrutiny Leads who will:
- ensure the accountability of those Executive members and chief officers who have primary responsibility within their portfolio theme
 - assess the effectiveness of existing policy in the portfolio area
 - support the development of new and revised policy
 - ensure effective liaison with the Tower Hamlets Partnership
 - lead and co-ordinate scrutiny activity in his/her area including reviews, investigations and challenge sessions
 - ensure effective liaison with internal and external stakeholders
 - work in a cross-party and consensual manner to ensure the effectiveness of Scrutiny
 - contribute to developing the community leadership role of Scrutiny
- 2.4 Skills and aptitudes
Members will require the following skills and aptitudes to undertake the above roles effectively:

- understanding of the Scrutiny process and its place within the Council’s overall objectives
- understanding of how Scrutiny can help improve performance management by effective performance monitoring
- willingness to help develop Scrutiny’s role within the local Partnership agenda and, where appropriate, within London-wide and national arena
- willingness to work co-operatively with members from all political parties, officers and partners (outside organisations)
- ability to chair meetings
- ability to question constructively and get the best from those attending Scrutiny meetings
- willingness to liaise with officers in the drafting of reports and refining reporting mechanisms
- willingness to participate in developmental work to strengthen the Scrutiny process including training and seminars

A willingness to develop these skills through Member Learning and Development will be as crucial as being able to demonstrate them.

3. Agenda

3.1 The Committee’s regular agenda items will comprise of the following in the course of the year:

Report	Timing
Call-in	When these occur – see paragraph 4.1
Overview and Scrutiny Committee Work Programme including the programme of topics for review. Subsequent reports allow OSC to monitor its progress.	Beginning of the municipal year and thereafter every 2 months - see paragraph 4.2
Budget and Policy Framework items	At least 10 days before the item is to be considered by Cabinet (unless there are special factors requiring a shorter timescale) - see paragraph 4.3
Performance Information and Monitoring reports	Timetabled through the year - see 4.4
Tracking progress of Overview and Scrutiny recommendations	Twice during the year
Pre-decision overview and scrutiny	When items are raised – see paragraph 4.6
Scrutiny Spotlights	Monthly

3.2 Ad hoc agenda items might include the following:

- Items of business requested by members of the Overview and Scrutiny Committee under the provisions of the Council’s Constitution as amended (Part 4 – “Rules of Procedure”, Section 4.5 – “Overview and Scrutiny Procedure Rules”, Rule 9.1). See paragraph 4.7.
- Matters referred to the Overview and Scrutiny Committee under the provisions of the Council’s Constitution as amended (Part 4 – “Rules of Procedure”, Section 4.5 – “Overview and Scrutiny Procedure Rules”, Rule 9.3) in accordance with Section 119

of the Local Government and Public Involvement in Health Act 2007. See paragraph 4.8.

4. Procedures/ Protocols

4.1 Call-in

4.1.1 For details of the call-in procedure, please see Appendix 1.

4.1.2 Protocol for transacting a “Call In” at OSC:

If a decision is called in, the OSC will consider it at its next meeting in a strictly time limited slot of up to one hour. The protocol for transacting this business would be as follows:

- presentation of the call-in by one of the call-in Members followed by questions from OSC Members
- response from Lead Members/officers followed by questions from OSC Members
- general debate among OSC Members followed by a decision
- The call-in Member who presented to OSC would not be allowed to speak again or vote on the item
- the Committee would then either resolve to take no action (in effect endorsing the original decision) or refer the matter back to Cabinet for further discussion, setting out the nature of its concerns and possibly recommending an alternative course of action.

4.2 Overview and Scrutiny work programme

4.2.1 OSC will agree its work programme at the beginning of the municipal year and consider progress every two months. The work programme will take into account the Cabinet’s Forward Plan. The programme will include when OSC will consider budget and policy framework reports and performance and information reports.

4.3 Budget and policy framework items

4.3.1 The policy framework, set out in Article 4 of the Constitution, outlines the plans and strategies required by statute to be approved by the full Council and which OSC should examine:

- Annual Library Plan
- Best Value Performance Plan
- Children and Young People’s Plan
- Crime and Disorder Reduction Strategy
- Development Plan Documents and plans/ alterations which together comprise the Development Plan.
- Licensing Authority Policy Statement
- Local Transport Plan
- Sustainable Community Strategy
- Youth Justice Plan

4.3.2 The Council’s budget which the OSC should examine includes the annual allocation of financial resources to different services and projects following the announcement of the government’s grant to the authority, the treatment of risk including level of reserves and proposed contingency funds, setting the council tax (including the

recommended council tax base), and decisions relating to the control of the Council's borrowing, the control of its capital expenditure and the setting of virement limits.

4.4 Performance and information monitoring

4.4.1 OSC will throughout the course of the year regularly monitor and examine reports on the Strategic Plan and budget monitoring (Quarterly) plus Annual Review, Tower Hamlets Index (bimonthly), Diversity & Equality Action Plan (6 monthly) and the Performance Digest Report which will bring together data from Corporate Complaints and Members Enquiries (6 monthly). Within the Scrutiny Spotlight session, it will also receive presentations from Lead Members and Corporate Directors on the performance and challenges facing key Council services.

4.5 Reviews, Investigations and Challenge Sessions

- 4.5.1 As part of its work programme for the year, OSC will include issues and services for investigation, review and challenge sessions. This must be:
- flexible to allow some capacity to address new issues during the year or to delve deeper into some issues following initial work.
 - achievable and reflect the capacity available to support Scrutiny's work.
- 4.5.2 The Work Programme will be drawn up after consideration of key documents such as the Annual Residents' Survey, Annual Audit and Inspection Letter, Strategic Plan monitoring, Tower Hamlets Index and the Local Area Partnership Plans to identify potential scrutiny issues. It will also consider issues raised through Scrutiny's own work such as the performance monitoring role, as well as specific reviews.
- 4.5.3 The following criteria act as a guide in prioritising the selection of issues:
- a service or issue that requires significant improvement
 - a service or issue of poor or challenging performance
 - an area of national policy development that impacts or has the potential to impact on one or more sections of the community
 - an inspection is planned for the service where Scrutiny would add value to Council and partner performance
 - a controversial or sensitive issue that would benefit from a risk-management approach and the pro-active engagement of partners and local communities.
- 4.5.4 Where Scrutiny Panels are established to deliver the Committee's work, their membership will be constituted according to proportionality rules and in liaison with Party whips. It would be expected that membership would be based on the expressed interests of Members.
- 4.5.5 Please see Appendix 1 to this report for further details on the conduct of scrutiny reviews.
- 4.5.6 A report on all investigations, reviews and challenges sessions will be presented to OSC. Where there are recommendations that Cabinet need to consider, the review report will be submitted to Cabinet with an action plan (via the usual pre-agenda planning process). Reports may also be submitted to partner organisations for their response following consideration by Cabinet. Challenge Session reports are agreed by OSC following this an action plan is developed by the department which is then monitored through the recommendation tracking report. In circumstances, where there resource implications the report will be presented to Cabinet.

4.5.7 A progress check on the implementation of recommendations will be considered twice a year by OSC through the recommendation tracking report.

4.6 Pre-decision scrutiny of Cabinet business

4.6.1 Consideration of the Forward Plan will allow the OSC to highlight upcoming issues for the review programme or for further work by the relevant Lead Scrutiny Member.

4.6.2 The OSC meets the night before Cabinet and has the opportunity to raise questions which it considers Cabinet should take into account in reaching its decisions. OSC Members receive the Cabinet papers on their initial despatch the week before the meeting.

4.6.3 Protocol for submission of pre-decision scrutiny questions:

- Members must notify the Chair in writing (via the Scrutiny Policy team) of any questions they wish to raise by 12 noon on the Monday of the same week of OSC and Cabinet meetings.
- When necessary, the Chair, Vice Chair and a nominated Minority Member will meet prior to OSC meeting to determine how the time allocated for pre-decision scrutiny questions at the OSC meeting could best be used if there are a significant number of questions raised. The following criteria would be used:
 - questions should be new and not ones already addressed in the report or that have been the subject of correspondence or review elsewhere
 - questions for information should be raised directly with the report author
 - first priority should be given to consideration of reports with large scale, cross-borough policy implications
 - questions should consider they can influence the decision of the Cabinet to ensure it meets local needs.

4.6.4 Protocol for transacting pre-decision scrutiny at OSC:

- There will be a maximum time slot of 45 minutes to consider pre-decision scrutiny questions for Cabinet.
- Members will be able to raise questions and comments only, not to have a full scale debate on issues.
- The OSC will aim for a consensual agreement on the issues/ questions to be raised with Cabinet.

4.6.5 The Chair of the Overview and Scrutiny Committee will have an allocated 10 minute slot on the Cabinet agenda to feedback any questions together with any other issues from the Committee's deliberations. The Chair may also appoint a delegate to undertake this function if he/she is unavailable to attend.

4.7 Items of business requested by members of the OSC under the provisions of the Overview and Scrutiny Procedure Rule 9.1

4.7.1 Members of the OSC may request the Assistant Chief Executive to include an item relevant to the functions of the Committee on the agenda of the next available meeting. Please see Appendix 1 to this report for full details.

4.7.2 Protocol for transacting such business at OSC:

- "Presentation" by requesting Member to the Committee - Time allowed 10 minutes. Member to outline why he/she thinks the OSC should initiate a review of the matter and set out his/her alternative course of action.

- OSC members then to be given the opportunity to ask questions of clarification and receive answers from requesting Member.
- Corporate Director response to be asked to address the points raised by the requesting Member (brief written response to be tabled providing sufficient information for the Committee to take a view) and any remaining points raised by the OSC members in the Question and Answer session.
- Lead Member (who may be present) may be given an opportunity, by the Chair, to make a contribution on specific points if he/she so wishes but this not to be a generalised right of reply or a lengthy matter.
- OSC members to discuss and reach a determination. The Chair to summarise the deliberations and move a motion for consideration/ agreement of the Committee.

Deliberations

- The Committee are required to decide whether or not further scrutiny of the matter in question is appropriate.
- The OSC must be satisfied that the matter is relevant to its work programme, and if it is not the request for consideration must be refused. If the request is determined to be relevant to the work programme the Committee should identify the item in the work programme to which it relates.
- If the committee decide that further scrutiny is required it should indicate how the matter should be dealt within the context of the work programme item ie specify what form the further scrutiny should take. Perhaps requesting a detailed report from officers and their attendance at the next OSC meeting to address the issues, or perhaps a scrutiny review.
- Should the Committee decide to undertake a scrutiny review:
 - The broad terms the terms of reference of the Scrutiny Working Group should be stated.
 - A date should be set for submission of a report upon the Working Group's findings to the Committee.
 - It should be established upon a representational basis as per paragraph 4.5.4 above.

4.7.3 Scrutiny Review Groups

Once appointed it is the responsibility of a Scrutiny Working Group:

- To scope the review and establish a timetable to meet the Committee's reporting requirement
- To convene one or more meetings to scrutinise/review the issues under consideration
- To prepare a report with such recommendations as the Working Group considers appropriate for submission to the Committee.

4.8 Items referred to OSC by councillors under the provisions of the Overview and Scrutiny Procedure Rule 9.3

- 4.8.1 Any member of the Council may refer a local government matter to the OSC for examination under the Councillor Call for Action (CCfA) provisions introduced by Section 119 of the Local Government and Public Involvement in Health Act 2007 that came into force on 1st April 2009. IOSC agreed a local proposal for implementing CCfA in September 2009. This includes pooling together the joint information gleaned from complaints, petitions, members enquiries and FOI requests into one performance report that can be used both corporately and by councillors to spot patterns and problem-solve on behalf of the community. This Performance Digest report will be

prepared at six-monthly intervals for use at OSC to consider issues strategically and a local version would be presented to LAP Steering Group Members. The combination of the two would aim to ensure that both neighborhood and borough-wide aspects are covered. Last year's review on Strengthening Local Community Leadership tested this model and made a number of recommendations for improvements including the development of a toolkit for use by Members. This will be developed in July 2010 and available for use by Members.

5. Health Scrutiny

- 5.1 The Health Scrutiny Panel is a sub-committee of the Overview and Scrutiny Committee which meets on a quarterly basis. With terms of reference and membership as set out in the Constitution (Article 6 and Part 4 – “Rules of Procedure”, Section 4.5 – “Overview and Scrutiny Procedure Rules”. As well as its statutory obligations the Panel will also consider a work programme agreed by the Overview and Scrutiny Committee. The Scrutiny Lead for “A Healthier Community” chairs the Health Scrutiny Panel must regularly report to OSC on the work of the Panel.

6. Protocol for the Conduct of Business

- 6.1 Given the Terms of Reference of the Committee, the nature of business that it will consider will vary depending upon the role it is undertaking. It can also be assumed that in addition to Committee Members, a variety of persons, in differing capacities are likely to attend meetings of the Committee. These would include:
- Church/Faith or Parent Governor representatives
 - the Leader of the Council and Lead Members
 - non-executive members
 - members of the Health Scrutiny Panel
 - chief officers or their representatives
 - external witnesses invited by the Committee to give evidence and advice
 - members of the public
- 6.2 In order to facilitate the smooth conduct of business it will be necessary for all concerned to have an understanding of when and how it is appropriate for them to participate in meetings of the Committee. It is therefore suggested in accordance with the provisions of the Council's Constitution, the Committee continues to use the protocol previously adopted for the conduct of business as detailed below:
- (i) Voting Members to occupy specified seats (nearest to the Chair and Vice-Chair and Lead Officer.)
 - (ii) 'Call In' Members to occupy specified seats.
 - (iii) Lead Member(s) to occupy specified seats.
 - (iv) Subject to any variance agreed by the Committee, items of business to be dealt within the order that they appear on the agenda.
 - (v) The agenda be structured so that business is considered in the order set out in Appendix 1 to this report.

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Agenda Item 8.2

Committee Overview and Scrutiny	Date 19 June 2012	Classification Unrestricted	Report No.	Agenda Item No. 8.2
Report of: Service Head Democratic Services Originating Officer(s): Simone Scott-Sawyer, Senior Committee Officer, Democratic Services		Title Appointment of Scrutiny Lead Members, Co-options to Overview and Scrutiny Committee, Health Scrutiny Panel Terms of Reference and Appointments Ward(s) affected: All		

1. Summary

- 1.1 This report requests the Overview & Scrutiny Committee (OSC) to note the changes to Scrutiny Lead portfolios based on the Council's Directorates and consider the appointment of Lead Scrutiny Members for those portfolios, in accordance with the Council's Constitution (as amended).
- 1.2 The OSC is also requested to agree the co-option of representatives in respect of education matters in accordance with statutory requirements and the Council's Constitution (as amended).
- 1.3 This report informs the OSC of the establishment, by full Council, of the Health Scrutiny Panel, to discharge the Council's functions under the National Health Service Act 2006, with terms of reference and quorum as set out in the Council's Constitution.
- 1.4 The OSC is also requested to consider making appointments to the Health Scrutiny Panel for the Municipal Year 2012/2013, the exact membership of which remains a matter for its determination (provided it is congruent with proportionality requirements and other specific constitutional provisions).
- 1.5 The OSC is further requested to agree the co-option of 2 representatives from the Tower Hamlets Local Involvement Network in accordance with constitutional provisions.

2. Recommendations

That the Overview & Scrutiny Committee:

- 2.1 Appoint Lead Scrutiny Members for the Scrutiny Lead portfolios. The Scrutiny Lead portfolios were aligned to the Council's directorates for the municipal year 2011/12;
- 2.2 Agree the co-option of representatives in respect of education matters, as set out at paragraphs 4.1 to 4.8 of this report;

- 2.3 Note the establishment of the Health Scrutiny Panel by full Council, to discharge the Council's functions under the National Health Service Act 2006 and the Local Authorities (Overview and Scrutiny Committees Health Scrutiny Functions Regulations) 2002,
- 2.4 Appoint members to the Health Scrutiny Panel for the Municipal Year 2012/2013 as set out at paragraph 5.3 of this report; and
- 2.5 Agree the co-option of representatives from the Tower Hamlets Local Involvement Network to the membership of the Health Scrutiny Panel for the Municipal Year 2012/2013, as set out at paragraph 5.4 of this report.

3. Scrutiny Lead Portfolios

- 3.1 The Overview and Scrutiny Committee is requested to consider the appointment of Lead Scrutiny Members for the portfolios set out below:

- **Communities, Localities and Culture**
- **Children's Services**
- **Resources**
- **Development and Renewal**
- **Chief's Executives**
- **Adults, Health and Wellbeing.**

4. Co-option of Education and other Representatives to Overview and Scrutiny Committee

- 4.1 Section 21(10) of the Local Government Act 2000 provides that an overview and scrutiny committee of a local Council may include persons who are not members of the Council. This provision empowers, rather than obliges, local authorities to have co-opted members on their overview and scrutiny committees.
- 4.2 However Schedule 1 to the LGA 2000 also has effect in relation to the Council's executive arrangements. Paragraph 7 of Schedule 1 makes provision for overview and scrutiny committees to have church representatives. The Council must have a Church of England co-opted member on its overview and scrutiny committee if the committee's functions relate wholly or partly to education functions and if the Council maintains one or more Church of England Schools. Similarly, the Council must have a Roman Catholic representative on its overview and scrutiny committee if the committee's functions relate wholly or partly to education functions and if the Council maintains one or more Roman Catholic schools.

- 4.3 Paragraph 7 of Schedule 1 to the LGA 2000 also deals with appointment of the church representatives. The Church of England representative must be nominated by the Diocesan Board of Education for any Church of England diocese which falls wholly or partly in Tower Hamlets. The Roman Catholic representative must be a nominated by the bishop of any Roman Catholic diocese which falls wholly or partly in Tower Hamlets.
- 4.4 Paragraph 9(4) of Schedule 1 to the LGA 2000 sets out power for the Secretary of State to make regulations requiring local authorities to have representatives of parent governors at maintained schools included on their overview and scrutiny committees. The Secretary of State has made the Parent Governor Representatives (England) Regulations 2001 in pursuit of these powers. Regulation 3 provides that a local education Council shall appoint at least two, but not more than five, parent governor representatives to any overview and scrutiny committee that has functions which relate wholly or partly to any education functions which are the responsibility of the Council's executive. The Regulations specify the process for electing representatives.
- 4.5 Consistent with the statutory provisions, the Council's Constitution provides in Part 3 "Responsibility for Functions", for the membership of the overview and scrutiny committee to include a Church of England representative, a Roman Catholic representative and two Parent Governor representatives. The Constitution also provides for the committee to have a non-voting Muslim faith representative, although this is not a statutory requirement.
- 4.6 The Constitution as amended (Part 4 – "Rules of Procedure", Section 4.5 – "Overview and Scrutiny Procedure Rules", Paragraph 4 "Education Representatives" Rule 4.1 states that "The Overview and Scrutiny Committee must include in its membership the following voting representatives in respect of education matters:
- One Church of England diocese representative;
 - One Roman Catholic diocese representative; and
 - Three parent governor representatives elected under the procedures contained in the Parent Governor Representatives (England) Regulations 2001."

Rule 4.2 states that "The Committee may also include a Muslim representative in a non-voting capacity. "

Rule 4.3 states that "These members may speak but not vote on any other (i.e. non educational) matters. "

- 4.7 Accordingly the Overview & Scrutiny Committee is requested to agree the co-option of nominated representatives in respect of education matters as set out in the table below.

Church of England Diocese representative	Reverend Michael Ainsworth
Roman Catholic Diocese representative	A nomination is awaited
Parent Governor representative	Memory Kampiyawo
Parent Governor representative	A nomination is awaited
Parent Governor representative	A nomination is awaited
Muslim Community Representative	Mr Mushfique Uddin

5. Health Scrutiny Panel

5.1 Establishment

- 5.2 The Constitution states that the Annual Council Meeting will establish “such other committees/panels as it considers appropriate to deal with matters which are neither Executive Functions nor reserved to the Council”.
- 5.3 The Council’s Constitution refers to the establishment of “a standing Sub-Committee to discharge the Council’s functions under the Health and Social Care Act 2001 to be known as the Health Scrutiny Panel”. The reference to the Health and Social Care Act 2001 is out of date and this should be taken as a reference to the National Health Service Act 2006 and the Local Authorities (Overview and Scrutiny Committees Health Scrutiny Functions Regulations) 2002.
- 5.4 At the Annual General Meeting of the Council, held on 16 May 2012 the Health Scrutiny Panel was established for the Municipal Year 2012/2013 with a membership numbering 7, and an allocation of places in accordance with overall proportionality requirements as follows: 5 Majority Group Members (Labour), 1 Minority Group Member (Conservative) and 1 Minority Group Member (Independent). The OSC is therefore requested to note the establishment of the Health Scrutiny Panel, its total membership and the allocation of places between the political groups.

6. Terms of Reference and Quorum

- 6.1 The Health Scrutiny Panel will undertake the Council’s functions under the Health and Social Care Act 2001 and consider matters relating to the local health service as provided by the NHS and other bodies including the Council:

- (a) To review and scrutinise matters relating to the health service within the Council's area and make reports and recommendations in accordance with any regulations made thereunder;
- (b) To respond to consultation exercises undertaken by an NHS body; and
- (c) To question appropriate officers of local NHS bodies in relation to the policies adopted and the provision of the services.

6.2 The quorum will be 3 voting members.

7. Appointment of Members to Health Scrutiny Panel

7.1 As indicated in above the total membership for the Health Scrutiny Panel and the allocation of these places between the political groups has been determined by the full Council.

7.2 However the exact membership of the Health Scrutiny Panel remains a matter for the determination of the OSC (provided it is congruent with proportionality requirements and other specific constitutional provisions). The OSC should note that the Scrutiny Lead Member: A Healthy Community should have been determined by it, following a motion from the Chair, at recommendation 2.1 above and this Member must be appointed as a member and Chair of the Health Scrutiny Panel.

7.3 Accordingly the OSC is requested to consider making appointments to the Health Scrutiny Panel for the Municipal Year 2012/2013.

8. Co-option of Representatives to the Health Scrutiny Panel

8.1 The Overview and Scrutiny Procedure Rules state that:

"The Overview and Scrutiny Committee will be responsible for approving co-opted Members for the Scrutiny Panels. Co-opted Members will be non-voting."

8.2 Two representatives from the Tower Hamlets Local Involvement Network were recruited and served as co-opted members of the Health Scrutiny Panel in the Municipal Year 2011/12. It is recommended that these representatives be co-opted to the membership of the Health Scrutiny Panel in 2012/2013.

8.3 Accordingly the OSC is requested to agree the co-option of representatives from the Tower Hamlets Local Involvement Network to the membership of the Health Scrutiny Panel for the Municipal Year 2012/2013, as set out below:

David Burbridge
Amjad Rahi

9. Comments of the Chief Financial Officer

- 9.1 This report describes the Overview & Scrutiny Committee (OSC) request to note the Scrutiny Lead portfolios based on the Community Plan Themes and consider the appointment of Lead Scrutiny Members for those portfolios, in accordance with the Council's Constitution (as amended).
- 9.2 Also, OSC are requested to agree the following: co-option of representatives in respect of education matters in accordance with statutory requirements and the Council's Constitution; the creation of a Health Scrutiny Panel; co-option of 2 representatives from the Tower Hamlets Local Involvement Network.
- 9.2 There are no specific financial implications emanating from this report but in the event that 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.

10. Concurrent report of the Assistant Chief Executive (Legal)

- 10.1 Most of the relevant statutory and constitutional provisions are set out in the body of the report. It is also proposed that independent members be co-opted to the Health Scrutiny Panel. In accordance with section 102(3) of the Local Government Act 1972 independent members may be appointed to committees and sub-committees.

11. One Tower Hamlets Considerations

The establishment of the Health Scrutiny Panel may contribute to the reduction of any health inequalities that exist in the borough.

12. Sustainable Action for a Greener Environment

- 12.1 There are no specific SAGE implications arising from the recommendations in the report.

13. Risk Management Implications

- 13.1 The appointment of Scrutiny Lead Members, Co option of representatives in respect of education matters and establishment of the Health Scrutiny Panel is necessary for the Overview and Scrutiny Committee to meet its statutory and constitutional obligations and in particular the functions conferred on the Council by section 102(3) of the Local Government Act 1972 and also section 21 of the Local Government Act 2000 and the Health and Social Care Act 2001.

14. Crime and Disorder Reduction Implications

- 14.1 There are no specific Crime and Disorder Reduction implications arising from the recommendations in the report.

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

Brief description of "background paper"

If not supplied
Name and telephone
number of holder

n/a

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Agenda Item 9.1

Overview & Scrutiny Committee	Date: 19 th June 2012	Classification: Unrestricted	Report No:
Report of: Corporate Director Resources		Title: Strategic Performance and Corporate Revenue and Capital Budget Monitoring - 2011/12 Outturn	
Originating officer(s) Peter Hayday, Interim Service Head Financial Services, Risk & Accountability Louise Russell, Service Head Strategy and Performance		Wards Affected: All	

Community Plan Theme	All
Strategic Priority	All

1. SUMMARY

1.1 This report details the financial outturn position of the Council at the end of the financial year 2011/12 compared to budget, and service performance against targets. This includes:

- General Fund Revenue, Housing Revenue Account and Schools Balances;
- Capital Programme;
- Collection Fund;
- Pension Fund;
- Performance for strategic measures; and
- Progress against Strategic Plan activities.

1.2 The outturn figures are subject to audit.

1.3 This report will be considered by Overview & Scrutiny on 19th June. The draft Statement of Accounts, including the Comprehensive Income & Expenditure Account, Balance Sheet and Cash Flow, will be considered by Audit Committee on 26th June. The Accounts will be 'subject to audit' with the Audit Commission due to sign them off by 30th September 2012.

1.4 Finance Overview

1.4.1 General Fund

The outturn for 2011/12 is a net budget underspend of £0.6million (1.9%) on an overall budget of £311million: this is slightly better than the break-even forecast

which had been projected throughout the year. The underspend is after transfers to earmarked reserves of £16.0 million and £3million to the general fund reserve (as detailed in Appendix 5). These represent planned transfers to reserves, ring-fenced funds carried forward and project expenditure that has slipped into a later financial year: those transfers which did not form part of the revised 2011-12 budget agreed by Full Council in February require formal approval by Cabinet.

1.4.2 Housing Revenue Account

There is a £0.8million surplus on the HRA which is significantly better than the breakeven position which had been forecast. This variance is primarily a result of higher commercial property income, additional costs charged to a larger capital programme and lower than anticipated HRA bad debt provision. Further information is provided in paragraph 3.8 and Appendix 3.

1.4.3 Schools Balances

Schools balances as at 31st March 2012 totalled £28.4million (£24.1million in 2011) together with £6.8million of unapplied capital grant.

1.4.4 Capital Programme

Capital investment for the year totalled £162.3million showing a £6.3million (3.7%) slippage against the capital programme. This slippage was in the main against the housing element of the programme and the High Street 2012 programme although spend on the Building Schools for the Future programme was ahead of profile. Further information is provided in Section 4.

1.4.5 Collection Fund

The Council will draw down £81.3million of Council Tax income from the Collection Fund in line with budget. The in-year collection rate was 95.4% (2011 95.1%) with the projected collection rate being 97% which is in line with budget. £317.4million was collected in NNDR (Business Rates) on behalf of the government with a collection rate of 99.4%, again in line with the original forecast for the year and among the top performers nationwide. Further information is provided in Section 5.

1.4.6 Pension Fund

The deficit on the Pension Fund at the year-end was £423million (£309million 2011) reflecting the deteriorating value of the fund investments as a result of the prevailing global markets (see Section 6).

1.5 Performance Overview

The strategic measures enable the Council to monitor progress against key performance targets. Of the 39 measures used by the Council, 14 (36%) have met or exceeded their target (Green), 17 (44%) are within target range (Amber) and 8 (20%) are below minimum expectation (Red). 18 (46%) of all measures have improved compared to this time, 14 (36%) are stable compared to last year and 7 (18%) have deteriorated. Sections 8-9 provide a summary of performance against our agreed targets.

The Council's Strategic Plan also sets out our strategic activities, which are monitored bi-annually. Progress in delivering the Strategic Plan has also been strong. Sections 10-11 provide a progress report on implementation of our strategic activities.

2. DECISIONS REQUIRED

Committee is recommended to:

- 2.1. Note the Council's financial performance compared to budget for 2011/12 as detailed in Sections 3 to 6 and Appendices 1-4 of this report.
- 2.2. Note the transfers to reserves as detailed in Appendix 5 of this report.
- 2.3. Review and note 2011/12 year end performance for strategic measures and Strategic Plan activities as detailed in appendices 6 and 7.

Reasons for the Decisions

Quarterly updates on the revenue and capital expenditure compared to budgets, together with service performance, are provided to Cabinet for information. This is the year end position.

Alternative Options

Cabinet might not approve the transfers to earmarked reserves, but this is not recommended for reasons set out in the report.

3. REVENUE

3.1 General Fund Summary

The following table summarises the General Fund revenue outturn compared to budget for 2011/12. The revised budgets for each service area reflect the adjustments and virements made during the year which are detailed in Appendix 1. The proposed transfers to earmarked reserves are detailed in Appendix 5.

The outturn variance of £554,000 together with the planned £3.0million transfer to the General Fund Reserve will increase the General Fund balances to £26.9 million which is broadly in line with the Medium Term Financial Plan.

SUMMARY	Revised Budget £'000	Actual Net Spend £'000	Transfers to Earmarked Reserves £'000	Outturn £'000	Variance £'000
Adults Health and Wellbeing	102,794	98,581	4,055	102,636	(158)
Chief Executive	11,442	10,393	985	11,378	(64)
Children, Schools and Families	89,617	89,617	0	89,617	0
Communities, Localities & Culture	71,002	70,525	477	71,002	0
Development and Renewal	23,001	16,860	6,140	23,000	(1)
Resources	14,082	12,971	1,075	14,046	(36)
Corporate Costs/Capital Financing	(978)	(4,523)	3,250	(1,273)	(295)
TOTAL	310,960	294,424	15,982	310,406	(554)

Set out below is a summary of the outturn position for each service directorate including any proposed transfers to earmarked reserves. A more detailed analysis of the budget variances is shown in Appendix 2.

3.2 Adults, Health and Wellbeing (AHWB) Variance: £158,000 underspend

The AHWB outturn position is a small underspend of £0.2million (0.1%) on a net budget of £102.8million.

In arriving at this position an amount of £4.055 million, has been requested as a new reserve for Joint Health & Social Care Initiatives representing unallocated Section 256 funding as at 31st March 2012.

3.3 Chief Executive **Variance: £64,000 underspend**

The Chief Executive's services net expenditure out-turned broadly in line with budget. This underspend is net of proposed transfers to earmarked reserves totalling some £1.0 million to support on-going projects and work programs in 2012/13.

3.4 Children, Schools and Families (CSF) **Variance: Nil**

CSF is reporting net expenditure for the year in line with budget. Whilst there are individual services in Learning and Achievement and in Children's Social Care with underspends, this has allowed a reduction in the planned use of CSF reserves in 2011/12. These underspends are in some instances technical (e.g. Music Service and School Improvement spend straddling financial years, or transport funding freeing up grant funding), in others about the profiling of spend, (particularly on Early Intervention Grant). Moreover, the significant level of resource reduction experienced in 2011/12, which saw the combined reduction in budgets and grants for CSF exceed £20m, and the focus on budgetary caution has meant that budget managers have been slower to fill vacancies or commit to new initiatives than they otherwise might have been. These underspends are not expected to recur in 2012/13 and earmarked reserves are planned to be applied in future years.

In the Schools Budget, the breakeven position reflected a lower spend and lower draw-down of Dedicated Schools Grant than anticipated, such that the cumulative underspend on the DSG is now £5.9m. The Schools Forum agreed in September 2011 that £3m would be set aside to assist with the management of the School Funding Reform in 2013/14 and they were advised at their meeting in March 2012 that underspends in contingency, SEN and catering would add a further £2.2m to the DSG underspend. The final position added a further £0.7m to the DSG underspend, principally for still lower SEN costs.

3.5 Communities, Localities and Culture (CLC) **Variance: Nil**

CLC is reporting net expenditure for the year in line with budget. This position is net of proposed transfers to reserves of £0.5m as detailed in Appendix 5 and a budgeted contribution from the Parking Control Account of £5.8million to Corporate Costs.

3.6 **Development and Renewal (D&R)**

Variance: Nil

D&R are also reporting a nil variance against the final budget. The final outturn includes £2m contribution from reserves to fund various one-off projects and a proposed £6.1m transfer to earmarked reserves. In the main these transfers relate to the £4.3m of New Home Bonus to support the financing of the decent home programme (as agreed by Full Council as part of the MTFP) and £1.7m to the Barkantine PFI reserve to cover future costs of the scheme.

The Building Control trading accounts are showing a small deficit of £120k for the year which is being transferred to reserves in accordance with legislation. A medium term action plan will be in place to bring the trading account into a breakeven position over the next three year period.

3.7 **Resources**

Variance: £36,000 underspend

The Resources services are showing a small underspend against budget net of a proposed transfer to earmarked reserves of £1.1million. In the main this transfer relates to the £0.4million rebate on the Comensura contract for reinvestment in procurement savings initiatives and £0.5million ICT future sourcing programme costs which have slipped to 2012/13.

3.8 **Corporate Costs & Capital Financing**

Variance: £0.3million underspend

The underspend on the corporate costs budgets is primarily due to unallocated contingency provisions and is after planned transfers to earmarked reserves of £3.2 million.

3.9 **Housing Revenue Account (HRA)**

Variance: £0.8million underspend

This variance is primarily a result of higher than budgeted rental income, from commercial properties; additional fee income generated due to the capital programme being substantially higher than originally budgeted, and a lower than anticipated movement on HRA bad debt provisions.

Members are requested to agree the creation of a new reserve for future housing supply, with a proposed contribution of £1 million.

The 2011/12 surplus will increase HRA balances and will ultimately be used as a contribution towards the non-grant-funded element of the Decent Homes backlog programme, as agreed by Cabinet in September 2011.

Cabinet will be aware that HRA funding is available only for social housing and cannot be applied to general purposes.

3.10 Schools Balances

Schools balances totalled £28.4 million as at 31st March 2012 (£24.1m in 2010/11): this is £13.6million in excess of the recommended 5% for secondary schools and 8% for primary and special schools). In comparing the year-on-year position it should be noted that two schools became academies during the year and therefore their funding is no longer part of the Authority's reported position.

Officers will be working with the Schools Forum on understanding and challenging the larger underspends. Cabinet will be aware that DSG is ring-fenced by the Government and is not available for general expenditure.

Unapplied capital grant totalled £6.8million as at 31st March 2012 compared to £4.3million as at the end of 2011.

4. CAPITAL

- 4.1 The capital expenditure for 2011/12 totalled £162.3million against a capital programme budget of £168.6million. The slippage of £6.3million (3.7%) was in the main against the housing element of the programme (£6.6million) and the High Street 2012 programme (£2.1million). However, the Building Schools for the Future programme out-turned £5.8 million ahead of the spend profile.
- 4.2 An analysis of spend against budget for each directorate's element of the programme is shown in the table below.

Directorate	Revised Budget £million	Outturn £million	Variance £million
Communities, Localities & Culture	16.530	15.639	(0.891)
Children, Schools and Families	19.586	18.111	(1.475)
Resources / Corporate	2.236	2.108	(0.128)
Adults Health and Wellbeing	0.295	0.238	(0.057)
Development and Renewal	13.829	10.966	(2.863)
Building Schools for the Future	77.858	83.651	5.793
Housing Revenue Account	38.251	31.619	(6.632)
Total	168.585	162.332	(6.254)

The gross spend of £162.3 million has been funded from the following capital financing sources.

Source of Financing	£million
Government Grants	106.007
Capital Receipts	7.461
External Borrowing	19.906
Developers' Contributions (section 106)	12.715
Revenue Contributions	4.861
Major Repairs Allowance	11.382
Total	162.332

4.3 Communities, Localities and Culture Variance: £0.9million slippage

The variance of £0.9m for CLC represents 5% of the annual budget. The main contributing factor to this is slight slippage on works to Victoria Park.

4.4 Children Schools & Families Variance: £1.5million slippage

The capital outturn position for CSF is an 8% underspend against the 2011/12 budget. This is made up of slippage and re-programming of school expansion schemes and the delay of land purchase at Lukin Street.

4.5 Resources/Corporate Variance: £0.1million slippage

The small variance relates to the priority service remediation project which is mid-way and due to complete in the next financial year.

4.6 Adults Health and Wellbeing Variance: £0.06million slippage

The small variance is due to building works being delayed due to the decant of Southern Grove.

4.7 Development and Renewal Variance: £2.9million slippage

The main reason for the outturn position of £2.9million (20.7%) below budget profile is a variance of £2.1million on the High Street 2012 programme. This related to the environmental works to the Ocean Green area which have been undertaken and funded directly by East Thames Housing Group as part of the Ocean Estate regeneration scheme. The scheme continues into 2012-13.

4.8 Building Schools for the Future Variance: £5.8million above profile

The variance on the BSF capital programme is due to phased construction works undertaken by TH LEP Ltd, which were undertaken and completed ahead of

schedule. As such this spend falls within the whole life costing for the BSF grant funded programme and no additional funding is required to meet this variance.

4.9 **Housing Revenue Account** **Variance: £6.6million slippage**

The capital outturn position for HRA represents 17% slippage against the 2011/12 budget profile. The main areas of slippage relate to some £2million on the Lister and Treves Houses decent homes pilot works which have been delayed due to the need to resolve planning issues, and the carry forward of contingency resources. There was also slippage of £1.4million on the Blackwall Reach project, and £1.2million on the Ocean Regeneration scheme. All of these projects have flexible budget profiles spanning several years, with resources in place to finance the expenditure as necessary.

5. **COLLECTION FUND**

5.1 The Collection Fund is a statutory account for the collection and distribution of amounts due in respect of council tax and National Non-domestic Rates (NNDR or Business Rates). The Council collects council tax both on its own behalf and for the precepting authority, the Greater London Authority (GLA). NNDR is collected by the Council on behalf of the government and this is paid over to the Department of Communities and Local Government in accordance with a monthly schedule issued by the CLG at the beginning of each financial year. A supplementary Business Rate payable to the GLA is also collected to contribute towards the cost of Cross-Rail.

5.2 The council tax base as at 31st March 2012 was £79.8m compared to the budgeted base of £78.7m. The in-year collection rate was 95.4% (95.1% 2011) with a final projected collection rate of 97% (actual 2011 to date 96.5%). £81.3m was transferred from the Collection Fund to the General Fund, in line with budget. After making appropriate provisions for debtors there is a small surplus on the fund that will be carried forward into 2012/13.

5.3 The Council collected £317.4m in NNDR in 2011/12 relating to that year, an in-year collection rate of 99.4% (99.6% 2011) – this exceeded the 98% collection target. The cumulative gross amount outstanding at the year-end was £12.66m.

6. **PENSION FUND**

6.1 All non-teaching staff employed by the Council are entitled to join the Local Government Pension Scheme (LGPS). Each local authority is required to operate a Pension Fund as part of the scheme although the employee contributions into the fund and the associated pension benefits are determined by the government as part of a national scheme.

- 6.2 The employer contributions into the fund are determined by the funds Actuaries, appointed by the Council, and reflect the actuarial valuation carried-out every three years. The valuation assesses both the assets and liabilities of the fund and the extent to which the fund is either in net surplus or deficit. Any deficit will need to be made good over a rolling 20 year period through increases in employer contributions.
- 6.3 The employee contribution level is currently between 5.5% - 7.5% and staff contributions into the fund in 2011/12 totalled £9.2m. The employer's contribution rate is currently 15.8% with the Council paying a total of £23.3m in contributions, plus an additional payment of £14m in deficit funding, into the fund in 2011/12 which is reflected in the total employee costs for the Council in that year of £37.3m. There were 4,780 active members in the scheme from a total establishment of some 8,557 employees.
- 6.4 As at 31st March 2012 there was a deficit on the fund of £423million (£309m 2011) under the IAS19 (former FRS17 calculation). The increase in the deficit is principally due to the financial assumptions used at 31 March 2012 being less favourable than they were at 31st March 2011. A significant reduction in the discount rate combined with lower than expected returns on investment has led to a higher value being placed on liabilities - this has been the case for most LGPS funds.

7. STRATEGIC PERFORMANCE

- 7.1 This report provides Overview and Scrutiny with an end of year update on performance against agreed targets and activities. Sections 8-9 provide a summary of performance against our agreed targets. Sections 10-11 provide a progress report on implementation of our strategic activities.
- 7.2 This performance report provides information for the 39 Strategic Plan measures, and sub-set of measures, for which data is currently available. An additional performance measure is included - the number of primary schools below the Department for Education's Floor Standard at Key Stage 2. This is a new measure and therefore does not currently have a target or benchmark data.
- 7.3 Performance against the end of year target is measured as either 'Red', 'Amber' or 'Green' (RAG). Should the performance fall below minimum expectation – indicated as the dotted red line, it is marked as 'Red'. Should it fall above the minimum expectation, but below target – indicated as the solid green line, it is 'Amber' (within target range). Should it be performing at or above the target, it is indicated 'Green'. Indicators are also measured against previous year's performance, as 'direction of travel'. If performance is deteriorating, it is indicated as a downward arrow ↓, if there is no change (or less that 5% change)

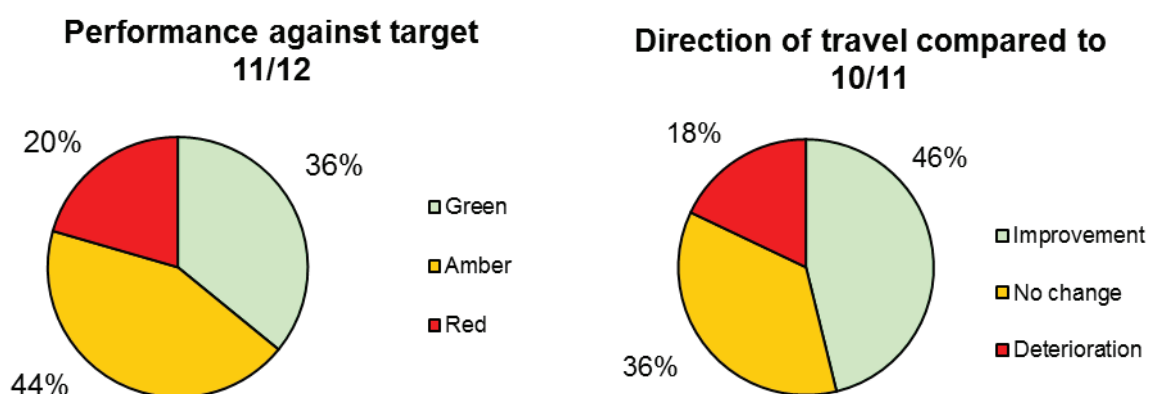
it is neutral ⇔, and should it be improving compared to last year, it is indicated as an upward arrow ↑.

8. PERFORMANCE MEASURE SUMMARY

8.1 The Council strives to make continuous improvements to its services, year on year, and this is reflected in its ambitious target setting. The Council has robust performance management arrangements, including a Performance Review Group which focuses on those areas identified as needing improvement.

8.2 *Of the 39 reportable measures this quarter:*

- 14 (36%) are meeting or exceeding their target (Green), with 11 of these an improvement from last year (↑);
- 17 (44%) are above the minimum expectation but below target (Amber), with 4 of these improving (↑) and 2 of them deteriorating (↓) from last year's performance;
- 8 (20%) are below the minimum expectation (Red), with 3 indicators improving (↑) and 5 deteriorating (↓);
- Overall 18 out of 39 indicators (46%) show improved performance compared to last year (↑), 14 (36%) are stable (⇔), and only 7 (18%) have shown any deterioration (↓).



8.3 *Areas of strong performance, where targets were exceeded, include:*

- **Percentage of residents who believe the Council is doing a good job**— which is now 4 percentage points higher than the London-wide figure.
- **Number of affordable homes delivered and number of social rented housing completions for families** - 2,010 affordable homes were delivered in 2011/12.
- **Improved street and environmental cleanliness** - we have exceeded our targets for reducing litter, detritus, graffiti and fly posting.
- **16 to 19 year olds who are not in education, employment or training (NEET)** End of year performance of 4.9% exceeds our target, and is an

improvement on last year's figure of 5.3%. This compares favourably to the England average of 6.1% and statistical neighbours' average of 6.2%.

8.4 *Areas of improvement, where performance has improved compared to last year, include:*

- **Early Years Attainment** of at least 78 points across the Early Years Foundation Stage –7 percentage point increase over the last two years to 50% (3 percentage points above the 47% 11/12 target).
- **Improving GCSE results** 61.4% of pupils are achieving five or more A*-C grades at GCSE or equivalent including English and Maths. This represents a 15.6 percentage point increase over two years. This exceeds the national average and shows Tower Hamlets to be the second most improved education authority in the country for this measure over the last year.
- **Increase in the number of social care clients and carers in receipt of Self Directed Support** - current performance is a 1.1 percentage point improvement from the previous quarter and 9.7 percentage point improvement from the same time last year.

8.5 *Areas where performance fell short of the target include:*

- **Additional homes provided** – the end of year outturn is provisional awaiting further completions data which will be sufficient to reach the target.
- **Overall employment rate, working age– gap between the borough and London average rate** - after a significant improvement in the first two quarters, the gap between the borough's employment rate and the London average has increased to 9.1%, reflecting the difficult economic climate. We are continuing to implement our Employment Strategy Action Plan to support more local people, including those at risk of labour market exclusion, into sustainable employment.
- **Crime** - the final year outturns for both Serious Violent Crime and Serious Acquisitive Crime are both off target. The Police have developed a range of initiatives to tackle the issues and improve performance.

9. PERFORMANCE OUTTURNS

9.1 One Tower Hamlets

Customer Access overall satisfaction

End of year performance is within target range and an improvement on performance in 2010/11. In addition, contact resolution, a key component of overall satisfaction has increased year on year and has met its target.

Percentage of residents agreeing that the council is doing a good job

This data comes from the Annual Residents Survey. More than three quarters of residents agree that the Council is doing a good job, which is a 4 percentage point improvement from last year.

Number of working days/shifts lost to sickness absence per employee

The Council has not met its target. There has been an increase of 0.10 of a day lost per employee. However, performance remains considerably lower compared to 2009/10 and sickness absence has improved significantly over the medium-term. Tower Hamlets has a lower sickness absence rate than the London average. All Directorates continue to prioritise action on sickness absence through the Corporate Absence Management Group, and the supporting Boards.

Variation of projected outturn from budget

Based on quarter 3 data, the Council is on target. Further information on budget performance is provided elsewhere in this report.

Percentage of LP07 or above Local Authority staff that are: women; from an ethnic minority; who have a disability

The Council has improved its performance across all three measures although the stretching targets have not been met. The proportion of senior staff from an ethnic minority has increased by two percentage points over the last year, and seven percentage points over the last two years, illustrating significant on-going improvement over a relatively short time frame.

9.2 A Great Place to Live

Number of affordable homes delivered – gross; and number of social rented housing completions for families - gross

Affordable homes, including family properties for social rent, are key priorities for the Mayor. We continue to exceed our targets for both of these measures and continue to lead performance both nationally and regionally on affordable homes delivered. We have seen a significant increase in the numbers built: 2,010 affordable homes and 707 family properties for social rent in 2011/12.

Number of additional homes delivered – net

This indicator measures the net increase in dwelling stock over the year. 513 homes have been delivered to date against a target of 1,203. However, the end of year outturn remains provisional and reflects a time lag in receiving detailed completion information from developers. There are approximately 1,625 housing completions for 2011/12 which could be counted once the information is received. Teams are working together to address this underreporting and a more precise number is expected to be available in October 2012.

The number of people prevented from being homeless (available June)

Based on quarter 3 data, the Council is performing marginally below target. This is despite the pressures on homelessness due to the impact of the recession and benefit changes. End of year outturn data is expected at the end of June.

Percentage of household waste sent for reuse, recycling and composting

Based on quarter 3 data, we are within target range for our level of reuse, recycling and composting. The Council has increased recycling by approximately one per cent each year over the last two years. End of year outturn data is expected at the end of May.

Levels of street and environmental cleanliness

Cleanliness of the public realm is an important local priority captured in the Mayor's pledge to protect and improve our environment. We have exceeded our targets on all four elements: litter, detritus, graffiti and fly posting. Extensive work has taken place to manage the service effectively, ensuring that we maintain a good service for local people and make efficiencies where possible. Tower Hamlets operates a 24 hour service with a robust monitoring process. Work on this continues through our Waste Strategy and with local partners and residents.

Overall general satisfaction with parks and open spaces

Resident satisfaction with parks and open spaces remains within target range but falls short of our stretching target. The £10 million restoration of Victoria Park is near-complete and implementation of Phase 1 of the Bartlett Park Masterplan will commence in 2012/13.

Percentage of overall Council housing stock that is decent

The Council's performance in terms of improving the proportion of Council housing stock that meets the Decent Homes standard is not available until June. This information will be reported as part of 2012/13 quarter 1 monitoring.

9.3 A Prosperous Community

Proportion of children in poverty

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

Early Years attainment

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.

The results indicate a significant and sustained improvement with a 4.4 percentage point increase to 49.9% (above the 47% target) of children achieving 78 points across all 13 scales and at least 6+ in Personal and Social Education and Communication, Language and Literacy.

Achievement at level 4 or above in both English and Maths at Key Stage 2

Final results show that 76% of Tower Hamlets pupils achieved level 4 or above in both English and Maths at Key Stage 2 in 2011/12 (academic year 2010/11). This meets our minimum expectation of 76%, but not our aspirational target of 78%. However, the results are above the national average of 74%, and we continue to build on several years of good performance.

Number of primary schools below the new DfE floor standard

This is a new measure, which replaces the previous strategic indicator of the number of schools where less than 60% of pupils achieve Level 4 or above in English and Maths in Key Stage 2.

This new DfE floor target includes three measures. They consist of the number of schools where: fewer than 60% of pupils achieved level 4 or above in both English and Maths at KS2; the percentage of pupils making expected progression in English at Key Stage 2 is below the national median; the percentage of pupils making expected progression in maths at Key Stage 2 is below the national median.

Under this new measure, there are 4 primary schools below the DfE floor target. As this is the first year schools have been measured against a new standard, and due to a lack of robust data on key stage 2 attainment for last year due to the national SATs boycott, we cannot compare with previous years. However, the results from this year will be used to determine future targets for 2012/13. Actions being taken to raise attainment at key stage 2 include exploring different approaches with schools to the grouping of pupils in order to positively impact on attainment in mathematics and rolling out training targeted at improving boys writing. We are also encouraging the development of school clustering that supports teacher subject knowledge and teaching and learning in key stage 2

GCSE attainment

Achievement of 5 or more A- C grades at GCSE or equivalent including English and Maths*

61.4% of students achieved five or more A*-C grades at GCSE or equivalent including English and Maths. This exceeds our target and the national average. Recent national ranking information by the Department for Education shows that

Tower Hamlets is the second most improved borough in the country for this measure.

A Level attainment

Average Points Score per student in Tower Hamlets

In 2011 students in the borough achieved an average points score of 642.4. This is within the target range but below our very stretching target of 731.6. This year's 198.5 result per exam is the highest ever point score, a 0.5 point improvement on last year. Improving educational attainment is a key Mayoral pledge. The Mayor's drive to increase A-Level attainment is evident in the Mayor's Education Award (MEA). The MEA is designed to help young people aged 16-19 from low income families continue in education and training by providing much needed financial support, in light of national changes to the Education Maintenance Allowance. In addition, the Mayor has also invested £400,000 in one-to-one A Level support.

NEET

16 to 19 year olds who are not in education employment or training (NEET)
4.9% of young people are NEET which exceeds the target and is significantly lower than the national average.

Overall employment rate - working age

After a significant improvement in the first two quarters the gap between the borough's employment rate and the London average has increased to 9.1% - although this data has a 9 month time lag, and this increase is in part due to a change in data source reflecting a change in the working age. To reduce this gap, we are continuing to implement our Employment Strategy Action Plan to support more local people, including those at risk of labour market exclusion, into sustainable employment.

The Government has launched the ESF Families with Multiple Barriers to work programme to be delivered by Reed in Partnership. This programme will work alongside the Council's Family Intervention Programme and the Skillsmatch service to identify and support workless family members, other than those already engaged in labour market activities, to encourage them into work. This demonstrates the continued importance of effective partnership working, with the Olympic Games offering further opportunities for our residents.

Trend forecasting and more up to date data releases suggest that in the short term the employment rate will decline further in Tower Hamlets. It is likely that the gap between Tower Hamlets and London will increase as labour market data for inner London shows poorer performance against London overall. Better

performance in Tower Hamlets' overall employment rate is likely to be reflected in early 2014 data.

Young people from low income backgrounds progressing to higher education

Data for this measure will be available in July and will be reported as part of 2012/13 monitoring.

9.4 A Safe and Cohesive Community

Number of most serious violent crimes per 1,000 population

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

Number of serious acquisitive crimes per 1,000 population

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

Satisfaction with police / community safety partnership

This measure is taken from the Annual Residents Survey (ARS) and shows satisfaction with the police and community safety partnership at 50% which is within target range. This measure has seen significant improvement, from 39 to 52%, over the last 4 years.

Concern over anti-social behaviour (ASB)

This measure is made up of three parts: concern over drunk and rowdy behaviour; concern about vandalism, graffiti and criminal damage; and concern over drug use or drug dealing. Performance has remained stable for both drunk and rowdy behaviour and drug use or drug dealing indicators – there has not been a statistically significant change over the past year. There has been a 4 percentage point increase in concern over vandalism, graffiti and criminal damage in the past year.

Proportion of people who believe people from different backgrounds get on well together in their local area

Despite events this year including the summer's riots, and EDL activity, levels of cohesion have maintained their upward trend within the borough; 78% of local people now regard this as an area where people from different backgrounds get on well.

Rate of proven re-offending by adults under Probation supervision

Annual data on reoffending will be available in August 2012 and will be reported as part of 2012/13 quarter 2 reporting.

9.5 A Healthy and Supportive Community

Stopping smoking

The latest smoking cessation figures relate to Quarter 3; 825 people achieved the quit at 4 weeks, bringing the total so far in 2011/12 financial year to 1,879. This performance is significantly better than 2010/11.

Percentage of children in reception with height and weight recorded who are obese

Obesity levels for reception age children have improved since last year and exceeded our target for this year. 13% of reception age children were deemed obese. Tower Hamlets ranks 6th highest for obesity in London. However, we have a sustained downward trend since 2006-07 against a generally upward trend in London. Department of Health time lags means that figures are one year behind.

Percentage of children in Year 6 with height and weight recorded who are obese

Obesity for year 6 children has remained static at 26% since last year and remains 2 percentage points off target. However, this follows a 2.7 percentage point increase between 2007-08 and 2009-10, so the levelling off is welcome in our objective to reduce obesity longer term. Tower Hamlets ranks 3rd highest in London for year 6 obesity but has performed relatively well in 2011/12 as obesity has increased in other boroughs.

Under 18 conception rate

The under 18 conception rate in 2010 (reported in 2012) was 31.8 per 1000 females aged 15-17. This is a decrease of 45% from the baseline (1998) compared with a national decrease of 24% and a London decrease of 27%. Tower Hamlets has performed exceptionally well with a decrease of 22% from the 2009 rate, with a lower rate than England and London. Tower Hamlets achieved the second highest reduction in London. However, the stretching target was not met.

Social care clients and carers in receipt of Self Directed Support

Current figures show that 41.4% of social care clients and carers are in receipt of Self Directed Support which falls short of our ambitious target. However, current performance is a 1.1 percentage point improvement from the previous quarter and almost 10 percentage point improvement from the same time last year. We are therefore making progress in achieving the Mayoral pledge of promoting support for independent living. During this time the Council has also implemented several projects within the Transforming Adult Social Care Programme (TASC) including a new customer journey which will maximise independence for older people.

Carers receiving needs assessment or review and a specific carer's service, or advice and information

The target of 32% has been met. Tower Hamlets continues to perform strongly and has been consistently achieving top quartile performance over the past 3 years. The Council will build on services for carers in 2012/13 through reviewing the support offer which will include Personal Budgets for carers.

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

During 2011/12, 28 out of 261 children became the subject of a CPP for a second or subsequent time, resulting in a performance figure of 10.73%; this is within the target bandwidth of 12% - 4% and above both national and local averages. A very stretching target had been set for this measure compared to previous years' performance.

Self-reported experience of social care users ASC survey

This target has been met.

All-age all-cause mortality

2011/12 information for this measure is not yet available and will be reported during 2012/13.

10. STRATEGIC ACTIVITIES

- 10.1 The Council's Strategic Plan sets out our strategic priorities and activities, which are monitored bi-annually. This report is a monitoring update on the full financial year 2011/12. The report consists of a summary of progress on the delivery of activities compared to target and further detail about their implementation, in particular the reasons for any delays. All activities within the Strategic Plan have been monitored and are included in Appendix 7. There are 68 activities, and 202 milestones relating to these activities in the Strategic Plan. Where an activity has been completed it is marked as Completed (Green).
- 10.2 An activity which has not been completed this financial year has been marked as Overdue (Red). Those activities which have not been completed this year but which are 75% or more complete and have missed only one milestone have been classified as Delayed (Amber). Comments have been provided for all Overdue & Delayed activities to explain why the deadline was missed; what is being done about it; and when the activity will be completed. Performance Review Group considers further those activities which are not completed.
- 10.3 Of the 68 activities included within the plan; 67% (45) have been completed and 33% (22) are Overdue. One activity is now redundant: mainstream triage work with young first time offenders. Of the Overdue activities, 24% (16) have been assessed as Delayed (near complete).

11. STRATEGIC ACTIVITY PERFORMANCE

- 11.1 Detailed commentary on activity and milestone performance is detailed in Appendix 7. There has been strong delivery against our Strategic Plan themes supporting Mayoral Priorities. This includes delivery across the Transformation Programme to realise significant savings for the Council whilst protecting front line services, progress in providing Decent Homes, regeneration at the Ocean Estate, robust action in relation to fuel poverty, major park improvements, a new approach to enterprise support, effective targeted interventions to reduce the number of NEET young people, significant developments in our localisation approach and new strategies to address drug use and violent against women.
- 11.2 Of the 34 activities which are not completed at year end, only 6 are less than 75% Complete and these are detailed below:

(6) Accelerate the disposal programme of surplus property to reduce running costs and provide capital receipts for investment – 50% complete.

The disposal programme is currently on hold to enable further exploration of using surplus assets to maximise affordable housing. However, plans to

surrender the lease of Anchorage House are on-track; this will deliver savings of £2.34 million from 2013/14.

(21) Better use our front line data, and our partners' data to respond more quickly and more appropriately to local issues– 70% complete.

A corporate data warehouse option review has been completed and a procurement timetable is in place. However, procurement of the data hub-solution for ASB / Environment issues will not be implemented until September 2012.

(24) Deliver phase 2 of improvements to the Tower Hamlets Local History Library and Archive – 50% complete.

Start on site has been delayed by the outcome of listed building consent which is still pending; the revised completion date is 31 March 2013.

(26) Deliver the Idea Store Watney Market and One Stop Shop – 30% complete.

The project is delayed due to the re-location of utilities under the construction area and a requirement to undertake special tunnel monitoring, requested by TfL. The construction commenced in October 2011 and is expected to be complete in early 2013.

(65) Develop an agreed integrated pathway for hospital discharge and hospital admission prevention – 50% complete.

This work will explicitly be picked up in the customer journey stock-take scheduled for May 2012. The Community Virtual Ward is being rolled out and the Social Care Customer Journey continues to evolve. The work on integrating Health and Social Care is also being taken forward as part of the Health and Wellbeing Board and working with the Clinical Commissioning Group.

(67) Develop a new Parenting Strategy to consolidate our services and to ensure access to support for parents – 50% complete.

This work was put on hold to consider emerging national Government policy on parenting and family support, and also due to service restructuring. A partnership approach for family and parenting support is being developed as a key part of the new plan for children and families (replacing the Children and Young People's Plan) for 2012 onwards.

12. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 12.1 The comments of the Chief Financial Officer are contained within the body of this report.

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

13.1 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.

13.2 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.

13.3 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.

14. ONE TOWER HAMLETS CONSIDERATIONS

14.1 The Council’s Strategic Plan is focused on tackling inequality and supporting cohesion. The Council’s strategic performance measures support the monitoring of progress in delivering the Council’s priorities.

15. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

15.1 The Strategic Plan has a strong focus on action for a greener environment. This includes specific priorities, with supporting actions and measures within the Great Place to Live theme.

16. RISK MANAGEMENT IMPLICATIONS

16.1 In line with the Council’s risk management strategy, the information contained within the Strategic Indicator Monitoring will assist the Cabinet, Corporate Directors and relevant service managers in delivering the ambitious targets set out in the Strategic Plan. Regular monitoring reports will enable Members and Corporate Directors to keep progress under regular review.

16.2 There is a risk to the integrity of the authority’s finances if an imbalance occurs between resources and needs. This is mitigated by regular monitoring and, where

appropriate, corrective action. This report provides a corporate overview to supplement more frequent monitoring that takes place at detailed level.

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

17. CRIME AND DISORDER REDUCTION IMPLICATIONS

17.1 The Strategic Plan has a strong focus on crime and disorder. The key priorities, activities, milestones and measures are set out within the Safe and Cohesive theme.

18. EFFICIENCY STATEMENT

18.1 The Council has a range of control mechanisms in place that seek to ensure that all income and expenditure against approved budgets represents value for money. As part of the external audit process the Audit Commission makes an independent assessment on the Authority's arrangements to secure economy, efficiency and effectiveness.

19. APPENDICES

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

Appendix 1 – lists revenue and capital budget/target adjustments (including virements) agreed during 2011/12.

Appendix 2 – provides an analysis of outturn compared to General Fund revenue budgets by directorate and explanations of major variances.

Appendix 3 – provides an analysis of outturn compared to HRA revenue budgets and explanations of major variances.

Appendix 4 – provides an analysis of outturn compared to capital budgets and explanations of major variances by scheme.

Appendix 5 – details all proposed transfers to earmarked reserves in 2011/12.

Appendix 6 - details performance for all of the reportable strategic measures.

Appendix 7 – provides a progress summary of Strategic Plan activities.

Local Government Act, 1972 Section 100D (As amended)
List of “Background Papers” used in the preparation of this report
No “background papers” were
used in writing this report

Control Budget 2011/12	Total General Fund	Adults, Health and Wellbeing	Children Schools and Families	Communities, Localities and Culture	Development and Renewal	Chief Executive's	Resources	Corporate/ Capital
Item								
2011/12 Original Budget at Cash Prices (as per Budget Book)	310,960,000	98,806,200	76,599,860	70,138,818	17,502,000	12,654,272	10,294,067	24,964,783
Depreciation	0	236,200	5,673,100	220,300	(2,873,400)		285,600	(3,541,800)
SPP Growth for CE	0	(13,867)	(63,255)	(55,617)	(65,333)	203,736	(5,664)	
Reallocation of Support Recharges	0					180,000	(180,000)	
Health (Government Grant)	0			35,000				(35,000)
Safer Stronger Communities	0			63,390				(63,390)
Transfer of Complaints Team	0					21,073	(21,073)	
Social Worker Growth Bid	0		967,000					(967,000)
Registrars	0					55,000		(55,000)
Web Team Transfer of Post	0					40,176	(40,176)	
Allocation of Growth Provision - Learning Disabilities Commissioning	0	602,000						(602,000)
Allocation of Growth Provision - Local Land Charges	0				100,000			(100,000)
Allocation of Growth Provision - Admin buildings	0				550,000			(550,000)
Allocation of Growth Provision - Concessionary Fares	0			832,000				(832,000)
Reallocation of base budgets	0		1,728,000				2,045,178	(3,773,178)
Concessionary Fares - contribution from parking control account	0			714,000				(714,000)
Transfer of Third Sector Service	0				2,431,151	(2,431,151)		
Transfer of Project Management budget	0						689,000	(689,000)
Allocation of Mayors' Advisors provision	0					90,000		(90,000)
Partnerships Reserve - You Decide! Healthy lifestyle project	0			35,000				(35,000)
Partnerships Reserve - You Decide!	0		10,000					(10,000)
Drugs Intervention Programme - ABG	0			86,000				(86,000)
LAP Bonus - Community Bus	0			48,000				(48,000)
Olympics J18 Transfer	0			225,000	(225,000)			
Allocation of Growth Provision - Lifelong Learning	0			225,000				(225,000)
Underspends Carried Forward: Legal Services	0					100,000		(100,000)
Transfer of Social Care Access Team to AHWB	0	215,586					(215,586)	
AHWB Domiciliary Care Growth Provision	0	800,000						(800,000)
Mayors Employee costs allowance	0					191,000		(191,000)
Use of Reserve: CLC SFA YPLA	0			115,226				(115,226)
Use of Reserve CSF: DFES-Standards Fund	0		1,166,349					(1,166,349)
Older People Demographic Growth	0	2,145,000						(2,145,000)
Pre-Evaluation Depreciation	0	164,100	2,787,000	52,400	50,300		265,300	(3,319,100)
Allocation of Growth Provision - CSF transport	0		730,000					(730,000)
Transfer of Clients Letting Support Team	0	(253,000)			253,000			
Local Flood Grant	0			147,000				(147,000)
Transfer of Mayors Chauffeur budget	0				14,880	(14,880)		
New Homes Bonus transfer to earmarked reserves	0				4,287,000			(4,287,000)
Prudential Borrowing Charges	0	(11,100)	(69,681)	(313,018)			(1,192,981)	1,586,780
Allocation of Support Services Charges	0	313,685	331,104	300,167	(1,874,318)	205,560	723,802	
Accommodation Building Recharge Clearance	0	(262,196)	(138,130)	(314,445)	(29,670)	106,943	637,497	
Final Depreciation Charge 11/12	0		(18,000)	23,500	22,800			(28,300)
Use of Reserves - Preventative Technology	0	113,000						(113,000)
Dell Tech Refresh Recharge	0	81,000	218,000	120,000	82,000	35,000	134,000	(670,000)
Allocation of Early Retirement/Voluntary Redundancy Provision	0		(14,254)	(142,965)			(262,323)	419,542
Recovery of VAT overpayment (Fleming Case)	0			(2,070,990)				2,070,990
Allocation of Smarter Working provision	0						881,000	(881,000)
Application of earmarked reserves	0				1,219,000			(1,219,000)
Repayment of ICT invest-to-save loan	0						226,517	(226,517)
Allocation of support service costs	0	(142,500)	(276,100)	(162,300)	(38,600)	4,783	614,717	
Revenue contribution to capital investment costs	0		(110,400)	(538,300)			(862,047)	1,510,747

Control Budget 2011/12	Total General Fund	Adults, Health and Wellbeing	Children Schools and Families	Communities, Localities and Culture	Development and Renewal	Chief Executive's	Resources	Corporate/ Capital
Item								
Carbon Reduction Provision	0				315,430			(315,430)
Allocation of Corporate Provision for Third Sector funding	0				400,000			(400,000)
Use of Reserve - Student Awards	0		26,000					(26,000)
Use of Reserve - You Decide! Reducing Alcohol's Harms	0		70,000					(70,000)
Use of Reserve - Homlessness Prevention	0				389,806			(389,806)
Use of Reserve - Planning Development	0				60,000			(60,000)
Use of Reserve - BSF	0				1,345,154			(1,345,154)
Use of Reserve - Ocean NDC	0				173,681			(173,681)
Use of Reserve - ESF	0				100,000			(100,000)
Use of Reserve - LABGI	0				30,000			(30,000)
Use of Reserve - ICT transformation	0						65,376	(65,376)
Final Revised Budget 2011/12	310,960,000	102,794,108	89,616,593	71,002,166	23,000,881	11,441,513	14,082,204	(977,465)

Capital Control Budget 2011/12	Total Capital Budget	Adults, Health and Wellbeing	Building Schools For the Future	Chief Executive's/R esources	Children Schools and Families	Communities, Localities and Culture	Development and Renewal	Housing Revenue Account
Item								
2011/12 Original Budget at February 2011 Cabinet	149,756,000	60,000	91,601,000	220,000	24,823,000	10,959,000	4,693,000	17,400,000
Carry forward 2010/11	43,019,000	176,000	17,034,000	1,731,000	4,414,000	3,353,000	10,455,000	5,856,000
Quarter 1 Adjustments								
New Schemes Approved	24,350,000				3,300,000	4,708,000		16,342,000
Budget Re-profiled	-35,747,000		(29,934,000)		0	(498,000)	(3,544,000)	(1,771,000)
Existing Scheme budget adjustment	-10,051,000	(1,000)			(8,435,000)	(662,000)	423,000	(1,376,000)
Quarter 2 Adjustments								
New Schemes Approved	1,537,000	80,000			275,000	382,000	800,000	
Budget Re-profiled	2,994,000	(20,000)	(843,000)		(2,445,000)	2,000,000	2,502,000	1,800,000
Existing Scheme budget adjustment	854,000				(1,000)	855,000		
Quarter 3 Adjustments								
New Schemes Approved	1,293,000					1,293,000		
Budget Re-profiled	-9,431,000				(5,597,000)	(3,834,000)		
Existing Scheme budget adjustment	-286,000			(391,000)	90,000	15,000		
Quarter 4 Adjustments								
New Schemes Approved	1,048,000				1,013,000	35,000		
Budget Re-profiled	375,000				2,181,000	(1,806,000)		
Existing Scheme budget adjustment	-1,126,000			676,000	(32,000)	(270,000)	(1,500,000)	
	0							
	0							
Total Adjustments	18,829,000	235,000	(13,743,000)	2,016,000	-5,237,000	5,571,000	9,136,000	20,851,000
Revised Final Budget 2011/12	168,585,000	295,000	77,858,000	2,236,000	19,586,000	16,530,000	13,829,000	38,251,000

CORPORATE REVENUE OUTTURN - MARCH 2012

SUMMARY		Original Budget	Final Budget	Actual Outturn	Use of Reserves	New Reserves	Final Outturn	Variance	
		2011/12	2011/12	2011/12	2011/12	2011/12	2011/12	(Outturn 2011/12 to Latest Budget 2011/12)	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
ADULTS HEALTH & WELLBEING	Expenditure	111,548	116,336	118,451	0	0	118,451	2,115	2
	Income	(12,745)	(13,542)	(19,870)	0	4,055	(15,815)	(2,273)	17
	Net Expenditure	98,803	102,794	98,581	0	4,055	102,636	(158)	(0)
CHIEF EXECUTIVE'S	Expenditure	20,375	18,088	17,712	0	985	18,697	609	3
	Income	(7,700)	(6,646)	(7,319)	0	0	(7,319)	(673)	10
	Net Expenditure	12,675	11,442	10,393	0	985	11,378	(64)	(1)
CSF SCHOOLS BUDGET (DSG)	Expenditure	322,084	325,782	359,944	0	0	359,944	34,162	10
	Income	(322,084)	(325,782)	(359,944)	0	0	(359,944)	(34,162)	10
	Net Expenditure	0	0	0	0	0	0	(0)	(100)
CSF GENERAL FUND	Expenditure	123,510	155,405	159,215	0	0	159,215	3,810	2
	Income	(46,911)	(65,789)	(69,598)	0	0	(69,598)	(3,810)	6
	Net Expenditure	76,599	89,617	89,617	0	0	89,617	0	0
COMMUNITIES, LOCALITIES & CULTURE	Expenditure	111,539	119,912	128,692	0	150	128,842	8,930	8,930
	Income	(41,402)	(48,910)	(58,167)	0	327	(57,840)	(8,930)	(8,930)
	Net Expenditure	70,137	71,002	70,525	0	477	71,002	0	0
DEVELOPMENT & RENEWAL	Expenditure	88,906	87,160	83,659	0	4,287	87,946	786	1
	Income	(71,403)	(64,160)	(66,799)	0	1,853	(64,946)	(787)	1
	Net Expenditure	17,503	23,001	16,860	0	6,140	23,000	(1)	(0)
RESOURCES	Expenditure	263,633	331,430	335,800	0	1,075	336,875	5,445	2
	Income	(253,359)	(317,348)	(322,829)	0	0	(322,829)	(5,481)	2
	Net Expenditure	10,274	14,082	12,971	0	1,075	14,046	(36)	(0)
CORPORATE COSTS & CAPITAL FINANCING	Expenditure	19,385	(978)	(4,523)	0	3,250	(1,273)	(295)	30
	Income	0	0	0	0	0	0	0	0
	Net Expenditure	19,385	(978)	(4,523)	0	3,250	(1,273)	(295)	30
TOTAL	Expenditure	1,060,980	1,153,136	1,198,950	0	9,747	1,208,697	55,561	8,981
	Income	(755,604)	(842,176)	(904,526)	0	6,235	(898,291)	(56,116)	(8,884)
	Net Expenditure	305,376	310,960	294,424	0	15,982	310,406	(554)	(0)

CORPORATE REVENUE OUTTURN - MARCH 2012

ADULTS, HEALTH & WELLBEING		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12)		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
							£'000	%	
A53 Commissioning and Strategy M&A	Expenditure	1,672	188	247	0	247	59	31	
	Income	(96)	(20)	(46)	0	(46)	(26)	130	
	Net Expenditure	1,576	168	201	0	201	33	20	
A04 Preventative Technology	Expenditure	82	82	87	0	87	5	6	
	Income	(82)	1	0	0	0	(1)	(100)	
	Net Expenditure	0	83	87	0	87	4	5	
A05 Carers Grant	Expenditure	1,116	1,167	1,100	0	1,100	(67)	(6)	Reorganisation of Teams in August 2011 led to reductions in salary costs. Along with additional Carers Grant, resulted in an underspend in excess of £100k.
	Income	0	(50)	(94)	0	(94)	(44)	88	
	Net Expenditure	1,116	1,117	1,006	0	1,006	(111)	(10)	
A41 Personalisation	Expenditure	550	550	564	0	564	14	3	
	Income	(550)	(550)	(564)	0	(564)	(14)	3	
	Net Expenditure	0	0	0	0	0	0	0	
A42 Older People Commissioning	Expenditure	22,940	25,240	26,616	0	26,616	1,376	5	The additional gross expenditure is mainly due to increased packages of care in Residential, Nursing and Homecare. This has been offset by income from health towards joint funding, resulting in an overall underspend.
	Income	(3,210)	(3,210)	(4,810)	0	(4,810)	(1,600)	50	
	Net Expenditure	19,730	22,030	21,806	0	21,806	(224)	(1)	

ADULTS, HEALTH & WELLBEING

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
A43 Learning disabilities Commissioning	Expenditure	22,289	22,163	23,243	0	23,243	1,080	5	The gross expenditure is a result of supporting clients in the community, in particular on domiciliary care and direct payments. The surplus of income is the result of shared care packages which are partially funded by NHS Tower Hamlets.
	Income	(4,078)	(3,647)	(4,247)	0	(4,247)	(600)	16	
	Net Expenditure	18,211	18,516	18,996	0	18,996	480	3	
A44 Mental Health Commissioning	Expenditure	9,569	10,060	10,275	0	10,275	215	2	The increase in expenditure is a result of increased costs in Prevention and Support and service level agreements. The reduction in Income was due to fewer Joint funded packages than anticipated, hence less health income.
	Income	(1,617)	(2,007)	(1,840)	0	(1,840)	167	(8)	
	Net Expenditure	7,952	8,053	8,435	0	8,435	382	5	
A45 Physical Disabilities Commissioning	Expenditure	7,067	7,665	9,559	0	9,559	1,894	25	There has been an increase in the number of clients in this service area resulting in additional expenditure, some of which has been offset by additional income. This additional income is a result of shared packages partly funded by the NHS
	Income	(1,236)	(1,334)	(1,688)	0	(1,688)	(354)	27	
	Net Expenditure	5,831	6,331	7,871	0	7,871	1,540	24	
A46 HIV Commissioning	Expenditure	273	273	169	0	169	(104)	(38)	The underspend relates to a reduction in service need.
	Income	0	0	0	0	0	0	0	
	Net Expenditure	273	273	169	0	169	(104)	(38)	

ADULTS, HEALTH & WELLBEING

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
A47 Access to Resources	Expenditure	0	1,037	1,058	0	1,058	21	2	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	0	1,037	1,058	0	1,058	21	2	
A48 Strategic Commissioning	Expenditure	0	608	630	0	630	22	4	
	Income	0	(96)	(99)	0	(99)	(3)	3	
	Net Expenditure	0	512	531	0	531	19	4	
A50 Supporting People	Expenditure	14,526	14,304	13,964	0	13,964	(340)	(2)	The reduction in expenditure is due to slippage of some schemes relating to Older People.
	Income	0	0	(7)	0	(7)	(7)	0	
	Net Expenditure	14,526	14,304	13,957	0	13,957	(347)	(2)	
A55 Quality and Performance	Expenditure	678	758	741	0	741	(17)	(2)	
	Income	(29)	(105)	(96)	0	(96)	9	(9)	
	Net Expenditure	649	653	645	0	645	(8)	(1)	
A56 Social Services I.T.	Expenditure	356	386	502	0	502	116	30	Overspend relates to higher than anticipated revenue costs of electronic home care monitoring.
	Income	0	0	0	0	0	0	0	
	Net Expenditure	356	386	502	0	502	116	30	
A58 Technical Resources	Expenditure	444	836	851	0	851	15	2	
	Income	(1)	(23)	(37)	0	(37)	(14)	61	
	Net Expenditure	443	813	814	0	814	1	0	

ADULTS, HEALTH & WELLBEING

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
A59 Corporate Services	Expenditure	761	2,123	696	0	696	(1,427)	(67)	The underspend relates partly to a reduction in historic early retirement costs. Approximately £1m relates to inflation that was not allocated to vote heads. If it had been allocated to the Commissioning budgets, expenditure overspend in those areas would have been reduced.
	Income	0	(115)	(4,172)	4,055	(117)	(2)	2	
	Net Expenditure	761	2,008	(3,476)	4,055	579	(1,429)	(71)	
A61 Business Supp & Prog Management	Expenditure	1,304	732	1,135	0	1,135	403	55	Overspend mainly relates to additional expenditure on Frameworki implementation and maintenance
	Income	(784)	(124)	(414)	0	(414)	(290)	234	
	Net Expenditure	520	608	721	0	721	113	19	
A62 Strategy and Policy	Expenditure	152	159	146	0	146	(13)	(8)	
	Income	(111)	(111)	(79)	0	(79)	32	(29)	
	Net Expenditure	41	48	67	0	67	19	40	
Commissioning & Strategy	Expenditure	83,779	88,331	91,583	0	91,583	3,252	4	
	Income	(11,794)	(11,391)	(18,193)	4,055	(14,138)	(2,747)	24	
	Net Expenditure	71,985	76,940	73,390	4,055	77,445	505	1	
A08 Older People Mental Health	Expenditure	390	380	403	0	403	23	6	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	390	380	403	0	403	23	6	
A09 Older People Assess & Care Mgmt.	Expenditure	1,788	754	756	0	756	2	0	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	1,788	754	756	0	756	2	0	

ADULTS, HEALTH & WELLBEING

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
A15 Occupational Therapy	Expenditure	1,794	642	592	0	592	(50)	(8)	
	Income	(18)	0	(22)	0	(22)	(22)	0	
	Net Expenditure	1,776	642	570	0	570	(72)	(11)	
A16 Community Equipment Service	Expenditure	919	1,169	1,087	0	1,087	(82)	(7)	The net overspend relates to the non application of section 256 Health income, which has been carried forward to 2012/13 as overspend funded from other AHWB votes.
	Income	0	(250)	0	0	0	250	(100)	
	Net Expenditure	919	919	1,087	0	1,087	168	18	
A30 Adult Resources Sub Div. M&A	Expenditure	88	100	91	0	91	(9)	(9)	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	88	100	91	0	91	(9)	(9)	
A31 Physical Disabilities Establishments	Expenditure	660	599	504	0	504	(95)	(16)	
	Income	(1)	(1)	(2)	0	(2)	(1)	100	
	Net Expenditure	659	598	502	0	502	(96)	(16)	
A33 Older People Day Centres	Expenditure	1,639	1,719	1,685	0	1,685	(34)	(2)	
	Income	(37)	(37)	(43)	0	(43)	(6)	16	
	Net Expenditure	1,602	1,682	1,642	0	1,642	(40)	(2)	

ADULTS, HEALTH & WELLBEING

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
A34 Home Care	Expenditure	6,158	5,453	5,109	0	5,109	(344)	(6)	The In house Homecare service is focusing on the delivery of a re-ablement service as part of the new Customer Journey, and is delivering less long term support. The number of service users receiving long term support continues to fall each month as no new referrals are being accepted, and users are being transferred out of the service to externally commissioned support.
	Income	(97)	(27)	(5)	0	(5)	22	(81)	
	Net Expenditure	6,061	5,426	5,104	0	5,104	(322)	(6)	
A02 Disabilities & Health Divisional M&A	Expenditure	175	195	187	0	187	(8)	(4)	
	Income	0	(20)	(20)	0	(20)	0	0	
	Net Expenditure	175	175	167	0	167	(8)	(5)	
A11 Physical Disabilities Sub Div. M&A	Expenditure	93	27	27	0	27	0	0	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	93	27	27	0	27	0	0	
A12 P.D. Assess & Care Management	Expenditure	1,057	246	247	0	247	1	0	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	1,057	246	247	0	247	1	0	
A13 Learning Dis Sub Division M&A	Expenditure	83	83	170	0	170	87	105	
	Income	(35)	(35)	(180)	0	(180)	(145)	414	
	Net Expenditure	48	48	(10)	0	(10)	(58)	(121)	
A14 Learning Dis Assess & Care Mgmt.	Expenditure	951	951	955	0	955	4	0	
	Income	(79)	(79)	(79)	0	(79)	0	0	
	Net Expenditure	872	872	876	0	876	4	0	

ADULTS, HEALTH & WELLBEING

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
A17 Vulnerable Adults and Drugs	Expenditure	372	138	140	0	140	2	1	
	Income	(36)	(8)	(8)	0	(8)	0	0	
	Net Expenditure	336	130	132	0	132	2	2	
A18 Hospital Social Work Teams	Expenditure	1,147	496	486	0	486	(10)	(2)	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	1,147	496	486	0	486	(10)	(2)	
A19 Adult Protection	Expenditure	310	348	242	0	242	(106)	(30)	The underspend is a result of minimal spend on Deprivation of Liberties planned expenditure
	Income	(42)	(38)	(37)	0	(37)	1	(3)	
	Net Expenditure	268	310	205	0	205	(105)	(34)	
A23 Mental Health Sub Division M&A	Expenditure	83	91	91	0	91	0	0	
	Income	(81)	(89)	(90)	0	(90)	(1)	1	
	Net Expenditure	2	2	1	0	1	(1)	(50)	
A24 Area Mental Health Teams	Expenditure	2,588	2,624	2,593	0	2,593	(31)	(1)	
	Income	(427)	(427)	(379)	0	(379)	48	(11)	
	Net Expenditure	2,161	2,197	2,214	0	2,214	17	1	
A25 Mental Health Day Centres	Expenditure	484	515	507	0	507	(8)	(2)	
	Income	(34)	(34)	(24)	0	(24)	10	(29)	
	Net Expenditure	450	481	483	0	483	2	0	
A32 Learning disabilities Day Centre	Expenditure	456	463	380	0	380	(83)	(18)	
	Income	(5)	(5)	(1)	0	(1)	4	(80)	
	Net Expenditure	451	458	379	0	379	(79)	(17)	

ADULTS, HEALTH & WELLBEING

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
A37 Emergency Duty Social Work Service	Expenditure	281	284	423	0	423	139	49	The overspend is mainly due to increased costs as a result of single status
	Income	(20)	(20)	(21)	0	(21)	(1)	5	
	Net Expenditure	261	264	402	0	402	138	52	
A81 First Response	Expenditure	0	1,385	1,325	0	1,325	(60)	(4)	
	Income	0	(69)	(52)	0	(52)	17	(25)	
	Net Expenditure	0	1,316	1,273	0	1,273	(43)	(3)	
A82 Reablement	Expenditure	0	1,341	1,257	0	1,257	(84)	(6)	
	Income	0	(53)	(27)	0	(27)	26	(49)	
	Net Expenditure	0	1,288	1,230	0	1,230	(58)	(5)	
A83 Longer Term Support - Social Care	Expenditure	0	1,580	1,511	0	1,511	(69)	(4)	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	0	1,580	1,511	0	1,511	(69)	(4)	
A84 Longer Term Support - OT	Expenditure		866	883	0	883	17	2	
	Income		(27)	(24)	0	(24)	3	(11)	
	Net Expenditure	0	839	859	0	859	20	2	
Adult Social Care	Expenditure	21,516	22,449	21,651	0	21,651	(798)	(4)	
	Income	(912)	(1,219)	(1,014)	0	(1,014)	205	(17)	
	Net Expenditure	20,604	21,230	20,637	0	20,637	(593)	(3)	

ADULTS, HEALTH & WELLBEING

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
A66 Learning and Development	Expenditure	587	587	587	0	587	0	0	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	587	587	587	0	587	0	0	
A68 Supported Employment	Expenditure	20	20	5	0	5	(15)	(75)	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	20	20	5	0	5	(15)	(75)	
A71 Finance Services	Expenditure	791	1,738	1,385	0	1,385	(353)	(20)	The reduction in expenditure and income is due to slippage in Invest to save schemes.
	Income	(39)	(932)	(663)	0	(663)	269	(29)	
	Net Expenditure	752	806	722	0	722	(84)	(10)	
A72 Payroll On cost	Expenditure	1,554	0	0	0	0	0	0	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	1,554	0	0	0	0	0	0	
A90 Support Services Holding A/C	Expenditure	3,301	3,211	3,240	0	3,240	29	1	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	3,301	3,211	3,240	0	3,240	29	1	
Other	Expenditure	6,253	5,556	5,217	0	5,217	(339)	(6)	
	Income	(39)	(932)	(663)	0	(663)	269	(29)	
	Net Expenditure	6,214	4,624	4,554	0	4,554	(70)	(2)	
TOTAL FOR ADULTS HEALTH & WELLBEING	Expenditure	111,548	116,336	118,451	0	118,451	2,115	2	
	Income	(12,745)	(13,542)	(19,870)	4,055	(15,815)	(2,273)	17	
	Net Expenditure	98,803	102,794	98,581	4,055	102,636	(158)	(0)	

CORPORATE REVENUE OUTTURN - MARCH 2012

CHIEF EXECUTIVES		Original	Final	Actual	New	Final	Variance		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
		Budget 2011/12 £'000	Budget 2011/12 £'000	Outturn 2011/12 £'000	Reserves Requested 2011/12 £'000	Outturn 2011/12 £'000	(Outturn 2011/12 to Final Budget 2011/12) £'000	%	
C14 Communications	Expenditure	2,833	2,608	2,921	0	2,921	313	12	Reduction in expenditure due to restructuring within Comms. as whole is matched by equal reduction in income.
	Income	(3,237)	(2,608)	(2,921)	0	(2,921)	(313)	12	
	Net Expenditure	(404)	0	0	0	0	0	0	
TOTAL FOR COMMUNICATIONS	Expenditure	2,833	2,608	2,921	0	2,921	313	12	
	Income	(3,237)	(2,608)	(2,921)	0	(2,921)	(313)	12	
	Net Expenditure	(404)	0	0	0	0	0	0	0
C16 Strategy & Performance	Expenditure	555	702	756	30	786	84	12	
	Income	0	0	(23)	0	(23)	(23)	0	
	Net Expenditure	555	702	733	30	763	61	9	
C21 Healthy Boroughs until end July 2011	Expenditure	0	0	15	0	15	15	0	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	0	0	15	0	15	15	0	
TOTAL FOR STRATEGY & PERFORMANCE	Expenditure	555	702	771	30	801	99	14	
	Income	0	0	(23)	0	(23)	(23)	0	
	Net Expenditure	555	702	748	30	778	76	11	

CHIEF EXECUTIVES

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
C52 Legal Services	Expenditure	3,601	3,447	3,382	170	3,552	105	3	Additional costs of employing legal staff to support specific SLA agreements with Directorates offset by additional income.
	Income	(3,635)	(3,293)	(3,425)	0	(3,425)	(132)	4	
	Net Expenditure	(34)	154	(43)	170	127	(27)	(18)	
C58 Electoral Registration	Expenditure	596	582	612	30	642	60	10	
	Income	0	0	(62)	0	(62)	(62)	0	
	Net Expenditure	596	582	550	30	580	(2)	(0)	
C60 Borough Elections	Expenditure	30	30	2	30	32	2	7	
	Income	0	0	(1)	0	(1)	(1)	0	
	Net Expenditure	30	30	1	30	31	1	3	
C82 Business Unit Support Team	Expenditure	0	550	535	0	535	(15)	(3)	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	0	550	535	0	535	(15)	(3)	
C84 Information Governance & Complaints	Expenditure	350	382	385	0	385	3	1	
	Income	(249)	(249)	(249)	0	(249)	0	0	
	Net Expenditure	101	133	136	0	136	3	2	
TOTAL FOR LEGAL & ELECTORAL SERVICES	Expenditure	4,577	4,991	4,916	230	5,146	155	3	
	Income	(3,884)	(3,542)	(3,737)	0	(3,737)	(195)	6	
	Net Expenditure	693	1,449	1,179	230	1,409	(40)	(3)	

CHIEF EXECUTIVES

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
C54 One Tower Hamlets	Expenditure	2,343	1,552	1,288	275	1,563	11	1	Small overspend in Supplies & Services expenditure offset by additional income.
	Income	(10)	(10)	(22)	0	(22)	(12)	120	
	Net Expenditure	2,333	1,542	1,266	275	1,541	(1)	(0)	
TOTAL FOR ONE TOWER HAMLETS									
C56 Registration of Births, Deaths	Expenditure	2,343	1,552	1,288	275	1,563	11	1	Additional expenditure on overtime offset by additional income from increased ceremonies.
	Income	(10)	(10)	(22)	0	(22)	(12)	120	
	Net Expenditure	2,333	1,542	1,266	275	1,541	(1)	(0)	
C62 Democratic Services	Expenditure	862	915	895	100	995	80	9	Additional expenditure on overtime offset by additional income from increased ceremonies.
	Income	(479)	(479)	(604)	0	(604)	(125)	26	
	Net Expenditure	383	436	291	100	391	(45)	(10)	
C78 Demo Representation & Mgmt.	Expenditure	2,732	2,843	2,828	0	2,828	(15)	(1)	
	Income	(7)	(7)	(10)	0	(10)	(3)	43	
	Net Expenditure	2,725	2,836	2,818	0	2,818	(18)	(1)	
TOTAL FOR DEMOCRATIC & REGISTRARS SERVICES									
C78 Demo Representation & Mgmt.	Expenditure	4,424	4,704	4,669	100	4,769	65	1	
	Income	(486)	(486)	(614)	0	(614)	(128)	26	
	Net Expenditure	3,938	4,218	4,055	100	4,155	(63)	(1)	

CHIEF EXECUTIVES

		Original	Final	Actual	New	Final	Variance		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
		Budget 2011/12 £'000	Budget 2011/12 £'000	Outturn 2011/12 £'000	Reserves Requested 2011/12 £'000	Outturn 2011/12 £'000	(Outturn 2011/12 to Final Budget 2011/12) £'000	%	
C80 Corporate Management	Expenditure	3,162	3,531	3,147	350	3,497	(34)	(1)	Slippage of key corporate projects and expenditure into 2012/13.
	Income	(33)	0	(2)	0	(2)	(2)	0	
	Net Expenditure	3,129	3,531	3,145	350	3,495	(36)	(1)	
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TOTAL FOR CHIEF EXECUTIVES	Expenditure	17,894	18,088	17,712	985	18,697	609	3	
	Income	(7,650)	(6,646)	(7,319)	0	(7,319)	(673)	10	
	Net Expenditure	10,244	11,442	10,393	985	11,378	(64)	(1)	

SERVICE TRANSFER TO/FROM OTHER DIRECTORATES

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

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

CORPORATE REVENUE OUTTURN - MARCH 2012

CHILDREN, SCHOOLS AND FAMILIES (Dedicated Schools Grant)		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
						(Outturn 2011/12 to Final Budget 2011/12) £'000	%	
TOTAL FOR PRE-PRIMARY EDUCATION	Expenditure	4,733	4,738	5,137	5,137	399	8	Sale of meals £17k greater than budgeted. Schools Specific Contingency drawings £86k lower than anticipated.
	Income	(103)	(69)	(561)	(561)	(492)	713	
	Net Expenditure	4,630	4,669	4,576	4,576	(93)	(2)	
T								
TOTAL FOR PRIMARY EDUCATION DSG	Expenditure	149,415	150,863	168,156	168,156	17,293	11	Additional DSG re-allocation during 11/12. Schools Specific Contingency drawing lower than planned.
	Income	(4,840)	(6,024)	(23,549)	(23,549)	(17,525)	291	
	Net Expenditure	144,575	144,839	144,607	144,607	(232)	(0)	
T								
TOTAL FOR SECONDARY EDUCATION DSG	Expenditure	129,287	130,617	145,307	145,307	14,690	11	Additional DSG re-allocation during year and rate for Pupil Premium increased during year
	Income	(17,412)	(18,969)	(35,765)	(35,765)	(16,796)	89	
	Net Expenditure	111,875	111,648	109,542	109,542	(2,106)	(2)	
T								
TOTAL FOR SPECIAL EDUCATION DSG	Expenditure	13,586	13,700	17,399	17,399	3,699	27	Additional DSG re-allocation during year and rate for Pupil Premium increased during year
	Income	(911)	(928)	(5,113)	(5,113)	(4,185)	451	
	Net Expenditure	12,675	12,772	12,286	12,286	(486)	(4)	
T								
G17 Support For Learning Service DSG	Expenditure	3,973	3,973	3,843	3,843	(130)	(3)	SLA uptake less than originally budgeted for offset by Budget Manager reducing staffing levels and supplies & services where possible.
	Income	(1,091)	(1,091)	(950)	(950)	141	(13)	
	Net Expenditure	2,882	2,882	2,893	2,893	11	0	

CHILDREN, SCHOOLS AND FAMILIES
(Dedicated Schools Grant)

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12)		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
						£'000	%	
G29 Pupil Referral Unit	Expenditure	4,925	4,924	4,850	4,850	(74)	(2)	Staffing costs reduced after overspend in previous year. Additional income relates to funding for Year 11 Exclusions - new to 2011/12
	Income	(727)	(727)	(847)	(847)	(120)	17	
	Net Expenditure	4,198	4,197	4,003	4,003	(194)	(5)	
H10 Learning & Achievement M & A DSG	Expenditure	160	160	160	160	(0)	(0)	
	Income	0	0	0	0	0	0	
	Net Expenditure	160	160	160	160	(0)	(0)	
H11 Early Years Service	Expenditure	3,135	3,407	3,503	3,503	96	3	
	Income	0	0	0	0	0	0	
	Net Expenditure	3,135	3,407	3,503	3,503	96	3	
H16 Special Educ. Needs DSG	Expenditure	9,049	9,049	7,333	7,333	(1,716)	(19)	Charges for 2010/11 recoupment in 2011/12 lower than budgeted for together with drop in costs for 2011/12 result in a significant decrease in expenditure in 2011/2012. Recoupment income also dropped in 2011/12.
	Income	(2,427)	(2,427)	(2,230)	(2,230)	197	(8)	
	Net Expenditure	6,622	6,622	5,103	5,103	(1,519)	(23)	
H18 Educ. Psychology	Expenditure	128	128	128	128	0	0	
	Income	0	0	0	0	0	0	
	Net Expenditure	128	128	128	128	0	0	
H27 14-19 Years DSG	Expenditure	459	382	382	382	0	0	
	Income	(77)	0	0	0	0	0	
	Net Expenditure	382	382	382	382	0	0	

CHILDREN, SCHOOLS AND FAMILIES
(Dedicated Schools Grant)

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12)		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
						£'000	%	
H78 Pupil Admissions & Excluding DSG	Expenditure	681	801	812	812	11	1	Income raised from charges to schools for excluded pupils not yet paid out to establishment providing education for excluded pupils. As DSG, funding will be carried forward to 2012/13 accounts.
	Income	(117)	(117)	(250)	(250)	(133)	113	
	Net Expenditure	564	684	562	562	(122)	(18)	
TOTAL FOR LEARNING & ACHIEVEMENT								
	Expenditure	22,510	22,824	21,011	21,011	(1,813)	(8)	
	Income	(4,439)	(4,362)	(4,277)	(4,277)	85	(2)	
	Net Expenditure	18,071	18,462	16,734	16,734	(1,728)	(9)	
H55 Children Looked After	Expenditure	279	341	311	311	(30)	(9)	
	Income	(40)	0	(1)	(1)	(1)	0	
	Net Expenditure	239	341	310	310	(31)	(9)	
H62 Attendance & Welfare Service	Expenditure	55	55	55	55	0	0	
	Income	0	0	0	0	0	0	
	Net Expenditure	55	55	55	55	0	0	
TOTAL FOR CHILDRENS SOCIAL CARE								
	Expenditure	334	396	366	366	(30)	(8)	
	Income	(40)	0	(1)	(1)	(1)	0	
	Net Expenditure	294	396	365	365	(31)	(8)	

**CHILDREN, SCHOOLS AND FAMILIES
(Dedicated Schools Grant)**

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
H79 CSF Resources Mgmt.	Expenditure	1,352	1,662	1,586	1,586	(76)	(5)	Contract Services Catering surplus of £333k
	Income	0	0	(333)	(333)	(333)	0	
	Net Expenditure	1,352	1,662	1,253	1,253	(409)	(25)	
H83 CSF Human Resources	Expenditure	867	982	982	982	0	0	
	Income	0	0	0	0	0	0	
	Net Expenditure	867	982	982	982	0	0	
TOTAL FOR CHILDRENS SERVICES RESOURCES	Expenditure	2,219	2,644	2,568	2,568	(76)	(3)	
	Income	0	0	(333)	(333)	(333)	0	
	Net Expenditure	2,219	2,644	2,235	2,235	(409)	(15)	
TOTAL FOR EXTERNAL FUNDING (168) CSF	Expenditure	0	0	0	0	0	0	Lower DSG income in-year because of two academies being created later in the year. Also, underspends on contingency and Special Education Needs (SEN), plus surplus on catering reported to Schools Forum in March 2012. The final position reflects further underspends on SEN.
	Income	(294,339)	(295,430)	(290,345)	(290,345)	5,085	(2)	
	Net Expenditure	(294,339)	(295,430)	(290,345)	(290,345)	5,085	(2)	
TOTAL FOR CSF SCHOOLS BUDGET (DSG)	Expenditure	322,084	325,782	359,944	359,944	34,162	10	
	Income	(322,084)	(325,782)	(359,944)	(359,944)	(34,162)	10	
	Net Expenditure	0	0	0	0	(0)	(100)	

CORPORATE REVENUE OUTTURN - MARCH 2012

CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
TOTAL FOR PRE-PRIMARY EDUCATION GF	Expenditure	134	46	46	46	0	0	
	Income	0	0	0	0	0	0	
	Net Expenditure	134	46	46	46	0	0	
TOTAL FOR PRIMARY EDUCATION GF	Expenditure	4,003	4,975	4,975	4,975	(0)	(0)	
	Income	0	0	0	0	0	0	
	Net Expenditure	4,003	4,975	4,975	4,975	(0)	(0)	
TOTAL FOR SECONDARY EDUCATION GF	Expenditure	5,338	6,762	6,751	6,751	(11)	(0)	
	Income	0	0	0	0	0	0	
	Net Expenditure	5,338	6,762	6,751	6,751	(11)	(0)	
TOTAL FOR SPECIAL EDUCATION GF	Expenditure	481	1,015	1,015	1,015	0	0	
	Income	0	0	0	0	0	0	
	Net Expenditure	481	1,015	1,015	1,015	0	0	

CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
G10 Learning & Achievement M & A GF	Expenditure	175	190	188	188	(2)	(1)	
	Income	(160)	(160)	(160)	(160)	0	(0)	
	Net Expenditure	15	30	28	28	(2)	(7)	
G11 Early Years Service GF	Expenditure	2,967	3,550	3,147	3,147	(403)	(11)	
	Income	(2,890)	(3,282)	(2,879)	(2,879)	403	(12)	
	Net Expenditure	77	268	268	268	0	0	
G12 Local Authority Day Nurseries	Expenditure	2,777	2,883	2,870	2,870	(13)	(0)	
	Income	(2,570)	(2,570)	(2,558)	(2,558)	12	(0)	
	Net Expenditure	207	313	312	312	(1)	(0)	
G13 Childrens Centres	Expenditure	10,033	10,815	10,445	10,445	(370)	(3)	
	Income	(10,033)	(10,033)	(9,663)	(9,663)	370	(4)	
	Net Expenditure	0	782	782	782	(0)	(0)	
G14 School Improvement Primary	Expenditure	461	965	1,045	1,045	80	8	
	Income	(453)	(637)	(717)	(717)	(80)	13	
	Net Expenditure	8	328	328	328	0	0	
G16 Special Educational Needs GF	Expenditure	4,580	5,414	4,876	4,876	(538)	(10)	Initiatives in place to reduce Special Education Needs (SEN) transport costs by £500K have been achieved
	Income	(228)	(228)	(308)	(308)	(80)	35	
	Net Expenditure	4,352	5,186	4,568	4,568	(618)	(12)	

CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
G18 Educational Psychology Serv. GF	Expenditure	1,307	1,521	1,534	1,534	13	1	
	Income	(694)	(734)	(818)	(818)	(84)	11	
	Net Expenditure	613	787	716	716	(71)	(9)	
G20 School Governance & Information	Expenditure	153	315	320	320	5	2	
	Income	0	(110)	(147)	(147)	(37)	34	
	Net Expenditure	153	205	173	173	(32)	(16)	
G22 Student Awards	Expenditure	68	171	211	211	40	23	
	Income	(68)	(144)	(183)	(183)	(39)	27	
	Net Expenditure	0	27	28	28	1	4	
G26 School Improvement Secondary	Expenditure	1,150	2,152	2,195	2,195	43	2	
	Income	(1,063)	(1,110)	(1,153)	(1,153)	(43)	4	
	Net Expenditure	87	1,042	1,042	1,042	0	0	
G30 Arts & Music Service	Expenditure	1,081	1,532	1,705	1,705	173	11	The Income Variance between years relates to a number of grants concluding, Find Your Talent, FMS music Grant 2011/12 and the between year treatment of Standard Fund income. The new FMS main Music Grant and the movement of the Music Trading account CC.89107, has also had an increasing effect between
	Income	(1,081)	(1,279)	(1,452)	(1,452)	(173)	14	
	Net Expenditure	0	253	253	253	0	0	

**CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)**

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
G33 E-Learning	Expenditure	114	570	570	570	0	0	
	Income	0	0	1	1	1	0	
	Net Expenditure	114	570	571	571	1	0	
H17 Support for Learning Service	Expenditure	53			0	0	0	
	Income	0	0	0	0	0	0	
	Net Expenditure	53	0	0	0	0	0	
TOTAL FOR LEARNING AND ACHIEVEMENT	Expenditure	24,919	30,078	29,106	29,106	(972)	(3)	
	Income	(19,240)	(20,287)	(20,037)	(20,037)	250	(1)	
	Net Expenditure	5,679	9,791	9,069	9,069	(722)	(7)	
G37 Youth & Community Learning M&A	Expenditure	224	202	211	211	9	4	
	Income	0	0	0	0	0	0	
	Net Expenditure	224	202	211	211	9	4	
G19 Parental Engagement & Support	Expenditure	1,124	1,480	1,486	1,486	6	0	
	Income	(346)	(468)	(491)	(491)	(23)	5	
	Net Expenditure	778	1,012	995	995	(17)	(2)	
G39 Youth & Connexions Service	Expenditure	8,975	8,830	8,897	8,897	67	1	
	Income	(4,002)	(3,402)	(3,469)	(3,469)	(67)	2	
	Net Expenditure	4,973	5,428	5,428	5,428	0	0	

**CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)**

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
H40 Careers Service	Expenditure	0	1,291	1,212	1,212	(79)	(6)	
	Income	0	(1,075)	(996)	(996)	79	(7)	
	Net Expenditure	0	216	216	216	(0)	(0)	
G41 Healthy Lives	Expenditure	369	403	429	429	26	6	
	Income	(262)	(262)	(288)	(288)	(26)	10	
	Net Expenditure	107	141	141	141	0	0	
G42 Community Languages Services	Expenditure	777	1,067	1,106	1,106	39	4	
	Income	(60)	(295)	(318)	(318)	(23)	8	
	Net Expenditure	717	772	788	788	16	2	
G44 Extended Schools	Expenditure	734	1,604	1,573	1,573	(31)	(2)	
	Income	(95)	(95)	(63)	(63)	32	(34)	
	Net Expenditure	639	1,509	1,510	1,510	1	0	
G60 Youth Offending Service	Expenditure	1,436	2,000	2,036	2,036	36	2	
	Income	(784)	(841)	(871)	(871)	(30)	4	
	Net Expenditure	652	1,159	1,165	1,165	6	0	
TOTAL FOR YOUTH AND COMMUNITY LEARNING	Expenditure	13,639	16,877	16,950	16,950	73	0	
	Income	(5,549)	(6,437)	(6,496)	(6,496)	(59)	1	
	Net Expenditure	8,090	10,440	10,454	10,454	14	0	

**CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)**

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
G49 Childrens Social Care M&A	Expenditure	198	721	653	653	(68)	(9)	
	Income	0	(508)	(440)	(440)	68	(13)	
	Net Expenditure	198	213	213	213	(0)	(0)	
G50 Child Protection & Reviewing	Expenditure	2,181	2,592	2,525	2,525	(67)	(3)	
	Income	(124)	1	(1)	(1)	(2)	(300)	
	Net Expenditure	2,057	2,593	2,524	2,524	(69)	(3)	
G51 Childrens Res M&A	Expenditure	685	817	851	851	34	4	
	Income	0	0	0	0	0	0	
	Net Expenditure	685	817	851	851	34	4	
G52 Childrens Res Residential	Expenditure	1,483	1,796	1,743	1,743	(53)	(3)	
	Income	0	0	0	0	0	0	
	Net Expenditure	1,483	1,796	1,743	1,743	(53)	(3)	
G53 Childrens Res Family Placement	Expenditure	2,689	2,950	2,890	2,890	(60)	(2)	
	Income	(66)	(66)	(72)	(72)	(6)	9	
	Net Expenditure	2,623	2,884	2,818	2,818	(66)	(2)	

CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
G54 Childrens Res Commissioning	Expenditure	16,612	15,984	15,711	15,711	(273)	(2)	
	Income	(434)	(264)	(184)	(184)	80	(30)	
	Net Expenditure	16,178	15,720	15,527	15,527	(193)	(1)	
G55 Children Looked After	Expenditure	2,064	2,306	2,275	2,275	(31)	(1)	
	Income	0	0	0	0	0	0	
	Net Expenditure	2,064	2,306	2,275	2,275	(31)	(1)	
G56 Leaving Care	Expenditure	2,368	2,488	2,436	2,436	(52)	(2)	
	Income	(164)	(164)	(164)	(164)	(0)	0	
	Net Expenditure	2,204	2,324	2,272	2,272	(52)	(2)	
G57 Fieldwork Advice & Assessment	Expenditure	4,286	5,095	4,967	4,967	(128)	(3)	Expenditure - non appointment of Social Workers at the Eva Armsby Centre
	Income	(427)	(247)	(189)	(189)	58	(23)	
	Net Expenditure	3,859	4,848	4,778	4,778	(70)	(1)	
G58 Children with Disabilities	Expenditure	3,223	3,477	4,222	4,222	745	21	Variance largely due to higher than budgeted personal and nursing care for children. Demand for children requiring care can be difficult to predict. This year the SLA income was larger than anticipated from the health provider.
	Income	(914)	(980)	(1,603)	(1,603)	(623)	64	
	Net Expenditure	2,309	2,497	2,619	2,619	122	5	

**CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)**

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
G59 Emergency Duty Team	Expenditure	318	453	444	444	(9)	(2)	
	Income	(44)	(44)	(21)	(21)	23	(52)	
	Net Expenditure	274	409	423	423	14	3	
G61 Children with Mental Health	Expenditure	1,445	1,523	1,504	1,504	(19)	(1)	
	Income	0	0	(34)	(34)	(34)	0	
	Net Expenditure	1,445	1,523	1,470	1,470	(53)	(3)	
G62 Attendance & Welfare Serv. GF	Expenditure	1,437	1,922	1,946	1,946	24	1	Gross income: the variance is due to the outturn on Education Social Work Trading (ESW) A/C (cc 81506) exceeding the budget to a similar degree as in 2010/11. The budget has been increased in 2012/13 at the
	Income	(509)	(719)	(893)	(893)	(174)	24	
	Net Expenditure	928	1,203	1,053	1,053	(150)	(12)	
H57 Family Support & Protection	Expenditure	4,482	5,314	5,255	5,255	(59)	(1)	
	Income	(822)	(1,020)	(1,017)	(1,017)	3	(0)	
	Net Expenditure	3,660	4,294	4,238	4,238	(56)	(1)	
G75 IT Social Care	Expenditure	562	692	712	712	20	3	
	Income	(347)	(346)	(347)	(347)	(1)	0	
	Net Expenditure	215	346	365	365	19	5	
TOTAL FOR CHILDRENS SOCIAL CARE	Expenditure	44,033	48,130	48,134	48,134	4	0	
	Income	(3,851)	(4,357)	(4,965)	(4,965)	(608)	14	
	Net Expenditure	40,182	43,773	43,169	43,169	(604)	(1)	

**CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)**

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
G65 Transformation Project	Expenditure	222	117	124	124	7	6	
	Income	(50)	(18)	(4)	(4)	14	(78)	
	Net Expenditure	172	99	120	120	21	21	
G71 Strategy & Policy	Expenditure	686	792	777	777	(15)	(2)	
	Income	(17)	(26)	(14)	(14)	12	(46)	
	Net Expenditure	669	766	763	763	(3)	(0)	
G74 Equalities Development	Expenditure	802	727	681	681	(46)	(6)	
	Income	0	0	(5)	(5)	(5)	0	
	Net Expenditure	802	727	676	676	(51)	(7)	
TOTAL FOR DIRECTOR'S SERVICES	Expenditure	1,710	1,636	1,582	1,582	(54)	(3)	
	Income	(67)	(44)	(23)	(23)	21	(48)	
	Net Expenditure	1,643	1,592	1,559	1,559	(33)	(2)	
G79 CSF Resources Mgmt. GF	Expenditure	227	242	238	238	(4)	(2)	
	Income	(47)	(47)	(49)	(49)	(2)	4	
	Net Expenditure	180	195	189	189	(6)	(3)	
G67 Commissioned Services	Expenditure	1,509	2,079	2,137	2,137	58	3	
	Income	(43)	(339)	(363)	(363)	(24)	7	
	Net Expenditure	1,466	1,740	1,774	1,774	34	2	

CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
G68 Major Government Grant Funding	Expenditure	0	135	89	89	(46)	(34)	
	Income	0	(130)	(83)	(83)	47	(36)	
	Net Expenditure	0	5	6	6	1	33	
G70 Childrens Information Systems	Expenditure	265	281	324	324	43	15	
	Income	(73)		(8)	(8)	(8)	0	
	Net Expenditure	192	281	316	316	35	12	
G72 Programme Management	Expenditure	148	170	168	168	(2)	(1)	
	Income	0	0	(20)	(20)	(20)	0	
	Net Expenditure	148	170	148	148	(22)	(13)	
G80 Information & Support Services	Expenditure	434	454	445	445	(9)	(2)	
	Income	(68)	(100)	(107)	(107)	(7)	7	
	Net Expenditure	366	354	338	338	(16)	(4)	
G81 Building Dev. & Tech Service	Expenditure	780	6,800	6,814	6,814	14	0	
	Income	(231)	(230)	(245)	(245)	(15)	6	
	Net Expenditure	549	6,570	6,569	6,569	(1)	(0)	
G82 Childrens Services Finance	Expenditure	821	921	925	925	4	0	
	Income	(202)	(163)	(192)	(192)	(29)	18	
	Net Expenditure	619	758	733	733	(25)	(3)	

CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000	%	Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
G83 CSF Human Resources GF	Expenditure	1,947	2,003	1,981	1,981	(22)	(1)	
	Income	(250)	(250)	(250)	(250)	0	0	
	Net Expenditure	1,697	1,753	1,731	1,731	(22)	(1)	
G86 Professional Dev. Centre	Expenditure	616	692	726	726	34	5	
	Income	(627)	(626)	(617)	(617)	9	(1)	
	Net Expenditure	(11)	66	109	109	43	65	
G87 Contract Services	Expenditure	13,686	13,686	13,942	13,942	257	2	
	Income	(13,686)	(13,686)	(13,942)	(13,942)	(257)	2	
	Net Expenditure	0	0	0	0	0	0	
H82 Holding Account & Support Services	Expenditure	5,843	(329)	2,243	2,243	2,572	(782)	Gross exp: Directorate underspends absorbed here during year £2.5m transfer to reserves. Income: £1.2m of Early Intervention Grant income that has been drawn down, but which is not attributable to any individual service.
	Income	0	(339)	(1,577)	(1,577)	(1,238)	365	
	Net Expenditure	5,843	(668)	666	666	1,334	(200)	
H87 Building & Technical Services	Expenditure	1,080	1,080	935	935	(145)	(13)	
	Income	(1,080)	(1,080)	(935)	(935)	145	(13)	
	Net Expenditure	0	0	0	0	0	0	
TOTAL FOR CHILDRENS SERVICES RESOURCES	Expenditure	27,356	28,213	30,967	30,967	2,754	10	
	Income	(16,307)	(16,990)	(18,388)	(18,388)	(1,399)	8	
	Net Expenditure	11,049	11,223	12,579	12,579	1,356	12	

**CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)**

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
G91 Revenue Holding Accounts	Expenditure	1,897	17,674	19,689	19,689	2,015	11	This vote comprises numerous cost centres containing budgets and expenditure that changes frequently between years, and even in-year. At year end these holding accounts are all balanced to zero.
	Income	(1,897)	(17,674)	(19,689)	(19,689)	(2,015)	11	
	Net Expenditure	0	0	0	0	0	0	
TOTAL FOR HOLDING ACCOUNTS	Expenditure	1,897	17,674	19,689	19,689	2,015	11	
	Income	(1,897)	(17,674)	(19,689)	(19,689)	(2,015)	11	
	Net Expenditure	0	0	0	0	0	0	
TOTAL FOR CSF GENERAL FUND	Expenditure	123,510	155,405	159,215	159,215	3,810	2	
	Income	(46,911)	(65,789)	(69,598)	(69,598)	(3,809)	6	
	Net Expenditure	76,599	89,617	89,617	89,617	0	0	

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CORPORATE REVENUE OUTTURN - MARCH 2012

COMMUNITIES, LOCALITIES & CULTURE		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New/ Increased Provisions /Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12)		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
							£'000	%	
E01 Management & Admin	Expenditure	2,284	3,705	3,614	0	3,614	(91)	(2)	
	Income	(2,284)	(3,705)	(3,614)	0	(3,614)	91	(2)	
	Net Expenditure	0	0	0	0	0	0	0	
E02 Olympics	Expenditure	0	225	220	0	220	(5)	(2)	
	Income	0	0	5	0	5	5	0	
	Net Expenditure	0	225	225	0	225	0	0	
Strategy & Resources Total									
	Expenditure	2,284	3,930	3,834	0	3,834	(96)	(2)	
	Income	(2,284)	(3,705)	(3,609)	0	(3,609)	96	(3)	
	Net Expenditure	0	225	225	0	225	0	0	
E10 Public Realm M&A	Expenditure	656	808	865	0	865	57	7	
	Income	(656)	(808)	(866)	0	(866)	(58)	7	
	Net Expenditure	0	0	(1)	0	(1)	(1)	0	
E12 Transportation & Highways	Expenditure	10,394	11,719	11,535	0	11,535	(184)	(2)	Lower contractor costs reflected in lower fees and charges
	Income	(2,704)	(3,375)	(3,186)	0	(3,186)	189	(6)	
	Net Expenditure	7,690	8,344	8,349	0	8,349	5	0	
E15 Clean & Green	Expenditure	33,425	33,155	33,234	0	33,234	79	0	
	Income	(5,665)	(7,724)	(7,766)	0	(7,766)	(42)	1	
	Net Expenditure	27,760	25,431	25,468	0	25,468	37	0	

COMMUNITIES, LOCALITIES & CULTURE		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New/ Increased Provisions /Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
							(Outturn 2011/12 to Final Budget 2011/12) £'000	%	
E23 Concessionary Fares	Expenditure	5,749	7,873	7,836	0	7,836	(37)	(0)	
	Income	(3)	(174)	(138)	0	(138)	36	(21)	
	Net Expenditure	5,746	7,699	7,698	0	7,698	(1)	(0)	
E24 Parking Control	Expenditure	7,457	7,549	17,248	0	17,248	9,699	128	Increase in bad debt provision due to delay in write off of debt. Contribution to General Fund from surplus not included in budget.
	Income	(7,457)	(7,549)	(17,406)	158	(17,248)	(9,699)	128	
	Net Expenditure	0	0	(158)	158	0	0	0	
Public Realm Total	Expenditure	57,681	61,104	70,718	0	70,718	9,614	16	
	Income	(16,485)	(19,630)	(29,362)	158	(29,204)	(9,574)	49	
	Net Expenditure	41,196	41,474	41,356	158	41,514	40	0	
E80 Safer Communities Management	Expenditure	152	165	409	0	409	244	148	Additional costs due to restructure delays.
	Income	(155)	(155)	(402)	0	(402)	(247)	159	
	Net Expenditure	(3)	10	7	0	7	(3)	(30)	
E81 Community Safety Partnership, DV & HC	Expenditure	1,506	2,233	2,057	60	2,117	(116)	(5)	Underspend due to lower than expected recruitment/advertising costs
	Income	(60)	(738)	(684)	0	(684)	54	(7)	
	Net Expenditure	1,446	1,495	1,373	60	1,433	(62)	(4)	
E83 Enforcement & Intervention	Expenditure	2,415	2,516	2,822	0	2,822	306	12	Increased CCTV projects offset by charges to clients.
	Income	(114)	(229)	(504)	0	(504)	(275)	120	
	Net Expenditure	2,301	2,287	2,318	0	2,318	31	1	
E84 Drugs Action Team	Expenditure	5,161	5,760	5,201	90	5,291	(469)	(8)	Reduced cost of Client Treatment and PCT/PTB related costs reflected by reduced grant.
	Income	(3,761)	(4,307)	(3,914)	0	(3,914)	393	(9)	
	Net Expenditure	1,400	1,453	1,287	90	1,377	(76)	(5)	

COMMUNITIES, LOCALITIES & CULTURE		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New/ Increased Provisions /Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
							(Outturn 2011/12 to Final Budget 2011/12) £'000	%	
E85 Env Commercial Services	Expenditure	4,431	4,759	4,827	0	4,827	68	1	
	Income	(1,354)	(1,567)	(1,606)	0	(1,606)	(39)	2	
	Net Expenditure	3,077	3,192	3,221	0	3,221	29	1	
E86 Env Health Protection Services	Expenditure	4,482	4,474	4,275	0	4,275	(199)	(4)	Reduced expenditure to mitigate reduced recharges and under-achieved Pest Control savings.
	Income	(953)	(1,111)	(917)	0	(917)	194	(17)	
	Net Expenditure	3,529	3,363	3,358	0	3,358	(5)	(0)	
Safe Communities Total	Expenditure	18,147	19,907	19,591	150	19,741	(166)	(1)	
	Income	(6,397)	(8,107)	(8,027)	0	(8,027)	80	(1)	
	Net Expenditure	11,750	11,800	11,564	150	11,714	(86)	(1)	
E40 Divisional Management	Expenditure	134	169	156	0	156	(13)	(8)	
	Income	(134)	(169)	(156)	0	(156)	13	(8)	
	Net Expenditure	0	0	0	0	0	0	0	
E41 Idea Stores	Expenditure	8,931	8,680	8,508	0	8,508	(172)	(2)	Running costs reduced to offset reduction in actual fee income.
	Income	(1,185)	(1,410)	(1,224)	0	(1,224)	186	(13)	
	Net Expenditure	7,746	7,270	7,284	0	7,284	14	0	
E42 Sports & Physical Activity	Expenditure	4,767	4,458	4,454	0	4,454	(4)	(0)	
	Income	(386)	(674)	(677)	0	(677)	(3)	0	
	Net Expenditure	4,381	3,784	3,777	0	3,777	(7)	(0)	

COMMUNITIES, LOCALITIES & CULTURE		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New/ Increased Provisions /Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
							(Outturn 2011/12 to Final Budget 2011/12) £'000	%	
E43 Parks Strategic Development	Expenditure	3,285	3,892	3,726	0	3,726	(166)	(4)	Reduced activity at Victoria Park due to Major capital works being carried out has impacted on both income and expenditure.
	Income	(339)	(710)	(521)	0	(521)	189	(27)	
	Net Expenditure	2,946	3,182	3,205	0	3,205	23	1	
E44 Arts & Events	Expenditure	2,243	2,427	2,401	0	2,401	(26)	(1)	
	Income	(1,120)	(1,044)	(1,011)	0	(1,011)	33	(3)	
	Net Expenditure	1,123	1,383	1,390	0	1,390	7	1	
E45 Mile End Park	Expenditure	787	787	798	0	798	11	1	
	Income	(787)	(787)	(798)	0	(798)	(11)	1	
	Net Expenditure	0	0	0	0	0	0	0	
E47 Lifelong Learning	Expenditure	4,476	5,188	5,223	0	5,223	35	1	
	Income	(3,585)	(3,578)	(3,604)	0	(3,604)	(26)	1	
	Net Expenditure	891	1,610	1,619	0	1,619	9	1	
Cultural Services Total	Expenditure	24,623	25,601	25,266	0	25,266	(335)	(1)	
	Income	(7,536)	(8,372)	(7,991)	0	(7,991)	381	(5)	
	Net Expenditure	17,087	17,229	17,275	0	17,275	46	0	
E71 Service Integration	Expenditure	104	290	290	0	290	0	0	
	Income	0	(16)	(16)	0	(16)	0	0	
	Net Expenditure	104	274	274	0	274	0	0	
Service Integration Total									

COMMUNITIES, LOCALITIES & CULTURE		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New/ Increased Provisions /Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
							(Outturn 2011/12 to Final Budget 2011/12) £'000	%	
E30 Fleet Management	Expenditure	909	1,212	1,335	0	1,335	123	10	Higher than expected insurance charges recovered from clients
	Income	(909)	(1,212)	(1,335)	0	(1,335)	(123)	10	
	Net Expenditure	0	0	0	0	0	0	0	
E31 Passenger Transport	Expenditure	5,171	5,248	5,009	0	5,009	(239)	(5)	Reduction in the use of agency and overtime together with lower contract hire costs reflecting in reduced charges to clients.
	Income	(5,171)	(5,248)	(5,009)	0	(5,009)	239	(5)	
	Net Expenditure	0	0	0	0	0	0	0	
E32 DSO Vehicle Workshop	Expenditure	489	489	452	0	452	(37)	(8)	
	Income	(489)	(489)	(452)	0	(452)	37	(8)	
	Net Expenditure	0	0	0	0	0	0	0	
E82 Street Trading	Expenditure	2,131	2,131	2,197	0	2,197	66	3	
	Income	(2,131)	(2,131)	(2,366)	169	(2,197)	(66)	3	
	Net Expenditure	0	0	(169)	169	0	0	0	
TOTAL FOR COMMUNITIES, LOCALITIES & CULTURE	Expenditure	111,539	119,912	128,692	150	128,842	8,930	7	
	Income	(41,402)	(48,910)	(58,167)	327	(57,840)	(8,930)	18	
	Net Expenditure	70,137	71,002	70,525	477	71,002	0	0	

CORPORATE REVENUE OUTTURN - MARCH 2012

DEVELOPMENT & RENEWAL (General Fund)		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Use of Reserves Requested 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12)		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
								£'000	%	
J04 BC Revenue	Expenditure	2,799	666	844	0	0	844	179	27	
	Income	(1,146)	(322)	(474)	0	0	(474)	(152)	47	
	Net Expenditure	1,653	344	371	0	0	371	27	8	
J06 Development Decisions	Expenditure	2,212	2,090	2,165	0	0	2,165	75	4	
	Income	(2,292)	(2,012)	(2,384)	0	0	(2,384)	(371)	18	
	Net Expenditure	(80)	78	(218)	0	0	(218)	(296)	(381)	
K99 Building Control Trading Account	Expenditure	2,227	1,156	865	0	0	865	(291)	(25)	Reduction in the Trading Activity - realised less income than expected, trading account deficit will be transferred to reserves - and action plan in place to bring the account into a breakeven position.
	Income	(2,227)	(1,156)	(745)		(120)	(865)	291	(25)	
	Net Expenditure	0	(0)	120	0	(120)	0	0	(100)	
J44 Application Support	Expenditure	0	532	467	0	0	467	(65)	(12)	
	Income	0	(206)	(153)	0	0	(153)	53	(26)	
	Net Expenditure	0	326	315	0	0	315	(12)	(4)	
J45 Planning Projects & Initiative	Expenditure	0	625	1,196	0	0	1,196	571	91	
	Income	0	(520)	(1,036)	0	0	(1,036)	(516)	99	
	Net Expenditure	0	105	160	0	0	160	55	52	
J46 Conservation, Strategic Planning and Transport	Expenditure	0	2,490	2,060	0	0	2,060	(430)	(17)	
	Income	0	(568)	(359)	0	0	(359)	209	(37)	
	Net Expenditure	0	1,922	1,701	0	0	1,701	(221)	(12)	
J47 PBC Management	Expenditure	0	308	337	0	0	337	30	10	
	Income	0	(48)	(53)	0	0	(53)	(5)	9	
	Net Expenditure	0	260	285	0	0	285	25	10	

DEVELOPMENT & RENEWAL (General Fund)		Original	Final	Actual	Use of	New	Final	Variance		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
		Budget 2011/12 £'000	Budget 2011/12 £'000	Outturn 2011/12 £'000	Reserves Requested 2011/12 £'000	Reserves Requested 2011/12 £'000	Outturn 2011/12 £'000	(Outturn 2011/12 to Final Budget 2011/12) £'000	%	
K98 Local Land Charges Trading Account	Expenditure	392	548	398	0	0	398	(150)	(27)	£273k transferred to reserves - ring fenced for LC Trading A/C.
	Income	(430)	(430)	(671)		273	(398)	32	(7)	
	Net Expenditure	(38)	118	(273)	0	273	(0)	(118)	(100)	
TOTAL FOR DEVELOPMENT & BUILDING CONTROL										
TOTAL FOR DEVELOPMENT & BUILDING CONTROL	Expenditure	7,630	8,415	8,334	0	0	8,334	(81)	(1)	Underspend due to increased one off major planning fee income - due to introduction of Community Infrastructure Levy (CIL) and vacant posts within the service.
	Income	(6,095)	(5,262)	(5,874)	0	153	(5,721)	(458)	9	
	Net Expenditure	1,535	3,152	2,460	0	153	2,613	(540)	(17)	
J08 Programmes and Projects Funding										
J08 Programmes and Projects Funding	Expenditure	1,605	225	224	0	0	224	(1)	(0)	One of Project costs - related to ORT (Ocean Regeneration Trust) funded by Reserve.
	Income	(1,580)	0	0	0	0	0	0	0	
	Net Expenditure	25	225	224	0	0	224	(1)	(0)	
J12 Resources										
J12 Resources	Expenditure	3,143	3,116	3,220	0	0	3,220	104	3	One off project related staff costs - funded by recharges to HRA and s106 capital.
	Income	(662)	(781)	(1,036)	0	0	(1,036)	(255)	33	
	Net Expenditure	2,481	2,335	2,184	0	0	2,184	(151)	(6)	
TOTAL FOR RESOURCES										
TOTAL FOR RESOURCES	Expenditure	4,748	3,341	3,444	0	0	3,444	103	3	
	Income	(2,242)	(781)	(1,036)	0	0	(1,036)	(255)	33	
	Net Expenditure	2,506	2,560	2,408	0	0	2,408	(152)	(6)	
J14 Management & Support Services										
J14 Management & Support Services	Expenditure	3,577	319	352	0	0	352	33	10	
	Income	(13)	(135)	(125)	0	0	(125)	10	(7)	
	Net Expenditure	3,564	184	227	0	0	227	43	23	
J16 Asset Management										
J16 Asset Management	Expenditure	1,492	1,973	1,780	0	0	1,780	(193)	(10)	Vacant posts contributed to the underspends, but this is offset by reduction in recharges.
	Income	(1,024)	(628)	(460)	0	0	(460)	168	(27)	
	Net Expenditure	468	1,345	1,320	0	0	1,320	(25)	(2)	
J18 Olympics										
J18 Olympics	Expenditure	947	828	710	0	0	710	(118)	(14)	Due to change in budget contributed to variance, underspend on third party payments - incurred in J24, employment and enterprise vote head.
	Income	(166)	(136)	(168)	0	0	(168)	(32)	24	
	Net Expenditure	781	692	542	0	0	542	(150)	(22)	

DEVELOPMENT & RENEWAL (General Fund)		Original	Final	Actual	Use of	New	Final	Variance		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
		Budget 2011/12 £'000	Budget 2011/12 £'000	Outturn 2011/12 £'000	Reserves Requested 2011/12 £'000	Reserves Requested 2011/12 £'000	Outturn 2011/12 £'000	(Outturn 2011/12 to Final Budget 2011/12) £'000	%	
J20 Strategy, Regeneration and Sustainability	Expenditure	3,153	8,318	4,046	0	4,287	8,333	15	0	Contribution to Reserves £4.28m. Re: Home Bonus and £1.7m transfers to Barkantine Reserves
	Income	(2,007)	(1,787)	(3,398)		1,700	(1,698)	89	(5)	
	Net Expenditure	1,146	6,531	648	0	5,987	6,635	104	2	
J22 Housing Regeneration	Expenditure	506	617	654	0	0	654	36	6	
	Income	(588)	(588)	(568)	0	0	(568)	20	(3)	
	Net Expenditure	(82)	29	86	0	0	86	57	194	
J24 Employment & Enterprise	Expenditure	2,163	2,823	2,659	0	0	2,659	(164)	(6)	£100k grant drawdown - relating to project staff costs. Reduction in income due to actual income from GLA reduced due to re-profiling of the claim and outputs , which will be reflected in 2012/13
	Income	(1,237)	(1,452)	(1,134)	0	0	(1,134)	319	(22)	
	Net Expenditure	926	1,371	1,526	0	0	1,526	155	11	
J26 Lettings	Expenditure	2,535	2,610	2,456	0	0	2,456	(154)	(6)	Underspend on vacant post
	Income	(1,658)	(1,480)	(1,314)	0	0	(1,314)	166	(11)	
	Net Expenditure	877	1,129	1,141	0	0	1,141	12	1	
J30 BSF Programme	Expenditure	1,442	2,688	3,720	0	0	3,720	1,032	38	Variance on Supplies and services due to £2.3m PFI contracts payments - funded by reserves and recharges to Schools
	Income	(940)	(940)	(1,836)	0	0	(1,836)	(896)	95	
	Net Expenditure	502	1,748	1,884	0	0	1,884	136	8	
J32 Admin Buildings	Expenditure	22,399	20,122	19,899	0	0	19,899	(222)	(1)	Re-adjusted the budget to reflect the nil balance on the support services trading account -reflected within income and expenditure
	Income	(18,289)	(20,340)	(20,012)	0	0	(20,012)	329	(2)	
	Net Expenditure	4,110	(219)	(112)	0	0	(112)	106	(49)	

DEVELOPMENT & RENEWAL (General Fund)		Original	Final	Actual	Use of	New	Final	Variance		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k	
		Budget 2011/12 £'000	Budget 2011/12 £'000	Outturn 2011/12 £'000	Reserves Requested 2011/12 £'000	Reserves Requested 2011/12 £'000	Outturn 2011/12 £'000	(Outturn 2011/12 to Final Budget 2011/12) £'000	%		
J34 Depots	Expenditure	476	371	655	0	0	655	284	77	Variance on premises costs - due to Sutton Street and Watts Grove depot costs	
	Income	(459)	(459)	(517)	0	0	(517)	(58)	13		
	Net Expenditure	17	(88)	138	0	0	138	226	(258)		
J40 Homeless & Housing Advice	Expenditure	37,838	31,664	31,892	0	0	31,892	228	1	Increased rental charges - recovered income rental income from the homelessness clients	
	Income	(36,685)	(30,121)	(30,348)	0	0	(30,348)	(227)	1		
	Net Expenditure	1,153	1,543	1,544	0	0	1,544	1	0		
TOTAL FOR DEVELOPMENT & RENEWAL		Expenditure	88,906	84,088	80,600	0	4,287	84,887	799	1	
		Income	(71,403)	(64,110)	(66,789)	0	1,853	(64,936)	(827)	1	
		Net Expenditure	17,503	19,979	13,811	0	6,140	19,951	(27)	(0)	
SERVICE TRANSFER TO/FROM OTHER DIRECTORATES											
J42 Third Sector Team - transfer from CE	Expenditure	0	3,072	3,059	0	0	3,059	(13)	(0)		
	Income	0	(50)	(10)	0	0	(10)	40	(80)		
	Net Expenditure	0	3,022	3,049	0	0	3,049	27	1		
REVISED TOTAL FOR DEVELOPMENT & RENEWAL		Expenditure	88,906	87,160	83,659	0	4,287	87,946	786	1	
		Income	(71,403)	(64,160)	(66,799)	0	1,853	(64,946)	(787)	1	
		Net Expenditure	17,503	23,001	16,860	0	6,140	23,000	(0)	(0)	

CORPORATE REVENUE OUTTURN - MARCH 2012

RESOURCES		Original	Final	Actual	New	Final	Variance		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
		Budget 2011/12 £'000	Budget 2011/12 £'000	Outturn 2011/12 £'000	Reserves Requested 2011/12 £'000	Outturn 2011/12 £'000	(Outturn 2011/12 to Final Budget 2011/12) £'000	%	
R34 Internal Audit	Expenditure	799	891	842	150	992	101	11	Positive variance arising from additional income from fraud work as part of the NFI scheme.
	Income	(973)	(715)	(840)	0	(840)	(125)	17	
	Net Expenditure	(174)	176	2	150	152	(24)	(14)	
R40 Risk Management	Expenditure	681	605	471	0	471	(134)	(22)	Reduced costs arising from reorganisation of the service.
	Income	(592)	(592)	(471)	0	(471)	121	(20)	
	Net Expenditure	89	13	0	0	0	(13)	(100)	
TOTAL FOR AUDIT & RISK	Expenditure	1,480	1,496	1,313	150	1,463	(33)	(2)	
	Income	(1,565)	(1,307)	(1,311)	0	(1,311)	(4)	0	
	Net Expenditure	(85)	189	2	150	152	(37)	(20)	
R36 Council Tax & NNDR	Expenditure	33,865	38,432	37,552	0	37,552	(880)	(2)	Increased HB subsidy expenditure offset by increased subsidy income.
	Income	(31,197)	(35,706)	(34,861)	0	(34,861)	845	(2)	
	Net Expenditure	2,668	2,726	2,691	0	2,691	(35)	(1)	
R42 Debtors Income Service	Expenditure	1,218	1,147	1,188	0	1,188	41	4	
	Income	(1,185)	(1,159)	(1,188)	0	(1,188)	(29)	3	
	Net Expenditure	33	(12)	0	0	0	12	(100)	
R44 Cashiers	Expenditure	480	488	601	0	601	113	23	Variance due to increased banking of debit & credit card banking. This is offset by recharging costs to relevant services for whom cash is collected.
	Income	(508)	(425)	(601)	0	(601)	(176)	41	
	Net Expenditure	(28)	63	0	0	0	(63)	(100)	

RESOURCES

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12)		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
							£'000	%	
R48 Information Services	Expenditure	8,948	8,444	8,853	500	9,353	909	11	Expenditure variance due to allocation of extra resources in anticipation of future sourcing contract and to cover shortfall in budgets due to unforeseen circumstances at the initial phase of the contract. Income variance due to additional charge to THH and CLC for specific work undertaken by ICT
	Income	(9,674)	(7,957)	(8,845)		(8,845)	(888)	11	
	Net Expenditure	(726)	487	8	500	508	21	4	
R50 Customer Access	Expenditure	6,745	6,451	6,369	0	6,369	(82)	(1)	Shortfall in recharges to THH from variable SLA for Out of Hours Repairs Helpline and Contact Centre
	Income	(3,306)	(2,280)	(2,120)	0	(2,120)	160	(7)	
	Net Expenditure	3,439	4,171	4,249	0	4,249	78	2	
R54 Housing Benefits	Expenditure	187,969	249,924	250,467	0	250,467	543	0	Increased HB subsidy expenditure offset by increased subsidy income.
	Income	(187,474)	(249,429)	(249,953)	0	(249,953)	(524)	0	
	Net Expenditure	495	495	514	0	514	19	4	
R58 Benefits Admin	Expenditure	8,034	8,269	8,617	0	8,617	348	4	Increased HB staffing expenditure offset by increased subsidy income.
	Income	(6,217)	(6,217)	(6,566)	0	(6,566)	(349)	6	
	Net Expenditure	1,817	2,052	2,051	0	2,051	(1)	(0)	
R60 Reprographics	Expenditure	421	422	518	0	518	96	23	
	Income	(425)	(425)	(518)	0	(518)	(93)	22	
	Net Expenditure	(4)	(3)	0	0	0	3	(100)	
TOTAL FOR CUSTOMER ACCESS & ICT	Expenditure	247,680	313,577	314,165	500	314,665	1,088	0	
	Income	(239,986)	(303,598)	(304,652)	0	(304,652)	(1,054)	0	
	Net Expenditure	7,694	9,979	9,513	500	10,013	34	0	

RESOURCES

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000	%	Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
R38 Procurement	Expenditure	1,008	1,100	1,067	400	1,467	367	33	Additional R2P costs offset by Comensura rebate income.
	Income	(752)	(614)	(1,023)		(1,023)	(409)	67	
	Net Expenditure	256	486	44	400	444	(42)	(9)	
R46 Payments	Expenditure	634	566	525	0	525	(41)	(7)	
	Income	(803)	(531)	(525)	0	(525)	6	(1)	
	Net Expenditure	(169)	35	0	0	0	(35)	(100)	
TOTAL FOR PROCUREMENT & PAYMENTS	Expenditure	1,642	1,666	1,592	400	1,992	326	20	
	Income	(1,555)	(1,145)	(1,548)	0	(1,548)	(403)	35	
	Net Expenditure	87	521	44	400	444	(77)	(15)	
R32 Corporate Finance	Expenditure	2,281	2,308	2,271	0	2,271	(37)	(2)	
	Income	(2,261)	(2,293)	(2,271)	0	(2,271)	22	(1)	
	Net Expenditure	20	15	0	0	0	(15)	(100)	
R82 Non-Distributed Costs	Expenditure	1,395	869	870	0	870	1	0	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	1,395	869	870	0	870	1	0	
TOTAL FOR CORPORATE FINANCE & NDC	Expenditure	3,676	3,177	3,141	0	3,141	(36)	(1)	
	Income	(2,261)	(2,293)	(2,271)	0	(2,271)	22	(1)	
	Net Expenditure	1,415	884	870	0	870	(14)	(2)	
R62 Business Development	Expenditure	560	1,912	4,980	0	4,980	3,068	160	Additional expenditure on transformation projects that were full funded at year-end.
	Income	(560)	0	(3,067)	0	(3,067)	(3,067)	0	
	Net Expenditure	0	1,912	1,913	0	1,913	1	0	
TOTAL FOR BUSINESS DEVELOPMENT	Expenditure	560	1,912	4,980	0	4,980	3,068	160	
	Income	(560)	0	(3,067)	0	(3,067)	(3,067)	0	
	Net Expenditure	0	1,912	1,913	0	1,913	1	0	

RESOURCES

		Original	Final	Actual	New	Final	Variance		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
		Budget 2011/12 £'000	Budget 2011/12 £'000	Outturn 2011/12 £'000	Reserves Requested 2011/12 £'000	Outturn 2011/12 £'000	(Outturn 2011/12 to Final Budget 2011/12) £'000	%	
R90 HR Strategy	Expenditure	1,486	1,045	1,070	0	1,070	25	2	
	Income	(1,253)	(1,055)	(1,070)	0	(1,070)	(15)	1	
	Net Expenditure	233	(10)	0	0	0	10	(100)	
R92 HR Consultancy	Expenditure	3,021	2,277	2,351	0	2,351	74	3	
	Income	(2,914)	(2,102)	(2,183)	0	(2,183)	(81)	4	
	Net Expenditure	107	175	168	0	168	(7)	(4)	
R94 HR Operations	Expenditure	2,376	4,745	5,355	0	5,355	610	13	Variance due to HR services provided which are consequently recharged to service users.
	Income	(2,582)	(4,790)	(5,394)	0	(5,394)	(604)	13	
	Net Expenditure	(206)	(45)	(39)	0	(39)	6	(13)	
R96 PAS Schemes	Expenditure	1,190	1,025	1,360	0	1,360	335	33	Additional costs incurred which were grant funded.
	Income	(683)	(1,058)	(1,333)	0	(1,333)	(275)	26	
	Net Expenditure	507	(33)	27	0	27	60	(182)	
TOTAL FOR HR SERVICES	Expenditure	8,073	9,092	10,136	0	10,136	1,044	11	
	Income	(7,432)	(9,005)	(9,980)	0	(9,980)	(975)	11	
	Net Expenditure	641	87	156	0	156	69	79	
R80 Directors Office	Expenditure	522	510	473	25	498	(12)	(2)	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	522	510	473	25	498	(12)	(2)	
TOTAL FOR RESOURCES	Expenditure	263,633	331,430	335,800	1,075	336,875	5,445	2	
	Income	(253,359)	(317,348)	(322,829)	0	(322,829)	(5,481)	2	
	Net Expenditure	10,274	14,082	12,971	1,075	14,046	(36)	(0)	

CORPORATE REVENUE OUTTURN - MARCH 2012

2% to 5%
Amber
>5% Red

<2% C
2% - 5% A
>5% B

CORPORATE COSTS & CAPITAL FINANCING		Final Outturn 2010/11 £'000	Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Use of Reserves Requested 2011/12 £'000	New Reserves Requested 2011/12 £'000	Revenue Contributions to Capital Outlay (RCCO) 2011/12 £'000	Redundancies 2011/12 £'000	Previous Forecast Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Outturn 2010/11)		Variance (Outturn 2011/12 to Original Budget 2011/12)		Variance (Outturn 2011/12 to Final Budget 2011/12)		Variance (Outturn 2010/11 & Previous Forecast Outturn 2011/12) %	Variance Outturn 2011/12 to Outturn 2010/11 Explanation of any variance that is considered to be significant and all Income and Expenditure variances greater than £500k
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	£'000	%	£'000	%	%	
CORPORATE COSTS & CAPITAL FINANCING	Expenditure	19178	19,385	13,704	13,348		350			11,724	13,698	(5,480)	(29)	(5,687)	(29)	(6)	(0)	17	
	Income	-7284	0	0						0	0	7,284	(100)	0	0	0	0	0	
	Net Expenditure	11,894	19,385	13,704	13,348	0	350	0	0	11,724	13,698	1,804	15	(5,687)	(29)	(6)	(0)	17	
Contingency and Below the line items				(14,682)	(17,871)		2,900			(14,101)	(14,971)					(289)	2		Variance due to unallocated contingency
	Net Expenditure	11,894	19,385	(978)	(4,523)	0	3,250	0	0	(2,377)	(1,273)	0	0	0	0	(295)	30	(46)	Director: C Naylor

CORPORATE REVENUE OUTTURN - MARCH 2012

2% to 5%
Amber
>5% Red

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

DEVELOPMENT & RENEWAL (HRA)		Final Outturn 2010/11 £'000	Original Budget 2011/12 £'000	Latest Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Use of Reserves Requested 2011/12 £'000	New Reserves Requested 2011/12 £'000	Revenue Contributions to Capital Outlay (RCCO) 2011/12 £'000	Redundancies 2011/12 £'000	Previous Forecast Outturn 2011/12 £'000	Final Estimated Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Outturn 2010/11) £'000	%	Variance (Outturn 2011/12 to Original Budget 2011/12) £'000	%	Variance (Outturn 2011/12 to Latest Budget 2011/12) £'000	%	Variance (Outturn 2011/12 to Previous Forecast Outturn 2011/12) £'000	%	Variance Outturn 2011/12 to Latest Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k	RAO Status
DIRECTLY CONTROLLED INCOME BUDGETS																					
Dwelling & Non Dwelling Rents	Income	(59,256)	(61,747)	(61,747)	(62,582)					(62,166)	(62,582)	(3,326)	6	(835)	1	(835)	1			The variance is mainly due to rental income from commercial properties being higher than budget, following the revision of various lease agreements. In addition, the level of void properties on the Ocean & Blackwall estates was lower than anticipated in the budget.	1%
	Net Income	(59,256)	(61,747)	(61,747)	(62,582)	0	0	0	0	(62,166)	(62,582)	(3,326)	6	(835)	1	(835)	1				
Tenant & Leaseholder Service Charges	Income	(16,200)	(16,069)	(16,069)	(16,336)					(16,325)	(16,336)	(136)	1	(267)	2	(267)	2			Actual income incorporates annual charges issued to tenants and leaseholders and includes the 2010/11 leasehold actualisation process.	2%
	Net Income	(16,200)	(16,069)	(16,069)	(16,336)	0	0	0	0	(16,325)	(16,336)	(136)	1	(267)	2	(267)	2				
INDIRECT INCOME BUDGETS																					
Working Revenue Account Subsidy	Income	(14,129)	(11,611)	(11,611)	(11,552)					(11,597)	(11,552)	2,577	(18)	59	(1)	59	(1)				
	Net Income	(14,129)	(11,611)	(11,611)	(11,552)	0	0	0	0	(11,597)	(11,552)	2,577	(18)	59	(1)	59	(1)				
Investment Income Received	Income	(96)	(200)	(200)	(104)					(191)	(104)	(8)	8	96	(48)	96	(48)				
	Net Income	(96)	(200)	(200)	(104)	0	0	0	0	(191)	(104)	(8)	8	96	(48)	96	(48)				
General Fund Contributions	Income	(521)	(519)	(115)	(115)					(166)	(115)	406	(78)	404	(78)	0	0				
	Net Income	(521)	(519)	(115)	(115)	0	0	0	0	(166)	(115)	406	(78)	404	(78)	0	0				
TOTAL INCOME	Total Income	(90,202)	(90,146)	(89,742)	(90,689)	0	0	0	0	(90,445)	(90,689)	(487)	1	(543)	1	(947)	1				
	Net Income	(90,202)	(90,146)	(89,742)	(90,689)	0	0	0	0	(90,445)	(90,689)	(487)	1	(543)	1	(947)	1				
DIRECTLY CONTROLLED EXPENDITURE BUDGETS																					
Repairs & Maintenance	Expenditure	21,821	20,761	20,761	20,794					20,741	20,794	(1,027)	(5)	33	0	33	0				
	Net Expenditure	21,821	20,761	20,761	20,794	0	0	0	0	20,741	20,794	(1,027)	(5)	33	0	33	0				
Supervision & Management	Expenditure	25,172	24,254	23,850	23,010					24,079	23,010	(2,162)	(9)	(1,245)	(5)	(841)	(4)			The variance is due to higher than budgeted capital fee income being credited to the HRA; this was because the 2011/12 capital programme was significantly increased to reflect Decent Homes funding. This adjustment between capital and revenue has enabled revenue resources to be set aside to finance part of the non grant element of the Decent Homes capital programme, as agreed by Cabinet in September 2011.	-4%
	Net Expenditure	25,172	24,254	23,850	23,010	0	0	0	0	24,079	23,010	(2,162)	(9)	(1,245)	(5)	(841)	(4)				
Special Services, Rent Rates & Taxes	Expenditure	13,989	16,322	16,322	15,200					15,819	15,200	1,211	9	(1,122)	(7)	(1,122)	(7)			The underspend is due to a number of variances, the main ones relating to Estate Parking, where a review of the contractual arrangements resulted in lower than budgeted expenditure; lower than anticipated energy, cleaning costs and NNDR charges.	
	Net Expenditure	13,989	16,322	16,322	15,200	0	0	0	0	15,819	15,200	1,211	9	(1,122)	(7)	(1,122)	(7)				

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DEVELOPMENT & RENEWAL (HRA)		Final	Original	Latest	Actual	Use of	New Reserves	Revenue	Redundancies	Previous	Final	Variance		Variance		Variance		Variance (Outturn 2010/11 & Previous Forecast Outturn 2011/12)	Explanation of any variance that is considered to be significant and all variances greater than £100k	RAG Status
		Outturn 2010/11	Budget 2011/12	Budget 2011/12	Outturn 2011/12	Reserves Requested 2011/12	Requested 2011/12	Contributions to Capital Outlay (RCCO) 2011/12	2011/12	Forecast Outturn 2011/12	Estimated Outturn 2011/12	(Outturn 2011/12 to Outturn 2010/11)	(Outturn 2011/12 to Original Budget 2011/12)	(Outturn 2011/12 to Latest Budget 2011/12)	£'000	%	£'000			
INDIRECT EXPENDITURE BUDGETS																				
Provision for Bad & Doubtful Debts	Expenditure	699	900	900	(136)					900	(136)	(835)	(119)	(1,036)	(115)	(1,036)	(115)	(115)	Due to improved overall debt collection only a minor adjustment is required to the existing bad debt provision. However, there is a significant risk that the government's welfare reforms will lead to additional pressure on this budget in future years.	-115%
	Net Expenditure	699	900	900	(136)	0	0	0	0	900	(136)	(835)	(119)	(1,036)	(115)	(1,036)	(115)	(115)		
Capital Financing Charges	Expenditure	29,855	28,244	28,244	29,562		1,000	2,224		30,399	32,786	2,931	10	4,542	16	4,542	16	8	The charge for non-dwellings depreciation is £1.4m higher than budget due to a revaluation of shops; however, this is matched by a corresponding increase in the amount transferred from the Major Repairs Reserve (below). The remaining variance reflects the financing of part of the non grant element of the Decent Homes capital programme from HRA revenue resources, as agreed by Cabinet in September 2011. In addition, it is proposed to set aside £1m of resources in order to establish a New Housing Supply reserve.	16%
	Net Expenditure	29,855	28,244	28,244	29,562	0	1,000	2,224	0	30,399	32,786	2,931	10	4,542	16	4,542	16	8		
TOTAL EXPENDITURE		91,536	90,482	90,078	88,430	0	1,000	2,224	0	91,938	91,654	118	0	1,172	1	1,576	2	(0)		2%
	Net Expenditure	91,536	90,482	90,078	88,430	0	1,000	2,224	0	91,938	91,654	118	#DIV/0!	1,172	1	1,576	2	(0)		
	Total Net Expenditure	1,334	335	335	(2,259)	0	1,000	2,224	0	1,493	965	(369)	#DIV/0!	629	2	629	3	(0)		
Contributions from Reserves	Income	(1,334)	(335)	(335)	(1,758)					(1,493)	(1,758)	(424)	32	(1,423)	425	(1,423)	425	18		425%
	Net Expenditure	(1,334)	(335)	(335)	(1,758)	0	0	0	0	(1,493)	(1,758)	(424)	32	(1,423)	425	(1,423)	425	18		
TOTAL FOR HOUSING REVENUE ACCOUNT		0	0	0	(4,017)	0	1,000	2,224	0	0	(793)	(793)	#DIV/0!	(794)	427	(794)	428	18		
	Total Net Expenditure	0	0	0	(4,017)	0	1,000	2,224	0	0	(793)	(793)	#DIV/0!	(794)	427	(794)	428	18		

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CAPITAL MONITORING Q4

SUMMARY

Budget at 31-Mar-12	Spend to 31-Mar-12	Variance (amount)	Variance (% of budget)
£m	£m	£m	%

MAINSTREAM PROGRAMME

Communities, Localities and Culture	13.024	12.509	-0.515	-4.0%
Children, Schools and Families	18.694	17.996	-0.698	-3.7%
Adults, Health and Wellbeing	0.295	0.238	-0.057	-19.3%
D&R (excl BSF)	5.618	5.443	-0.175	-3.1%
BSF	76.758	82.971	6.213	8.1%
HRA	31.451	26.522	-4.929	-15.7%
MAINSTREAM TOTAL	145.840	145.679	-0.161	99.9%

LOCAL PRIORITIES PROGRAMME

Communities, Localities and Culture	3.506	3.130	-0.376	-10.7%
Children, Schools and Families	0.892	0.115	-0.777	-87.1%
Chief Executive	2.236	2.108	-0.128	-5.7%
D&R (excl BSF)	8.211	5.523	-2.688	-32.7%
BSF	1.100	0.680	-0.420	-38.2%
HRA	6.800	5.097	-1.703	-25.0%
LPP TOTAL	22.745	16.653	-6.092	73.2%

GRAND TOTAL

168.585	162.332	-6.253	-3.7%
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TOTALS BY DIRECTORATE:

Communities, Localities and Culture	16.530	15.639	-0.891	-5.4%
Children, Schools and Families	19.586	18.111	-1.475	-7.5%
Chief Executive	2.236	2.108	-0.128	-5.7%
Adults, Health and Wellbeing	0.295	0.238	-0.057	-19.3%
D&R (excl BSF)	13.829	10.966	-2.863	-20.7%
BSF	77.858	83.651	5.793	7.4%
HRA	38.251	31.619	-6.632	-17.3%
168.585	162.332	-6.253	-3.7%	

CAPITAL MONITORING Q4

COMMUNITIES, LOCALITIES AND CULTURE

	Budget at 31-Mar-12	Spend to 31-Mar-12	Variance (amount)	Variance (% of budget)	REASONS FOR VARIANCES
	£m	£m	£m	%	
MAINSTREAM PROGRAMME					
Transport					
TfL schemes including safety, cycling and walking	5.510	5.231	-0.279	-5.1%	There has been minor slippage on some schemes and these are anticipated to be completed Q1 2012/13
TfL Cycle Superhighway	0.187	0.208	0.021	11.2%	TfL provided additional funding in March 2012
Public Realm Improvements	0.604	0.686	0.082	13.6%	Spend relating to the Olympic Delivery Authority projects are coded here due to holistic management of the projects.
Olympic Delivery Authority	0.082	0.004	-0.078	-95.1%	Spend relating to the Olympic Delivery Authority projects are coded to Public Realm Improvements due to holistic management of the projects.
Developers Contribution	0.962	0.874	-0.088	-9.1%	
OPTEMS section 106	0.045	0.000	-0.045	-100.0%	Scheme re-profiled to 2012/13
Leamouth Depot Salt Barn	0.160	0.160	0.000	0.0%	
Parks					
Millwall Park/Island Gardens	0.005	0.006	0.001	20.0%	Scheme progress accelerated
Poplar Park	0.086	0.002	-0.084	-97.7%	Scope of works reviewed and scheme re-profiled for 2012/13
St Johns Park	0.011	0.013	0.002	18.2%	Small overspend
Schoolhouse Lane Multi Use Ball Games Area	0.027	0.020	-0.007	-25.9%	Works to gate programmed for Q1 2012/13
Bethnal Green Improvements	0.111	0.114	0.003	2.7%	
Victoria Park Masterplan (1)	3.852	3.852	0.000	0.0%	
Tennis Courts	0.116	0.089	-0.027	-23.3%	Scheme programme slippage
Bartlett Park	0.035	0.000	-0.035	-100.0%	RCDA approved in March 2012, scheme programmed for 2012/13
Culture and major projects					
Banglatown Art Trail & Arches	0.000	0.016	0.016	N/A	
Brady Centre	0.148	0.146	-0.002	-1.4%	
Kobi Nazrul	0.054	0.054	0.000	0.0%	
Mile End Leisure Centre - Security Enhancements	0.009	0.007	-0.002	-22.2%	Scheme programme slippage
Poplar Baths	0.028	0.000	-0.028	-100.0%	Safety hoarding works to start in April 2012
Cable Street Mural	0.056	0.058	0.002	3.6%	
Mile End Park Capital	0.049	0.042	-0.007	-14.3%	Scheme programme slippage
Mile End Stadium Track resurfacing	0.177	0.173	-0.004	-2.3%	
Bancroft Library	0.060	0.031	-0.029	-48.3%	Scheme programme slippage
Other					
CCTV Node Move	0.187	0.182	-0.005	-2.7%	
High Visibility Vehicles	0.007	0.000	-0.007	-100.0%	Spend shown as part of Olympic Park CCTV scheme
Generators @ Mulberry Place & Anchorage Hse	0.014	0.003	-0.011	-78.6%	Landlord formal agreement received in Mar 2012
Contaminated land survey and works	0.060	0.019	-0.041	-68.3%	Spend based on outcome of Contaminated Land surveys
Watney Market Ideas Store (1)	0.216	0.336	0.120	55.6%	Scheme progress accelerated. All spend fully funded from resources set aside for this scheme.
Toby Club Hub	0.045	0.047	0.002	4.4%	
Olympic Park	0.121	0.136	0.015	12.4%	Overspend
MAINSTREAM TOTAL	13.024	12.509	-0.515	-4.0%	
LOCAL PRIORITIES PROGRAMME					
Victoria Park Masterplan (2)	3.071	2.658	-0.413	-13.4%	Scheme programme slippage
Essential Health & Safety	0.011	0.006	-0.005	-45.5%	Spend based on outcome of Contaminated Land surveys
Major Projects - LPP	0.027	0.027	0.000	0.0%	
Culture - LPP	0.013	0.005	-0.008	-61.5%	Awaiting retention payment.
Watney Market Ideas Store (2)	0.384	0.434	0.050	13.0%	£50k funded from revenue resources
LPP TOTAL	3.506	3.130	-0.376	-10.7%	
CLC TOTAL	16.530	15.639	-0.891	-5.4%	

**CAPITAL MONITORING Q4
CHILDREN, SCHOOLS AND FAMILIES**

	Budget at 31-Mar-12	Spend to 31-Mar-12	Variance (amount)	Variance (% of budget)	REASONS FOR VARIANCES
	£m	£m	£m	%	
MAINSTREAM PROGRAMME					
Condition & Improvement	0.700	0.624	-0.076	-10.9%	Projects re-programmed to minimise disruption to schools.
Basic Need/Expansion	10.061	9.312	-0.749	-7.4%	Slippage on major schemes and re-programming of works for bulge classes.
Sure Start	0.383	0.454	0.071	18.5%	Completion of Sure Start programme - additional spend met from revenue
Primary Capital Programme	5.806	6.159	0.353	6.1%	Completion of projects within programme.
Early Years	0.406	0.406	0.000	0.0%	
Bishop's Square	0.052	0.024	-0.028	-53.8%	£28k funding allocated and used for Osmani
Osmani - Redevelopment (1)	0.566	0.572	0.006	1.1%	
RCCO	0.124	0.132	0.008	6.5%	
TCF Kitchen & Dining	0.124	0.124	0.000	0.0%	
Short Breaks	0.213	0.180	-0.033	-15.5%	Programme fully committed, payments will be made in 2012-13
ICT	0.250	0.000	-0.250	-100.0%	Reprogrammed for 2012-13
Unallocated	0.009	0.009	0.000	0.0%	Spent as part of PCP programme
MAINSTREAM TOTAL	18.694	17.996	-0.698	-3.7%	
LOCAL PRIORITIES PROGRAMME					
Osmani - Redevelopment (2)	0.088	0.088	0.000	0.0%	
Harry Gosling	0.012	0.014	0.002	16.7%	Additional costs minor - met from condition programme.
Toby Lane	0.014	0.014	0.000	0.0%	Spend on kitchen works within PCP programme
Youth Service (BMX Mile End)	0.010	-0.001	-0.011	-110.0%	Committed, retention & final account.
Lukin St - Land purchase from Network Rail	0.768	0.000	-0.768	-100.0%	Delayed by land issues. Project spend 12/13
LPP TOTAL	0.892	0.115	-0.777	-87.1%	
CSF TOTAL	19.586	18.111	-1.475	-7.5%	

CAPITAL MONITORING Q4

CHIEF EXECUTIVE & RESOURCES

	Budget at 31-Mar-12	Spend to 31-Mar-12	Variance (amount)	Variance (% of budget)	REASONS FOR VARIANCES
	£m	£m	£m	%	
LOCAL PRIORITIES PROGRAMME					
<u>Resources</u>					
ICT - Software Licences	0.862	0.862	0.000	0.0%	Budget fully spent
Priority Service Remediation/Backup Expansion	0.220	0.092	-0.128	-58.2%	Remediation project mid-way, actual spend lagging a little. GCSX & PCI compliance statement submitted and action plan being developed.
<u>Corporate</u>					
Accommodation Strategy	1.154	1.154	0.000	0.0%	Budget fully spent
RES LPP TOTAL	2.236	2.108	-0.128	-5.7%	

CAPITAL MONITORING Q4

ADULTS, HEALTH AND WELLBEING

	Budget at 31-Mar-12	Spend to 31-Mar-12	Variance (amount)	Variance (% of budget)	REASONS FOR VARIANCES
	£m	£m	£m	%	
MAINSTREAM PROGRAMME					
Mental health services	0.137	0.080	-0.057	-41.6%	It has been necessary for the Technical Resources team to prioritise the decanting of services from Southern Grove. This has resulted in further building works being delayed and put back to 2012/13.
Efficiency Project - System/technology	0.078	0.078	0.000	0.0%	Budget fully spent
Bell Lane Community Hub	0.080	0.080	0.000	0.0%	Budget fully spent
AHWP MAINSTREAM TOTAL	0.295	0.238	-0.057	-19.3%	

CAPITAL MONITORING Q4
DEVELOPMENT & RENEWAL

	Budget at 31-Mar-12	Spend to 31-Mar-12	Variance (amount)	Variance (% of budget)	REASONS FOR VARIANCES
	£m	£m	£m	%	
MAINSTREAM PROGRAMME					
Millennium Quarter	0.100	0.007	-0.093	-93.0%	This is a Section 106 financed scheme where the specific funding is applied in accordance with the terms of the Section 106 agreement. The project is not year specific with unutilised resources being carried forward into 2012-13.
Bishops Square	0.150	0.114	-0.036	-24.0%	This is a Section 106 financed scheme where the specific funding is applied in accordance with the terms of the Section 106 agreement. The project is not year specific with unutilised resources are carried forward into 2012-13.
Town Centre and High Street Regeneration	0.105	0.061	-0.044	-41.9%	It is anticipated that a small element of the budget underspend of £44,000 will be utilised during 2012-13. Any unspent residual resources will be available to reallocate to other capital projects.
Whitechapel Centre	0.063	0.061	-0.002	-3.2%	
St Andrew's Health and Well-Being Centre	5.200	5.200	0.000	0.0%	
MAINSTREAM TOTAL	5.618	5.443	-0.175	-3.1%	
LOCAL PRIORITIES PROGRAMME					
High Street 2012	5.800	3.701	-2.099	-36.2%	The main variance on this budget reflects that the environmental works to the Ocean Green area of High Street 2012 have been undertaken and funded directly by East Thames Housing Group as part of the Ocean Estate regeneration scheme rather than being completed directly by the Borough and funded by East Thames. The scheme continues into 2012-13.
Disabled Facilities Grants	1.000	0.991	-0.009	-0.9%	
Private Sector Improvement Grants	0.800	0.785	-0.015	-1.9%	
Genesis Housing	0.363	0.000	-0.363	-100.0%	It is anticipated that this Local Authority Grant payment to Gemini Housing Group will be fully paid early in 2012-13. The contribution will be paid in accordance with HCA grant conditions.
Installation of Automatic Energy Meters	0.174	0.025	-0.149	-85.6%	Meter installation is expected to be completed early in 2012-13, with the residual balance carried forward from 2011-12 anticipated to be fully spent.
Facilities Management (DDA)	0.074	0.021	-0.053	-71.6%	This budget was significantly reduced during the financial year to reflect the likely remaining final expenditure of £75,000 on the scheme. It is anticipated that the residual element not spent during 2011-12 will be applied early in the 2012-13 financial year.
LPP TOTAL	8.211	5.523	-2.688	-32.7%	
D&R GRAND TOTAL	13.829	10.966	-2.863	-20.7%	

CAPITAL MONITORING Q4

BUILDING SCHOOLS FOR THE FUTURE (BSF)

	Budget at 31-Mar-12	Spend to 31-Mar-12	Variance (amount)	Variance (% of budget)	REASONS FOR VARIANCES
	£m	£m	£m	%	
MAINSTREAM PROGRAMME					This variance is due to phased construction works undertaken by TH LEP Ltd, which were undertaken and completed ahead of schedule. As a result works were completed in 2011/12 financial year, rather than 2012/13 as had been originally planned. As such this spend was already factored in and therefore falls within the whole life costing for the BSF programme as an item falling due in 2012/13. Hence no additional funding is required to meet this variance.
BSF Design and Build Schemes	70.354	76.104	5.750	8.2%	
ICT infrastructure schemes	6.404	6.867	0.463	7.2%	
MAINSTREAM TOTAL	76.758	82.971	6.213	8.1%	
LOCAL PRIORITIES PROGRAMME					
Wave 5 BSF	1.100	0.680	-0.420	-38.2%	
LPP TOTAL	1.100	0.680	-0.420	-38.2%	
BSF GRAND TOTAL	77.858	83.651	5.793	7.4%	

HOUSING REVENUE ACCOUNT

	Budget at 31-Mar-12	Spend to 31-Mar-12	Variance (amount)	Variance (% of budget)	REASONS FOR VARIANCES
	£m	£m	£m	%	
MAINSTREAM PROGRAMME					
Decent Homes Backlog	12.942	14.227	1.285	9.9%	Cabinet approved the initial refurbishment programme, procurement methodology and resources in June and September 2011. The works are scheduled to take place over a four year period, and the additional works undertaken in 2011-12 relate to works brought forward from later years.
Housing Capital Programme	12.209	8.081	-4.128	-33.8%	The mainstream Housing Capital programme is managed by Tower Hamlets Homes on behalf of the Authority and incorporates work to the Council's own stock. Due to delays on certain projects, some slippage into the 2012-13 financial year has taken place. Resources will be carried forward as necessary in line with the HRA Business Plan model. The main slippage relates to the Lister and Treves Houses decent homes pilot works and the carry forward of contingency resources.
Overcrowding Initiatives	0.500	0.190	-0.310	-62.0%	The overcrowding initiatives budget constitutes various elements, including the Cash Incentive Scheme. Some slippage of resources into 2012-13 is necessary to reflect commitments entered into.
Ocean New Deal for Communities	4.900	3.700	-1.200	-24.5%	The on-going project is funded from mainstream Capital Resources following the final year of NDC grant entitlement in 2010-11. The expenditure represents the residual Borough commitment to the regeneration scheme being undertaken with the partner consortium led by East Thames Housing Group. The unspent earmarked resources will be carried forward and utilised in 2012-13 in accordance.
Regional Housing Pot	0.900	0.324	-0.576	-64.0%	Funding of approximately £7.27 million has been secured from the DCLG to facilitate the regeneration of the St Clement's Hospital site and to undertake masterplanning on the Malmesbury and Birchfield Estates. Initial profiled expenditure indicated that costs of £900,000 would be incurred in 2011-12, however funds are not specific to a particular financial year and are being carried forward for utilisation in later years as necessary.
MAINSTREAM TOTAL	31.451	26.522	-4.929	-15.7%	
LOCAL PRIORITIES PROGRAMME					
Council Housebuilding Initiative	3.300	3.013	-0.287	-8.7%	This project is funded through a mixture of Government grant, Section 106 receipts and Council resources. The scheme is being managed in accordance with the grant conditions in line with agreed delivery target dates. A review of the project has been completed following difficulties that have been encountered on-site and the contract final account will be settled early in 2012-13 in accordance with previous Cabinet decisions.
Blackwall Reach	3.500	2.084	-1.416	-40.5%	The Blackwall Reach project represents a £13 million commitment over several financial years. The expenditure mainly relates to the acquisition of leasehold properties and the unspent resources will be utilised as the remaining properties are acquired during 2012-13 and 2013-14. This profile is flexible, with resources in place to adapt the profiled expenditure as necessary.
LPP TOTAL	6.800	5.097	-1.703	-25.0%	
HRA TOTAL	38.251	31.619	-6.632	-17.3%	

PROPOSED TRANSFERS TO EARMARKED RESERVES

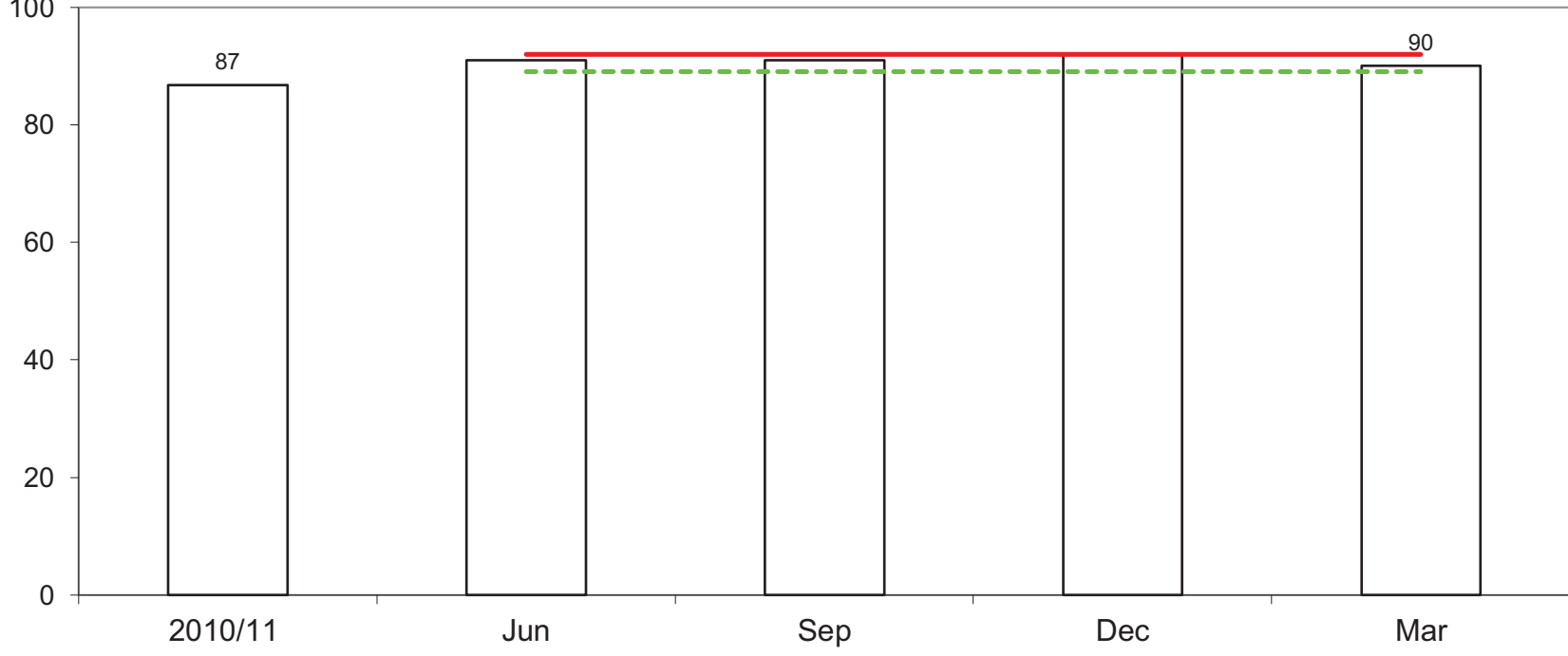
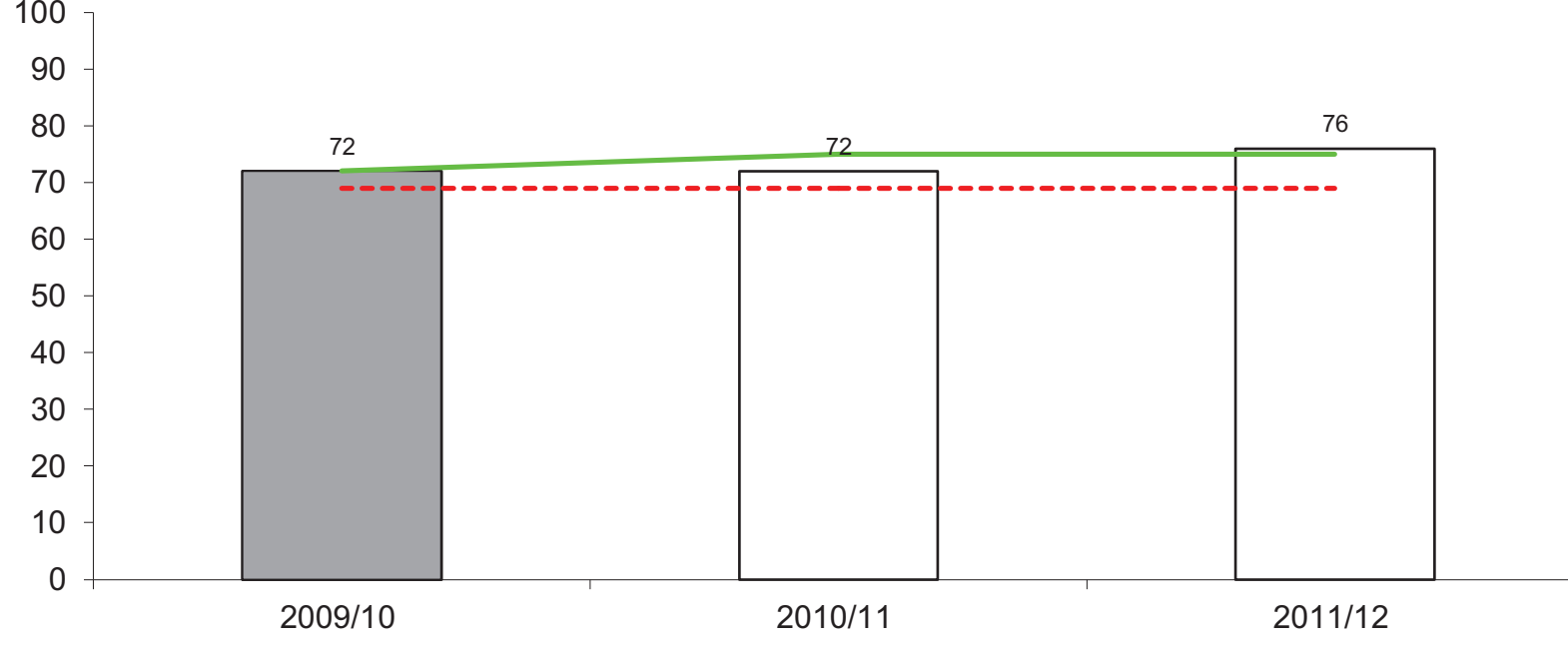
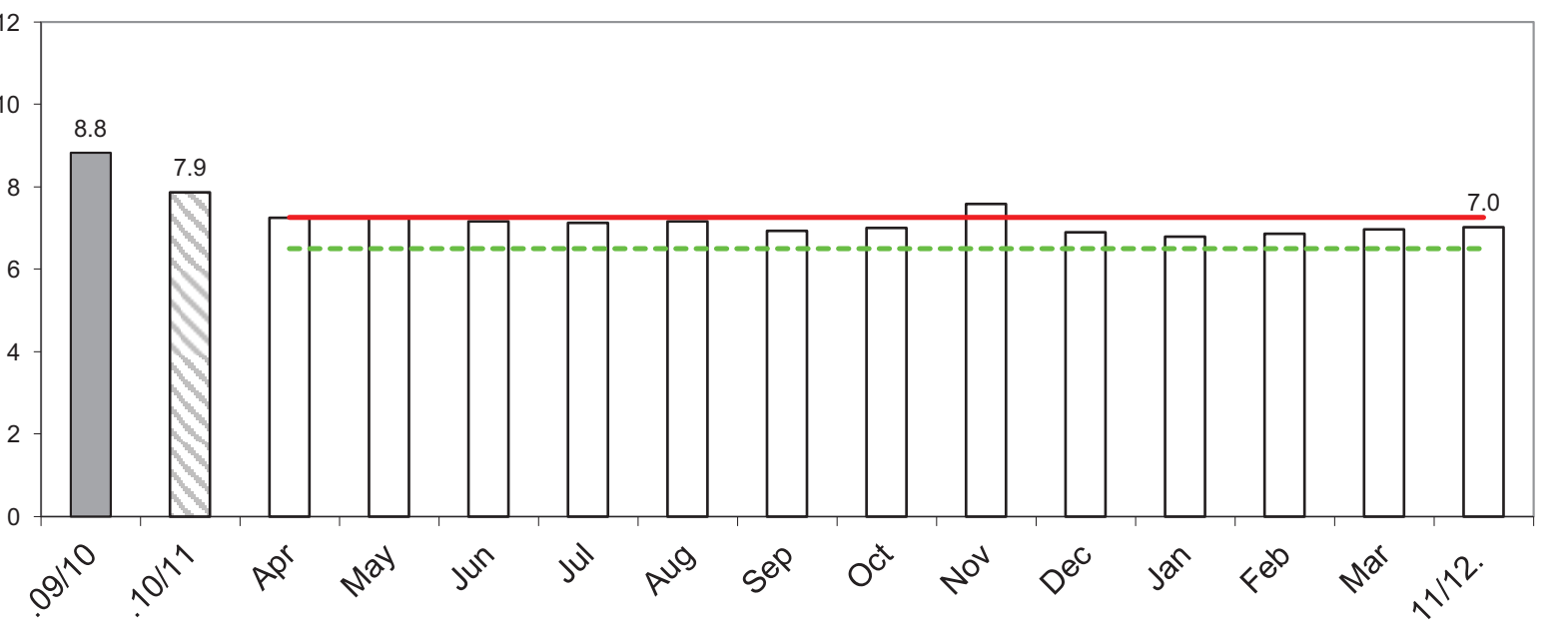
Directorate	Description	Amount £'000	Detail
Adults, Health & Wellbeing	Joint Health and Social Care Initiatives	4,055	Funds are provided through Tower Hamlets NHS for the management and delivery of projects that have been agreed with the NHS within the Section 256 agreement.
AHWB Total		4,055	
Chief Executive's	Strategy and Performance	30	Remains from the Beacon award money to fund the excellence co-ordinator post.
	Legal Service	170	£100k for procurement & implementation of a new case management system to support the 'Smarter Working' project and future intentions for flexible working practices corporately and £70k to procure an IT system to manage processing of cases within FOI Team.
	Boroughs Election and Electoral Registration	60	To fund the cost of two by-elections in April & May 2012 and also to fund the cost of the annual Electoral Registration Canvass.
	One Tower Hamlets	275	To fund a number of projects to support the delivery of projects relating to One Tower Hamlets to tackle inequality and strengthen community cohesion.
	Registration of Births & Deaths	100	Refurbishment of Bromley Public Hall Phase 2.
	Corporate Management	350	Reserve under writes the Chief Executive's & Corporate improvement and development initiatives.
CE Total		985	

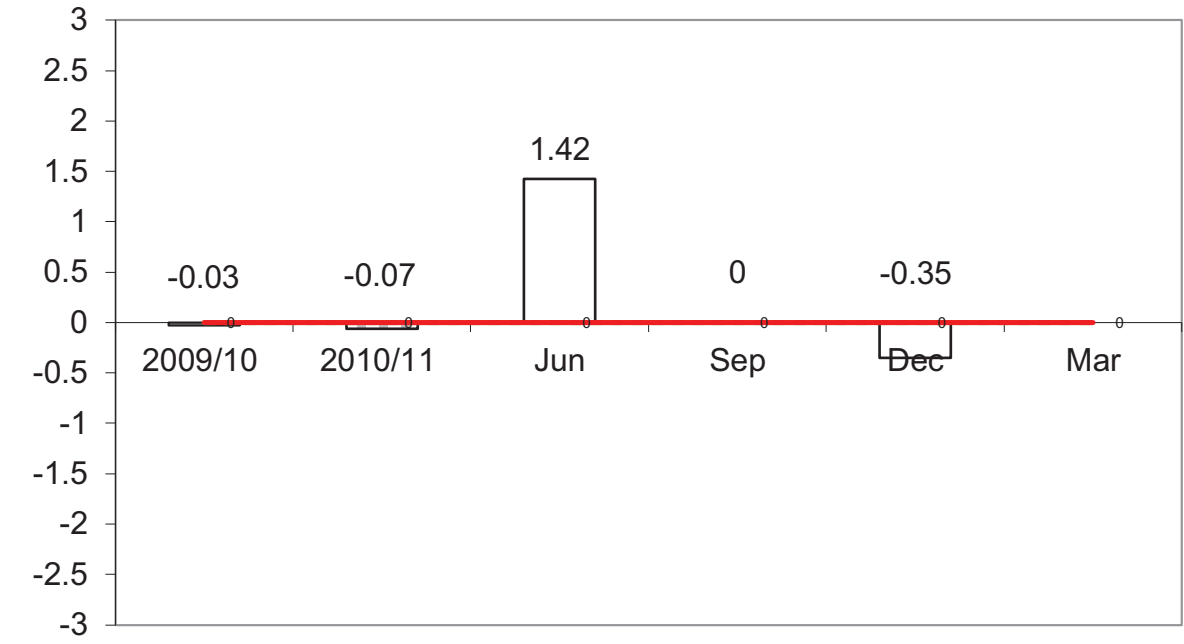
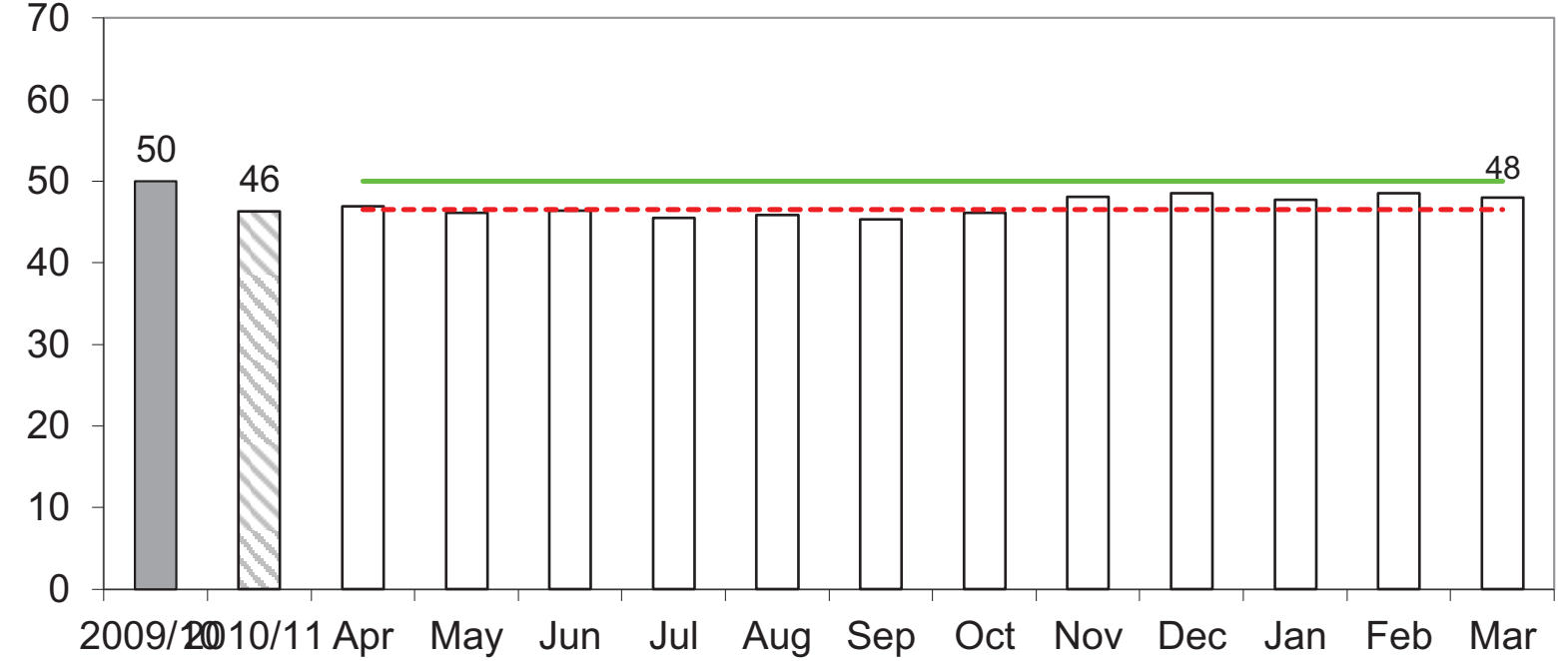
Communities, Localities & Culture	Community Safety Partnership	60	To fund the two year Police Partnership Task Force scheme.
	Drug Action Team	90	To fund redundancy & severance costs of Drug Intervention programme.
Communities, Localities & Culture	Street Trading	169	Transfer of surplus to Street Trading reserve (£66k) and repayment of prior deficits funded through GF (£103k).
Communities, Localities & Culture	Parking Control Reserve	158	Transfer of surplus to parking control reserve.
CLC Total		477	This excludes Parking contribution to General Fund
Development and Renewal	Land Charges	273	To hold the surplus generated by Land Charges Trading A/C and any future deficit or surplus can be applied against these this reserves account.
Development and Renewal	Building Control	(120)	Carry forward the Deficit of Building Control trading account.
Development and Renewal	New Homes Bonus	4,287 (Approved)	To support the funding of the Decent Homes programme.
Development and Renewal	Barkantine Heating Scheme	1,700	To fund future costs of the Barkantine heating scheme
D&R Total		6,140	
Resources	Internal Audit Programme	150	Pump prime funding for invest-to-save fraud investigation initiatives
Resources	Procurement Programme	25	To fund NVQ 3 apprentice for 2012/13 & 2013/14 and to cover the additional training requirements of the team for 2012/13

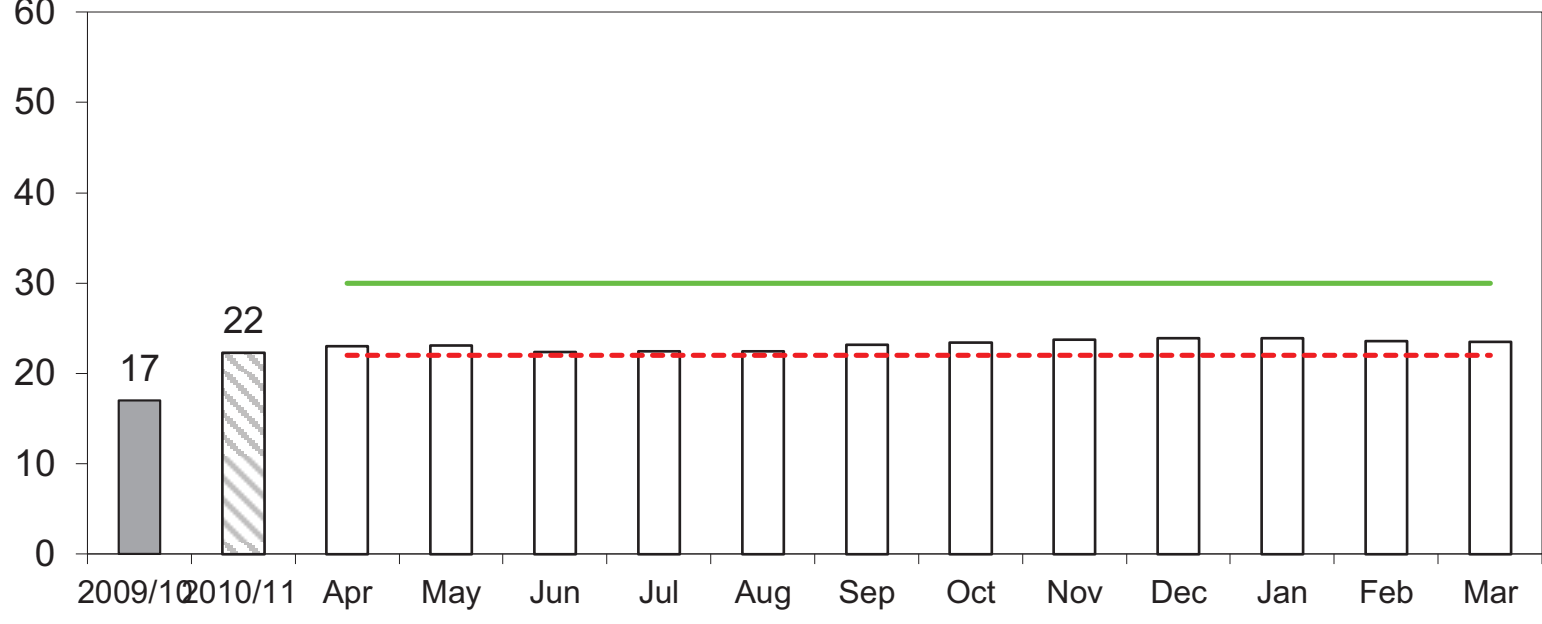
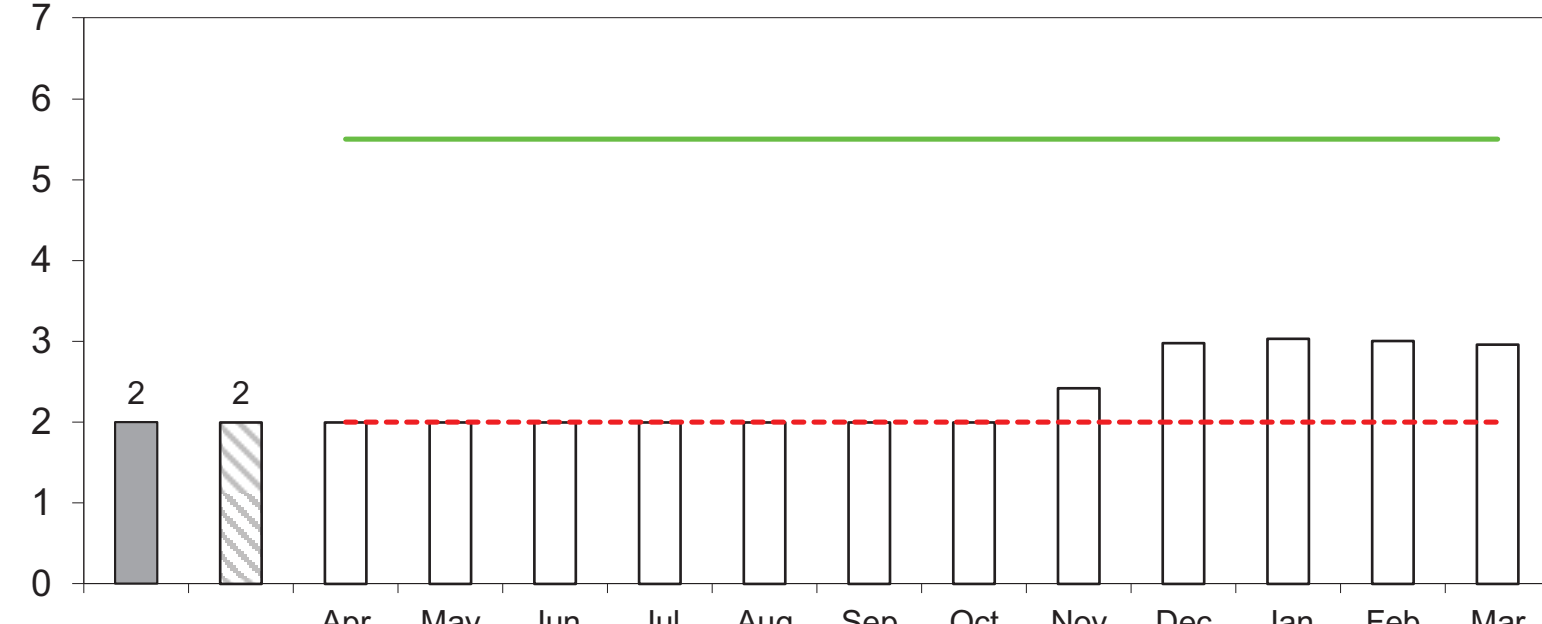
Resources	Director's Office	400	Rebate on the Comensura contract to be re-invested in procurement savings initiatives.
Resources	Transformation Programme	500	Carry-forward of future sourcing implementation provision.
Resources Total		1,075	
Corporate	Investment Reserve	2,900 (Approved)	Contribution to Investment Reserve
Corporate	Victim Support Small Business Support Avenue of Trees Energy Co-op Additional Policing	210 15 10 30 85 (Approved)	Strike Money. (As a result of the industrial action taken by staff during the third quarter in protest against the government's proposals for changes to the public sector pension schemes, there has been a 'windfall saving' in employee costs across all directorates totalling £350k. It is proposed that the service directorate budgets will be adjusted to reflect these savings which will then be reflected through the corporate provisions budget)
Corporate Total		3,250	

TOTAL TRANSFERS REQUIRING APPROVAL	8,445	
TOTAL PRE-APPROVED TRANSFERS	7,537	
TOTAL TRANSFERS TO EARMARKED RESERVES	15,982	

Directorate	Description	Amount (£'000)	Detail
RING-FENCED HRA TRANSFERS TO RESERVE			
Housing Revenue Account	Future Housing Supply	1,000	Contribution to fund HRA housing
HRA Total		1,000	
TOTAL RING-FENCED TRANSFER		1,000	

Description	Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)
<div style="display: flex; justify-content: center; align-items: center; gap: 20px;"> — Target - - - Minimum expectation </div>				
One Tower Hamlets				
<p>Customer Access Overall Satisfaction</p> <p>Measured in: % Good Performance: Higher</p> 	92	90	AMBER	↔
<p>Although the final quarter performance was marginally below target, overall performance has improved markedly since 2010/11. In addition, contact resolution, a key component of overall satisfaction has increased year on year and is on target in 2011/12.</p>				
<p>Percentage of residents agreeing that the council is doing a good job</p> <p>Measured in: % Good Performance: Higher</p> 	75	76	GREEN	↑
<p>The Council has exceeded its ambitious target and improved on last year's performance by over four percentage points.</p>				
<p>Number of working days/shifts lost to sickness absence per employee (nr)</p> <p>Measured in: Number (the aggregate of working days lost due to sickness absence irrespective of whether this is self certified, certified by a GP or long term divided by the average number of FTE staff) Good Performance: Lower</p> 	6.5	7.03	AMBER	↑
<p>The Council has not met its target. There has been an increase of 0.10 of a day lost per employee. However, performance remains considerably lower compared to 2009/10 and sickness absence has improved significantly over the medium-term. Tower Hamlets performs better than the London average. All Directorates continue to prioritise action on sickness absence through the Corporate Absence Management Group, and the supporting Boards.</p>				

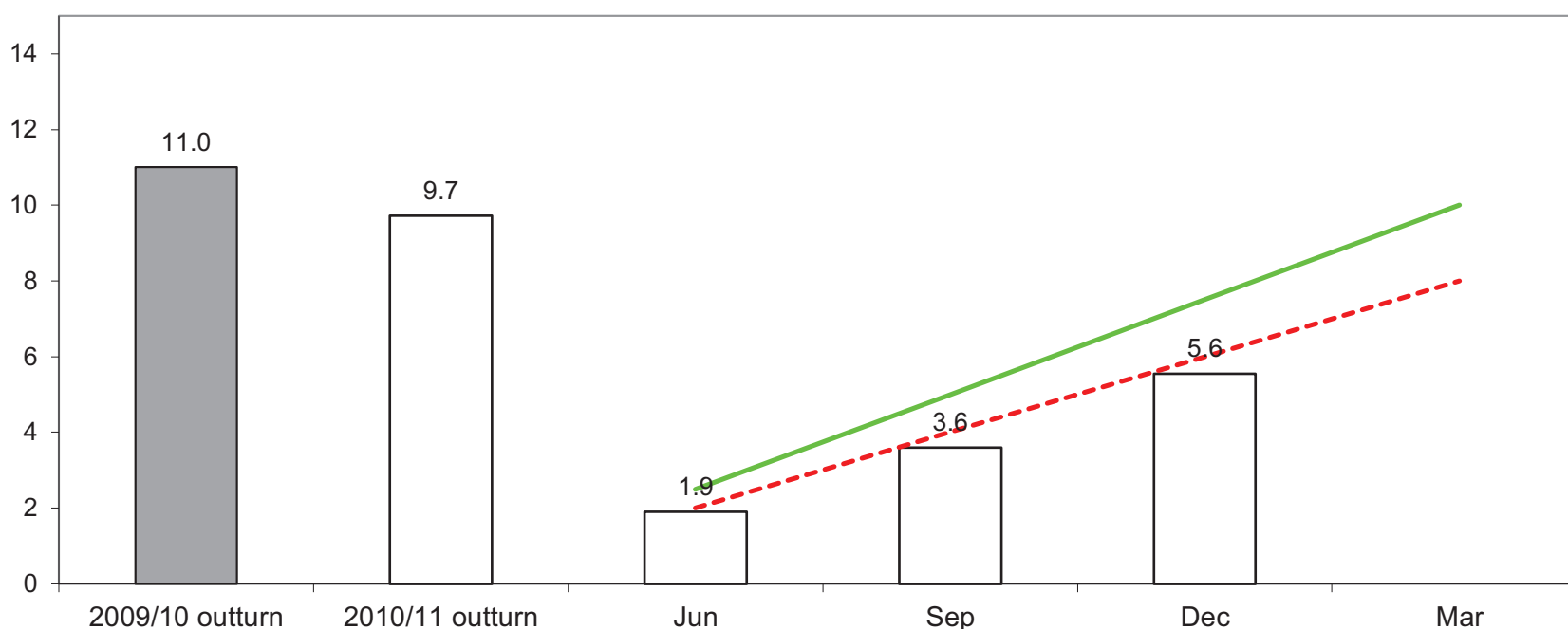
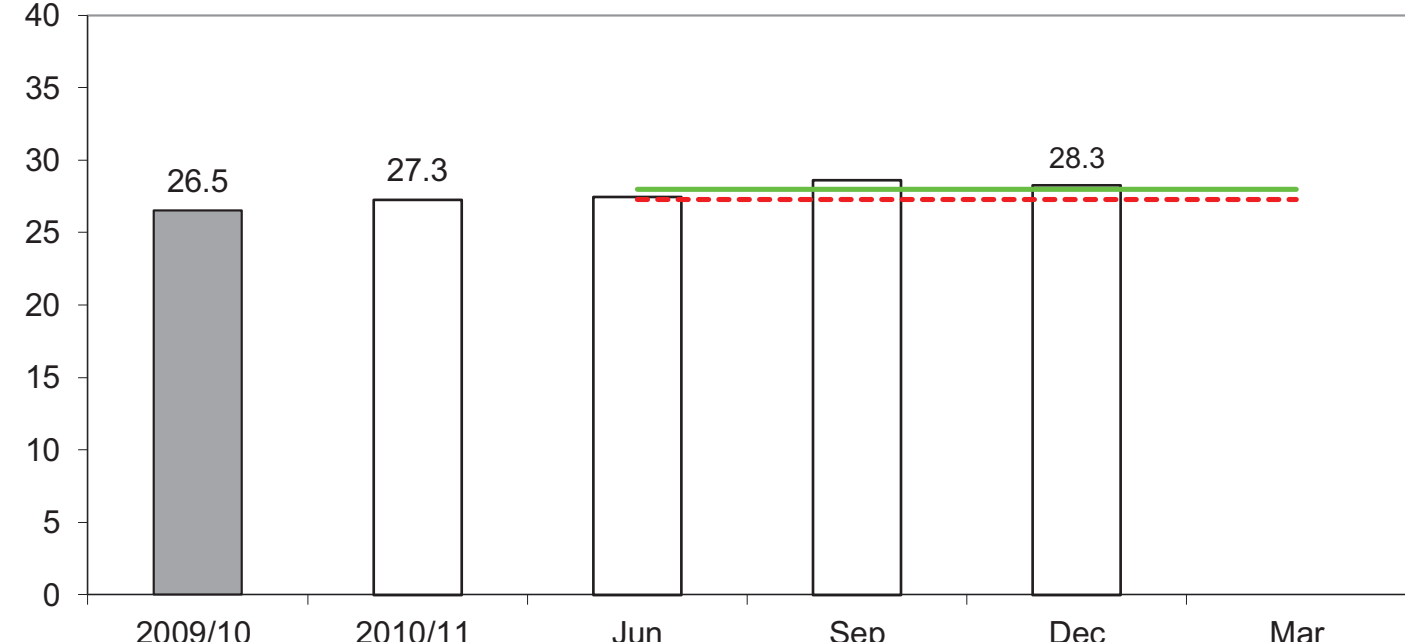
Description	Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)
<p>Variation of projected outturn from budget (+/-)</p> <p>Measured in: £m Good Performance: Lower</p> 	0	-0.35	GREEN	↑
<p>As at the end of the third quarter to 31st December 2011, the forecast outturn is now for a net budget underspend of £0.35m on an overall net budget of £311m. The projected underspend is the result of the industrial action taken by staff concerned about the government's proposals for changes to public sector pensions.</p> <p>However there are risks that have been identified that will require close monitoring of spend during the year.</p>				
<p>Percentage of LP07 or above Local Authority staff that are women (%)</p> <p>Measured in: % (This indicator was a former BVPI and is monitored as part of the Council's Workforce to Reflect the Community Strategy) Good Performance: Higher</p> 	50	48	AMBER	↔
<p>Slight increase in performance and remaining just below target. Performance can be impacted by small numbers of changes.</p>				

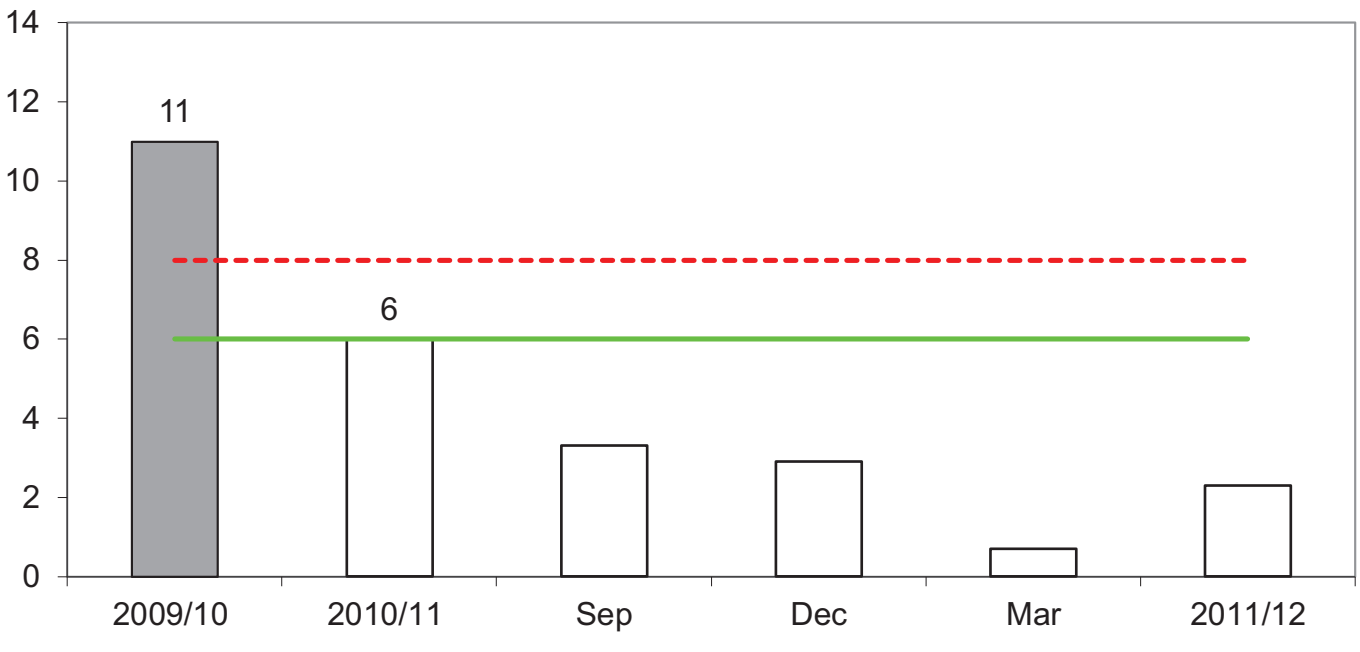
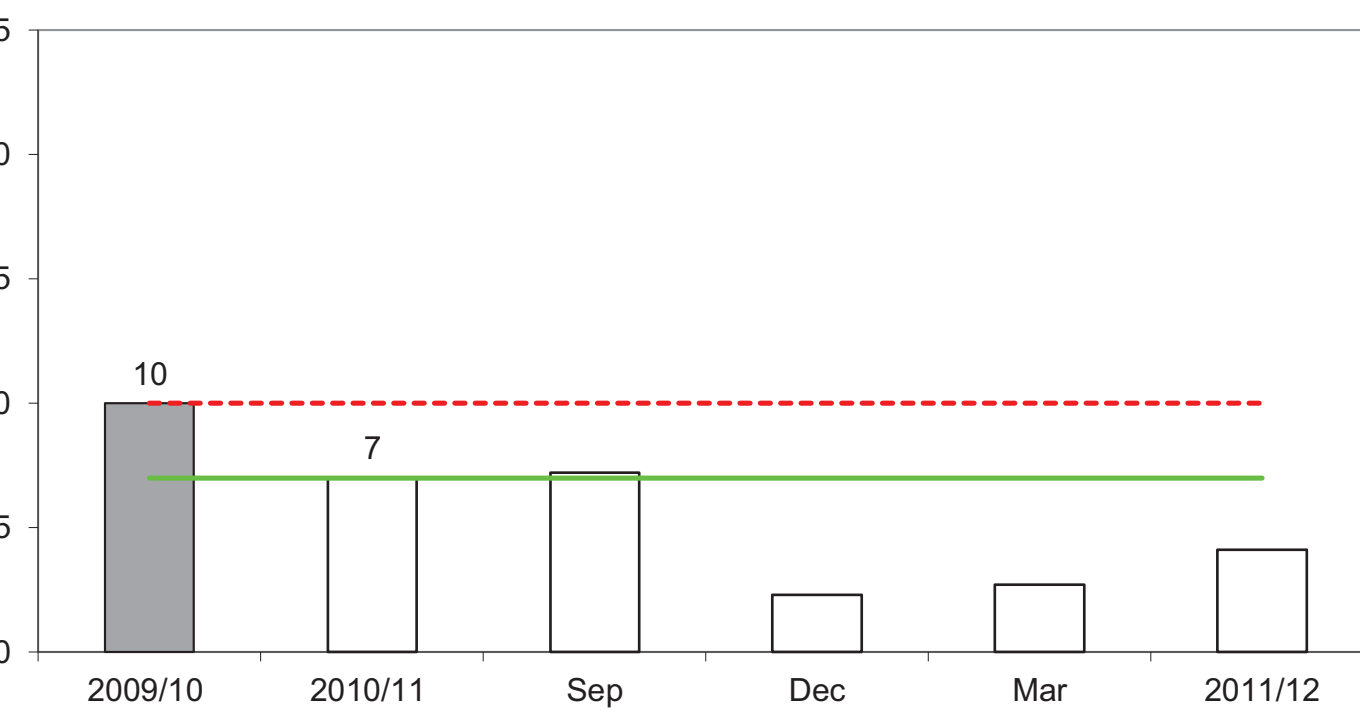
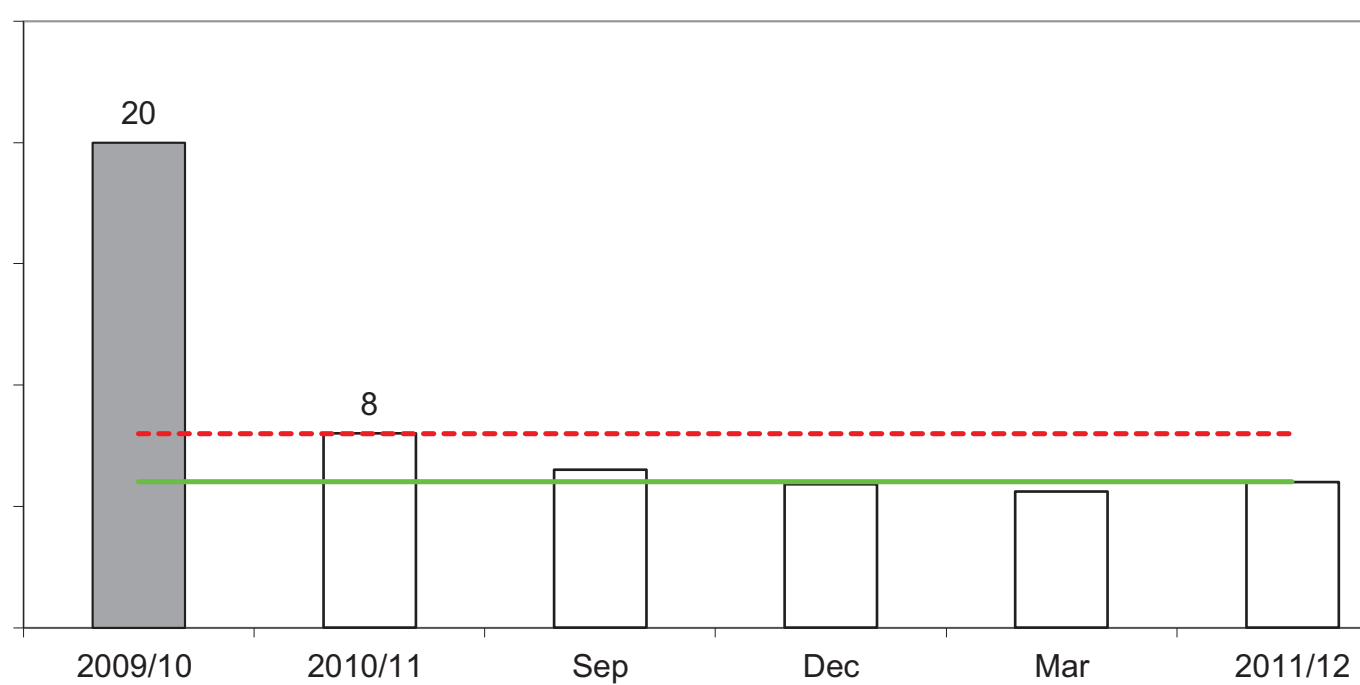
Description	Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)
<p>Percentage of LP07 or above Local Authority staff that are from an ethnic minority (%)</p> <p>Measured in: % (This indicator was a former BVPI and is monitored as part of the Council's Workforce to Reflect the Community Strategy) Good Performance: Higher</p> 	30	24	AMBER	↑
<p>Percentage of LP07 or above Local Authority staff who have a disability (excluding those in maintained schools) (%)</p> <p>Measured in: % (This indicator was a former BVPI and is monitored as part of the Council's Workforce to Reflect the Community Strategy. Staff who have a disability are those that identify themselves as such in the staff survey, against the definition provided in the Disability Discrimination Act 1995). Good Performance: Higher</p> 	5.5	2	AMBER	↔

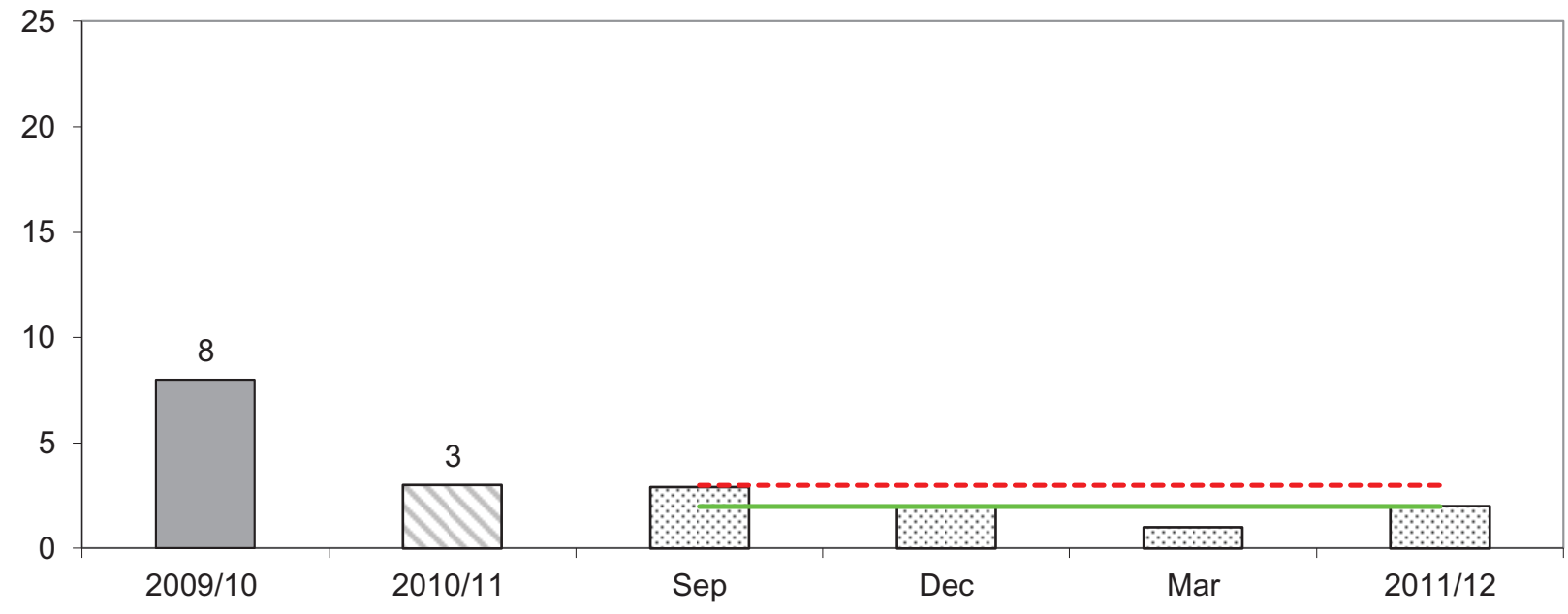
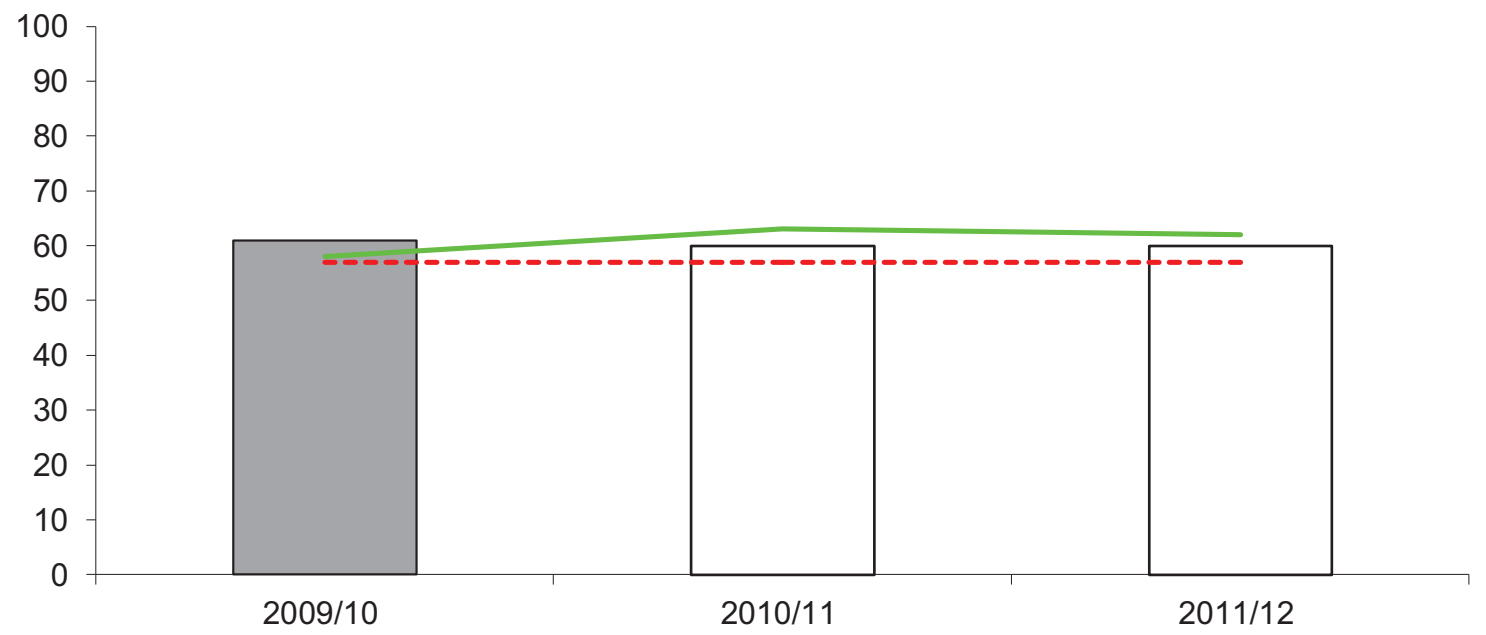
Performance remains within the target range, but has marginally decreased this quarter. However, figures can change with very small movements in numbers. New initiatives agreed as part of the WFTRC programme will be brought into play in order to have a greater medium term impact on this indicator.

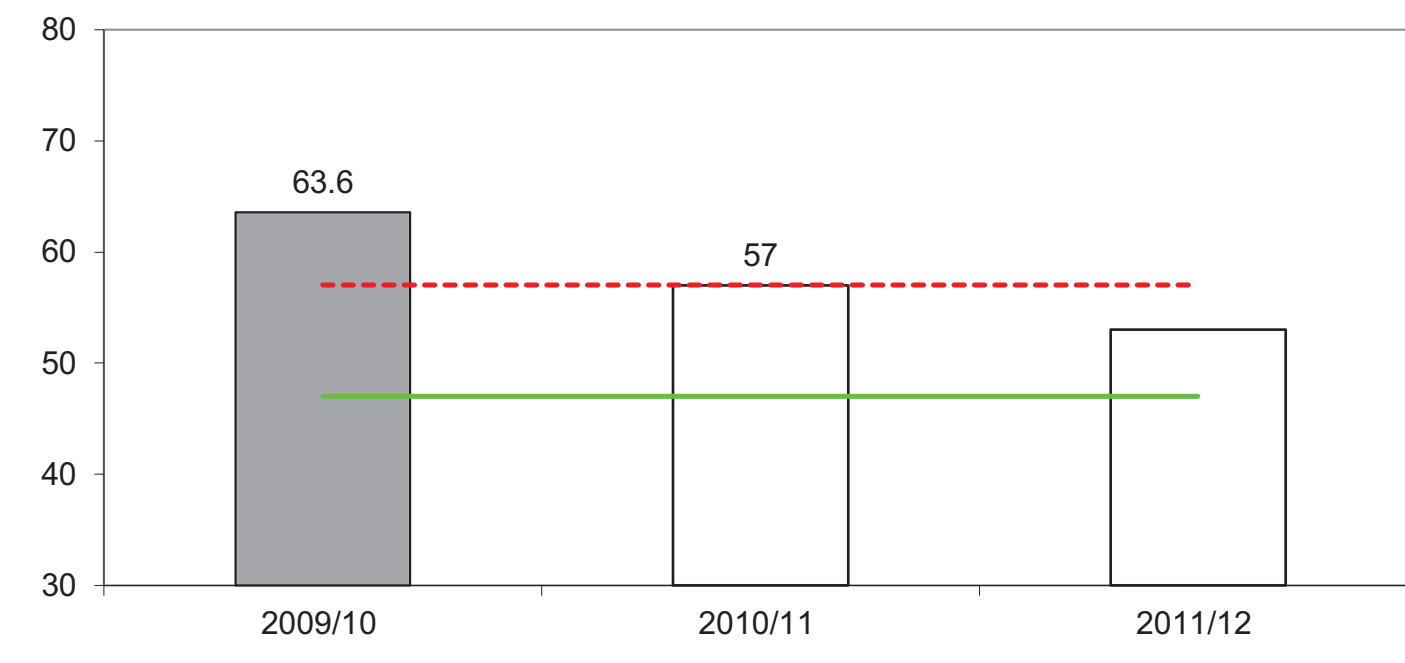
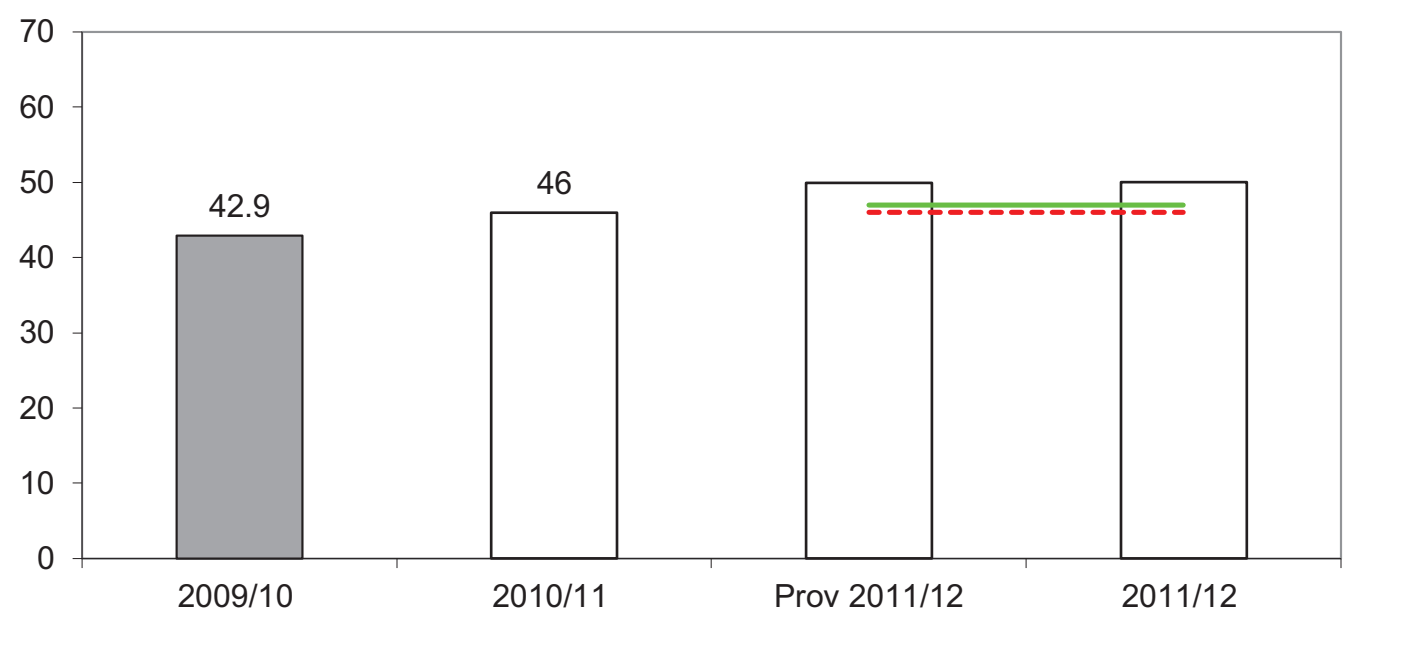
Performance remains under target. The staff equality audit will improve data quality and is likely to result in more people with disabilities identifying themselves for monitoring purposes – future statistics will reflect the responses.

Description	Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)														
<p>Great Place to Live</p>																		
<p>Number of additional homes provided (net)</p> <p>Measured in: Number (the sum of new build completions, minus demolitions, plus any gains or losses through change of use and conversions)</p> <p>Good Performance: Higher</p>	1605	513	RED	↓														
<table border="1"> <caption>Additional Homes Provided (Net)</caption> <thead> <tr> <th>Year/Period</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2009/10 outturn</td> <td>2398</td> </tr> <tr> <td>2010/11 outturn</td> <td>1163</td> </tr> <tr> <td>Jun</td> <td>~100</td> </tr> <tr> <td>Sep</td> <td>~200</td> </tr> <tr> <td>Dec</td> <td>~400</td> </tr> <tr> <td>Mar</td> <td>513</td> </tr> </tbody> </table>	Year/Period	Value	2009/10 outturn	2398	2010/11 outturn	1163	Jun	~100	Sep	~200	Dec	~400	Mar	513	<p>Outturns are provisional only and do not accurately reflect housing delivery. Completion certificates for housing units come in batches and can have large time lags, hence why the number of completions is never evenly distributed throughout the year. A site completion of 639 units is pending and in the process of enforcement proceedings. In addition, there are approximately 1,625 housing completions for 11/12 that cannot be reported due to missing information.</p> <p>Teams are working together to address this underreporting by strengthening processes and the timely dispatch of completions & plot information. However, Developers and Approved Inspectors are under no legal obligation to provide the Council with detailed completions information. A more precise total for the number of completions in 11/12 will be available in October 2012, in line with finalising figures for the Annual Monitoring Report.</p>			
Year/Period	Value																	
2009/10 outturn	2398																	
2010/11 outturn	1163																	
Jun	~100																	
Sep	~200																	
Dec	~400																	
Mar	513																	
<p>Number of affordable homes delivered (gross)</p> <p>Measured in: Number (the sum of social rent housing and intermediate housing - low cost home ownership and intermediate rent)</p> <p>Good Performance: Higher</p>	1231	2010	GREEN	↑														
<table border="1"> <caption>Affordable Homes Delivered (Gross)</caption> <thead> <tr> <th>Year/Period</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2009/10 outturn</td> <td>1931</td> </tr> <tr> <td>2010/11 outturn</td> <td>773</td> </tr> <tr> <td>Jun</td> <td>~300</td> </tr> <tr> <td>Sep</td> <td>~600</td> </tr> <tr> <td>Dec</td> <td>~1000</td> </tr> <tr> <td>Mar</td> <td>2010</td> </tr> </tbody> </table>	Year/Period	Value	2009/10 outturn	1931	2010/11 outturn	773	Jun	~300	Sep	~600	Dec	~1000	Mar	2010	<p>The disproportionate number of completions in quarter 4 is a result of the HCA target to deliver units before 31.3.12.</p> <p>One effect of Registered Providers bringing units forward for completion this year will be a reduction in the predicted number of completions in 12/13. Although some HCA grant funded completions for 2008-11 will still feature in 2012/13.</p>			
Year/Period	Value																	
2009/10 outturn	1931																	
2010/11 outturn	773																	
Jun	~300																	
Sep	~600																	
Dec	~1000																	
Mar	2010																	
<p>Number of social rented housing completions for family housing (gross figures only)</p> <p>Measured in: Number (a count of the number of affordable housing - local authority, housing associations, and co-operative tenants. Family housing is 3 bedrooms or more)</p> <p>Good Performance: Higher</p>	390	707	GREEN	↑														
<table border="1"> <caption>Social Rented Housing Completions for Family Housing (Gross Figures Only)</caption> <thead> <tr> <th>Year/Period</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2009/10 outturn</td> <td>619</td> </tr> <tr> <td>2010/11 outturn</td> <td>196</td> </tr> <tr> <td>June</td> <td>~100</td> </tr> <tr> <td>Sept</td> <td>~200</td> </tr> <tr> <td>Dec</td> <td>~350</td> </tr> <tr> <td>Mar</td> <td>707</td> </tr> </tbody> </table>	Year/Period	Value	2009/10 outturn	619	2010/11 outturn	196	June	~100	Sept	~200	Dec	~350	Mar	707	<p>The target has been exceeded as completions in 2011-12 represent the last units being produced as part of the HCA's 2008-11 National Affordable Housing Programme. Additional grant resources were committed to this programme to meet Government targets for new housing and a number of RP schemes in Tower Hamlets were encouraged to shorten build programmes to bring more units to completion before the end of 2011-12.</p> <p>One effect of RPs bringing units forward for completion this year will be a reduction in the predicted number of completions in 12-13. Although some HCA grant funded completions for 2008 - 11 will still feature in 2012/13. This is a provisional outturn only.</p>			
Year/Period	Value																	
2009/10 outturn	619																	
2010/11 outturn	196																	
June	~100																	
Sept	~200																	
Dec	~350																	
Mar	707																	

Description	Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)
<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>Measure: nr / 1,000 households</p> 	10	5.6	RED	↑
<p>Based on quarter 3 data, we are performing marginally below target range (0.6 residents per thousand). End of year outturn data is expected at the end of June.</p>				
<p>Percentage of household waste sent for reuse, recycling and composting (%)</p> <p>Measured in: % Good performance: Higher</p> 	32	28.3	AMBER	↔
<p>Based on quarter 3 information, we are within target range for our levels of reuse, recycling and composting (quarter 3 target - 29%). We have delivered improvement of approximately one per cent each year over the last two years. End of year outturn data is due shortly.</p>				

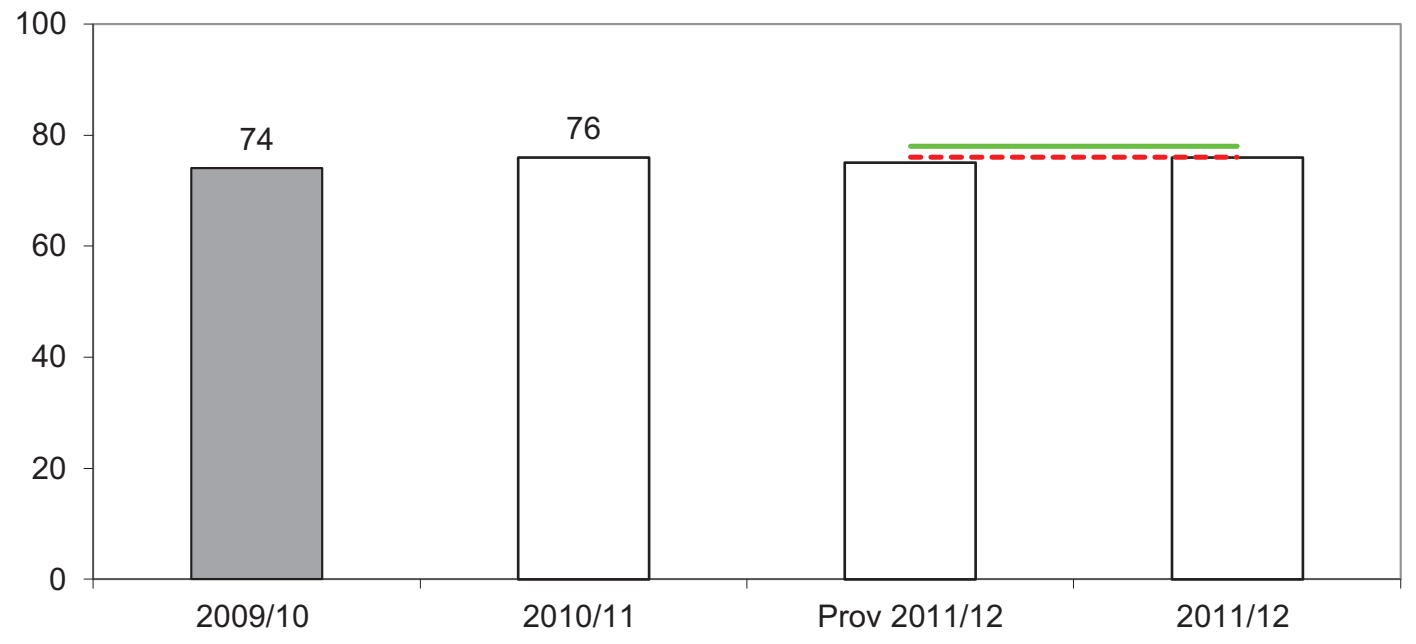
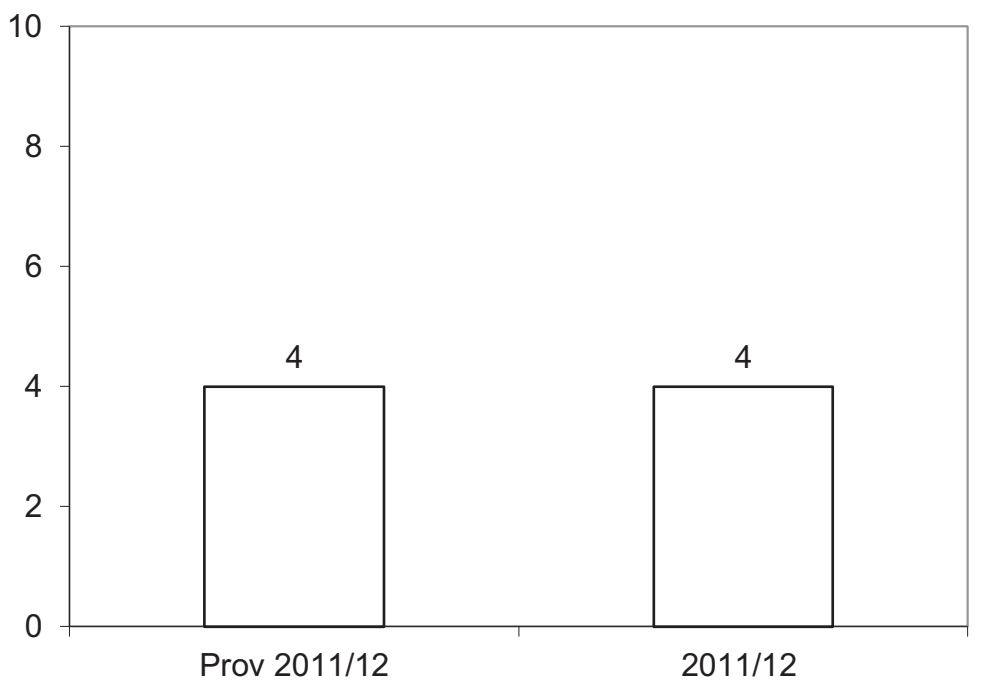
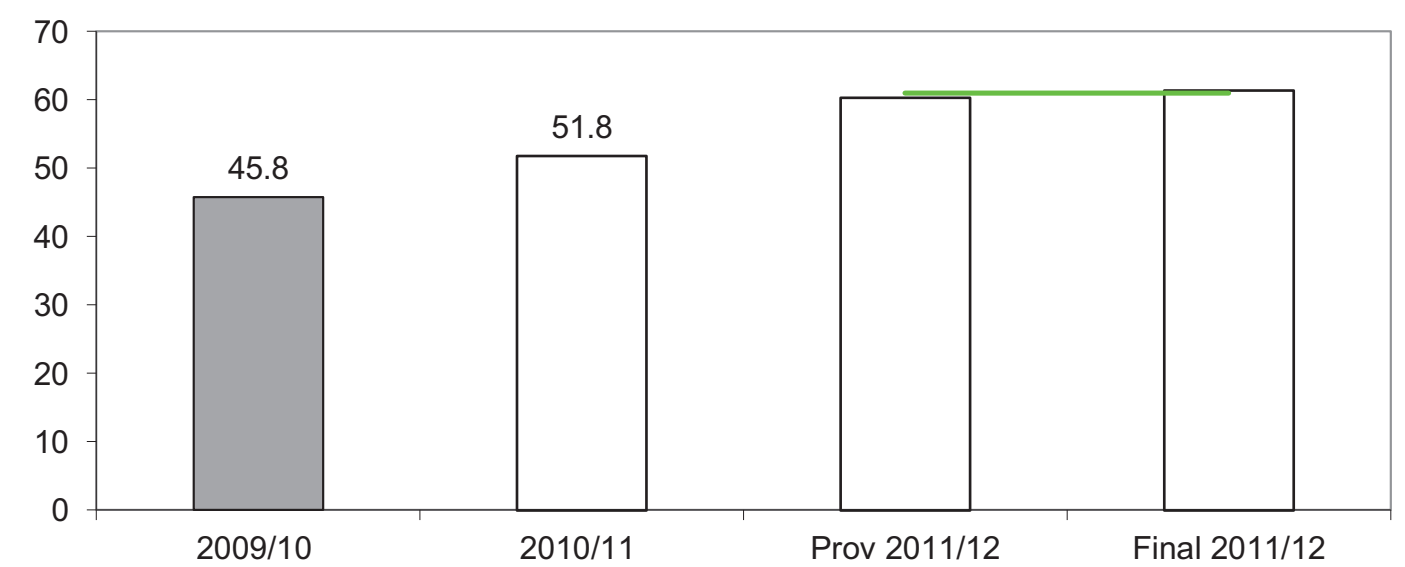
Description	Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)
<p>Level of street and environmental cleanliness - litter (%)</p> <p>Measured in % Good performance: Lower</p> 	6	2.3	GREEN	↑
Performance continues to improve.				
<p>Level of street and environmental cleanliness - detritus (%)</p> <p>Measured in % Good performance: Lower</p> 	7	4.1	GREEN	↑
Performance continues to improve.				
<p>Improved street and environmental cleanliness - graffiti (%)</p> <p>[Strategic Performance Measure Title: Levels of street & environmental cleanliness]</p> <p>Measured in % Good performance: Lower</p> 	6	6	GREEN	↑
Performance continues to improve.				

Description	Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)
<p>Improved street and environmental cleanliness - fly-posting (%) [Strategic Performance Measure Title: Levels of street & environmental cleanliness]</p> <p>Measured in % Good performance: Lower</p> 	2	2	GREEN	↑
Performance continues to improve.				
<p>Overall general satisfaction with parks and open spaces</p> <p>Measured in % Good performance: Higher</p> 	62	60	AMBER	↔
Resident satisfaction remains within target range and remains consistent with previous years' performance. Performance is above the minimum expectation but short of our stretching target.				

Description	Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)
Prosperous Community				
<p>Proportion of children in poverty (%)</p> <p>Measured in: % Good performance: Lower</p> 	46.9	53	AMBER	↑
<p>Early Years attainment (%)</p> <p>Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy.</p> <p>Measured in: % (measured from birth to end of academic year in which a child turns 5, at least 6 points or more in the 13 EYFS statutory framework) Good Performance: Higher</p> 	47	50	GREEN	↑

Information on this indicator is collated by central government in arrears, therefore the latest information relates to 2009. The gap between Tower Hamlets and Islington, the borough with the second highest figure is 9%. Tower Hamlets has shown a 4 percentage point improvement in levels of child poverty between 2008 and 2009 and a 7.3 percentage point improvement since 2006 - the best rates of improvement in London for both one and three years. They also compare favourably to national and statistical neighbours' rates of improvement. Work has been taking place since 2009 to improve rates of child poverty through our Child Poverty Strategy, and there is strong commitment throughout the Partnership to tackle this issue.

The Council's project to support 7 of the lowest 10 scoring schools has led to strong improvements in scores in those schools, and lessons have been learnt which will be shared with all schools during the year ahead. Further actions include intensive support for schools facing challenges in the EYFS and better joint working with health.

Description	Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)
<p>Achievement at level 4 or above in both English and Maths at Key Stage 2 (%)</p> <p>Measured in: % Good Performance: Higher</p> 	78	76	AMBER	↔
<p>Number of primary schools below the new DfE floor standard.</p> <p>Measured in: Number of schools Good Performance: Lower</p> 	N/A	4	N/A	Not comparable
<p>Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (%)</p> <p>Measured in: % Good Performance: Higher</p> 	61	61.4	GREEN	↑

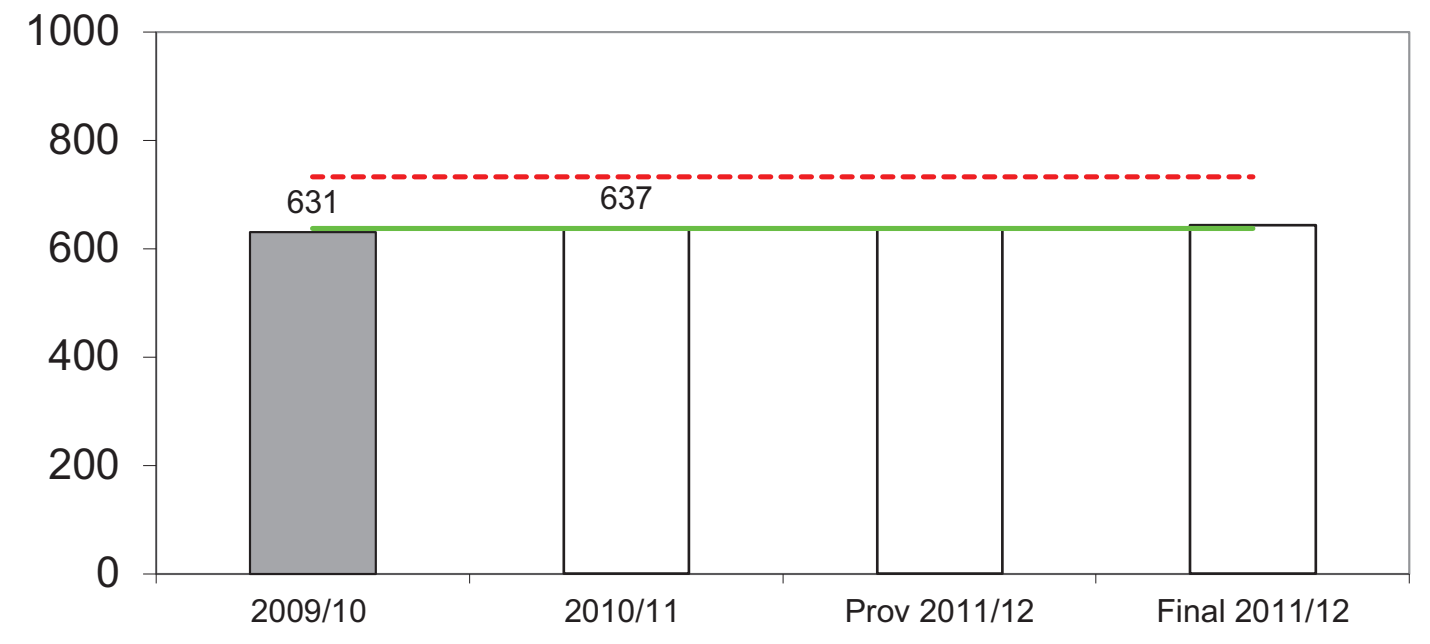
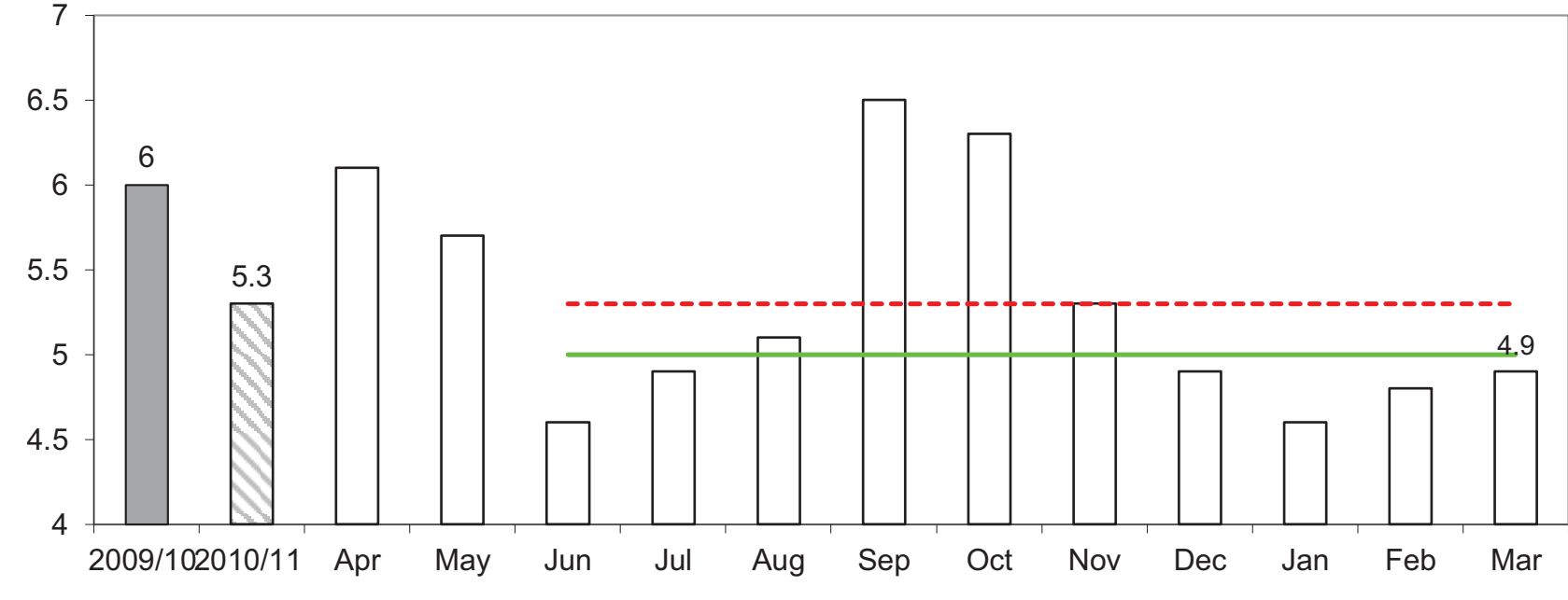
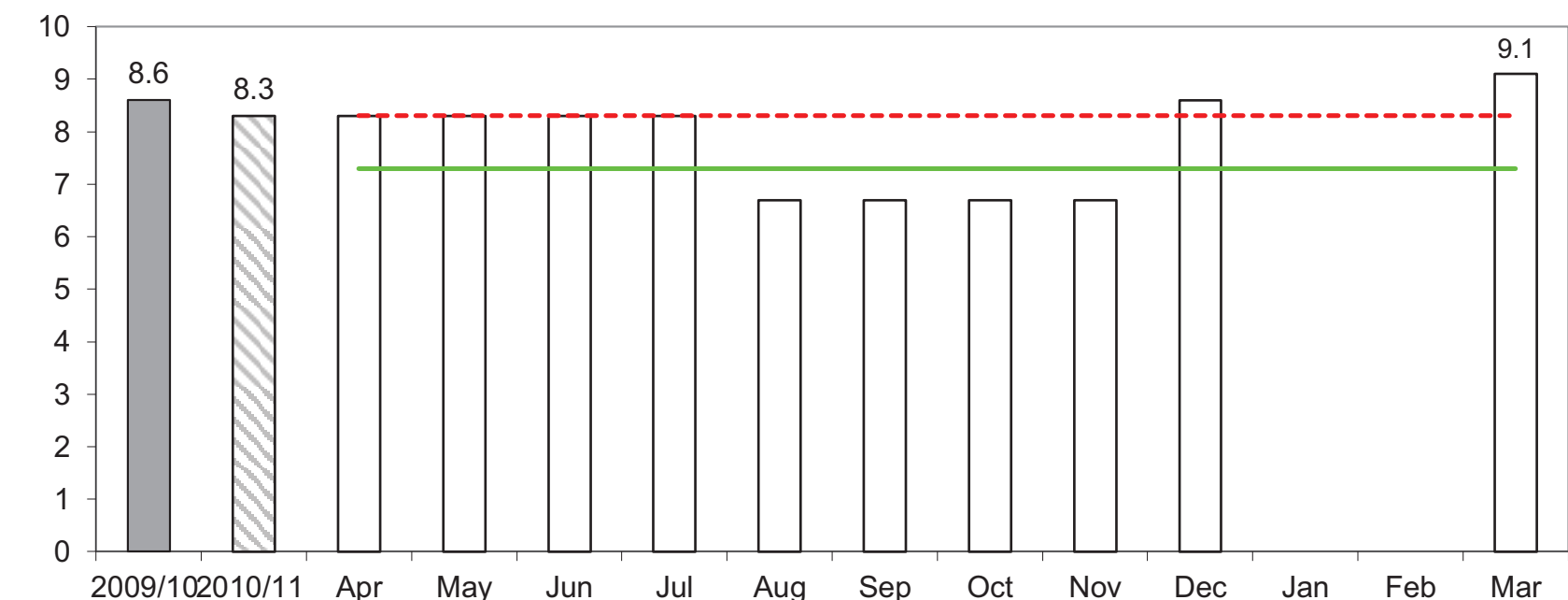
The final results for achievement at level 4 or above in both English and Maths at Key Stage 2 in 2011/12 (academic year 2010/11) is 76%. This meets the minimum expectation of 76%, but not our aspirational target of 78%. We are above the final national average results of 74%.

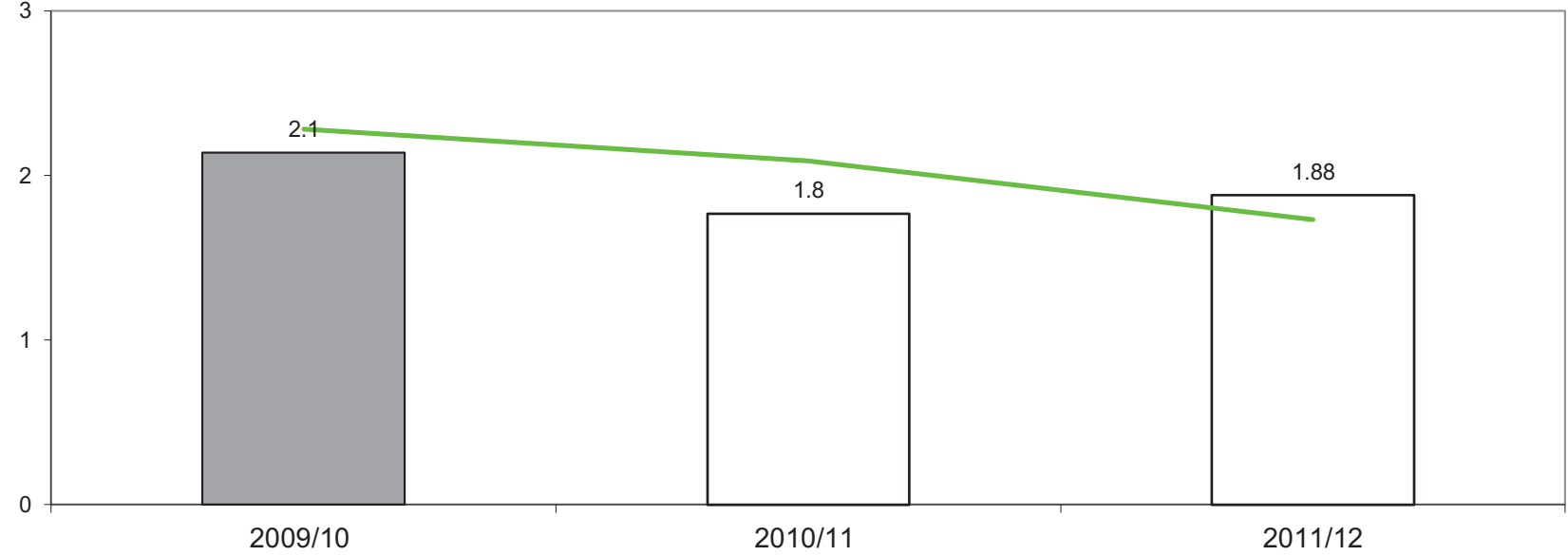
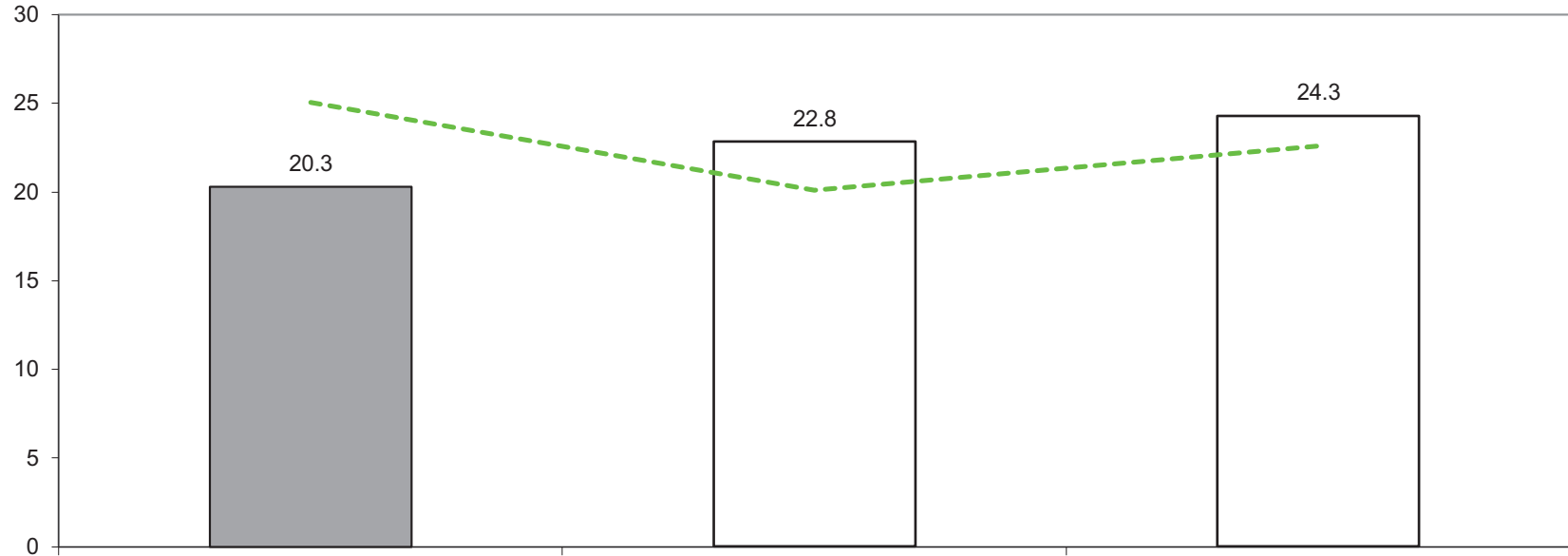
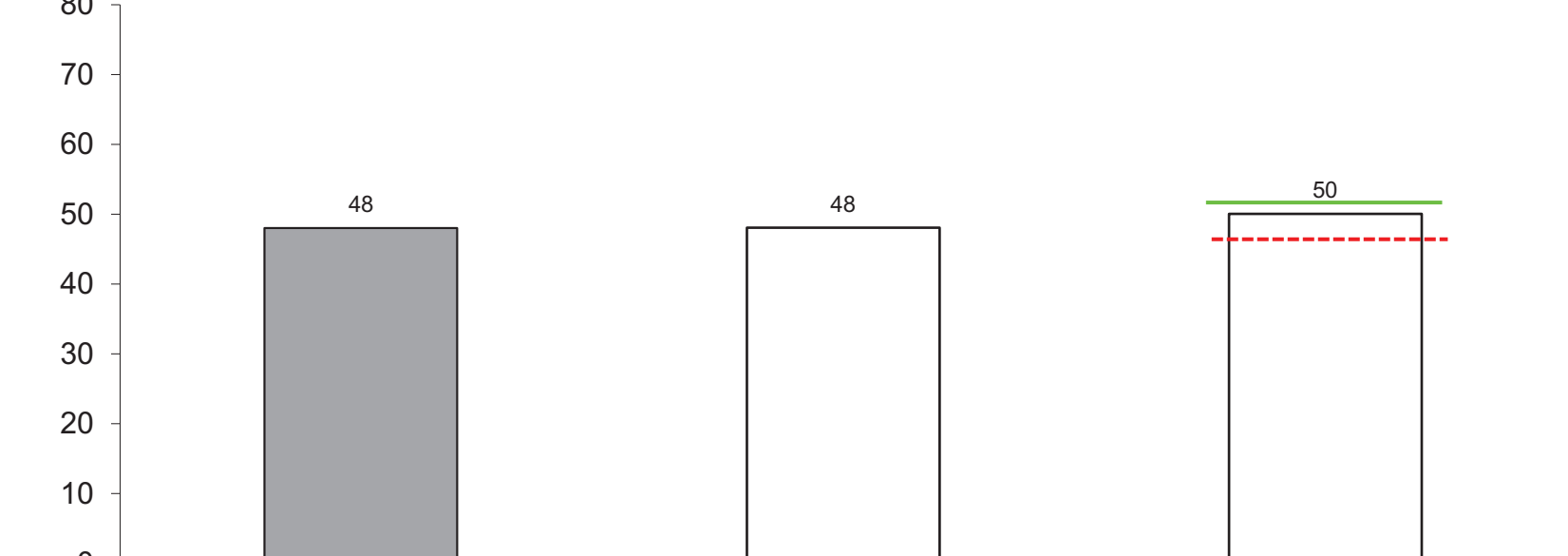
This is the first year schools have been measured against a new standard, and so we cannot compare with previous years. We will use the results from this year to determine future targets for 2012/13. The new DfE floor target includes three measures to determine whether a school is below their new floor target. They consist of the number of schools where:

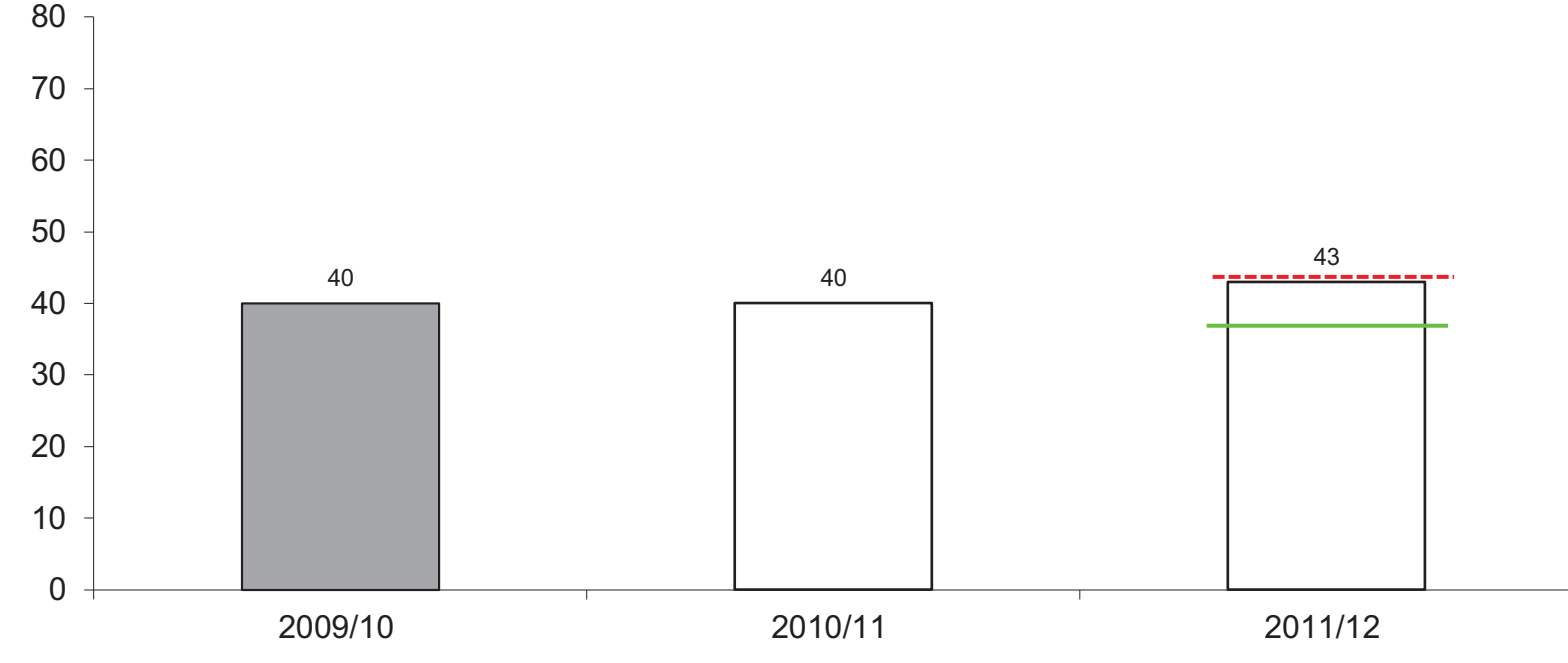
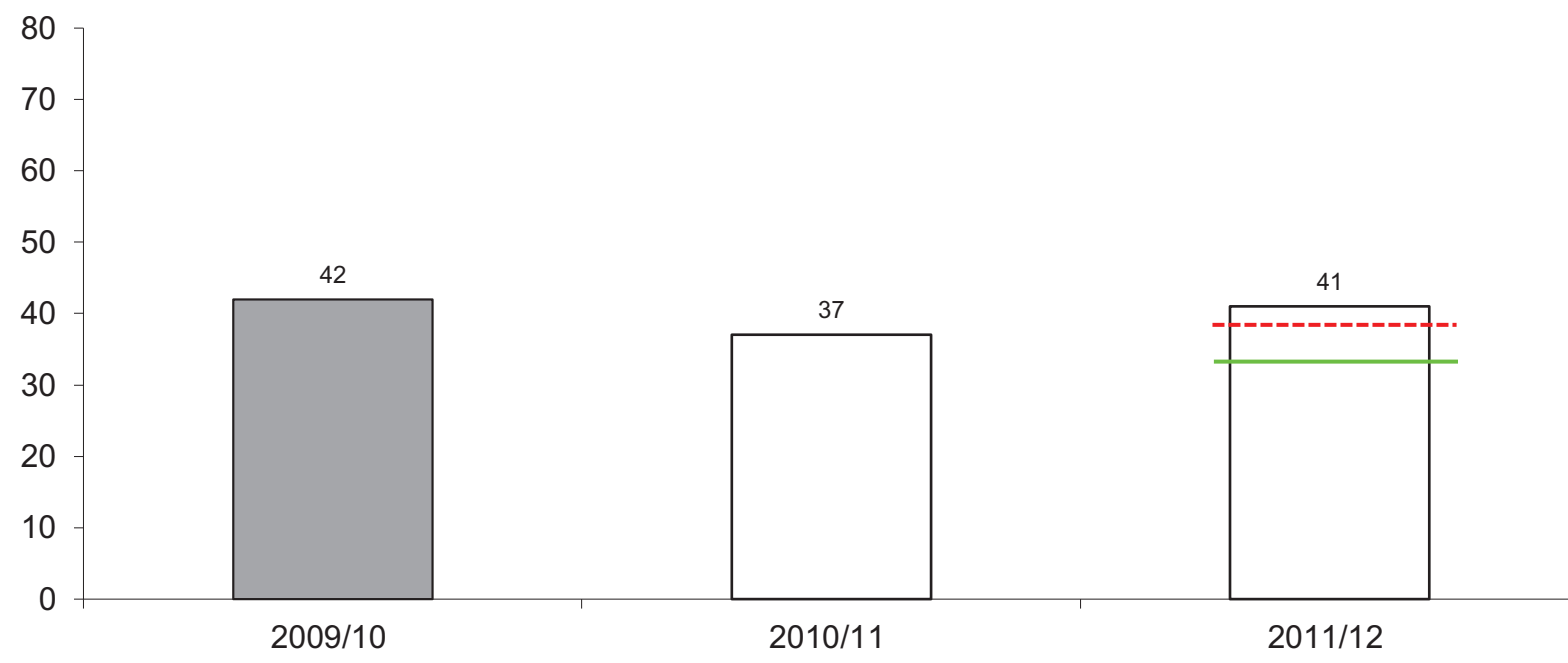
- fewer than 60% of pupils achieved level 4 or above in both English and Maths at KS2.
- the percentage of pupils making expected progression in English at Key Stage 2 is below the national median.
- the percentage of pupils making expected progression in maths at Key Stage 2 is below the national median.

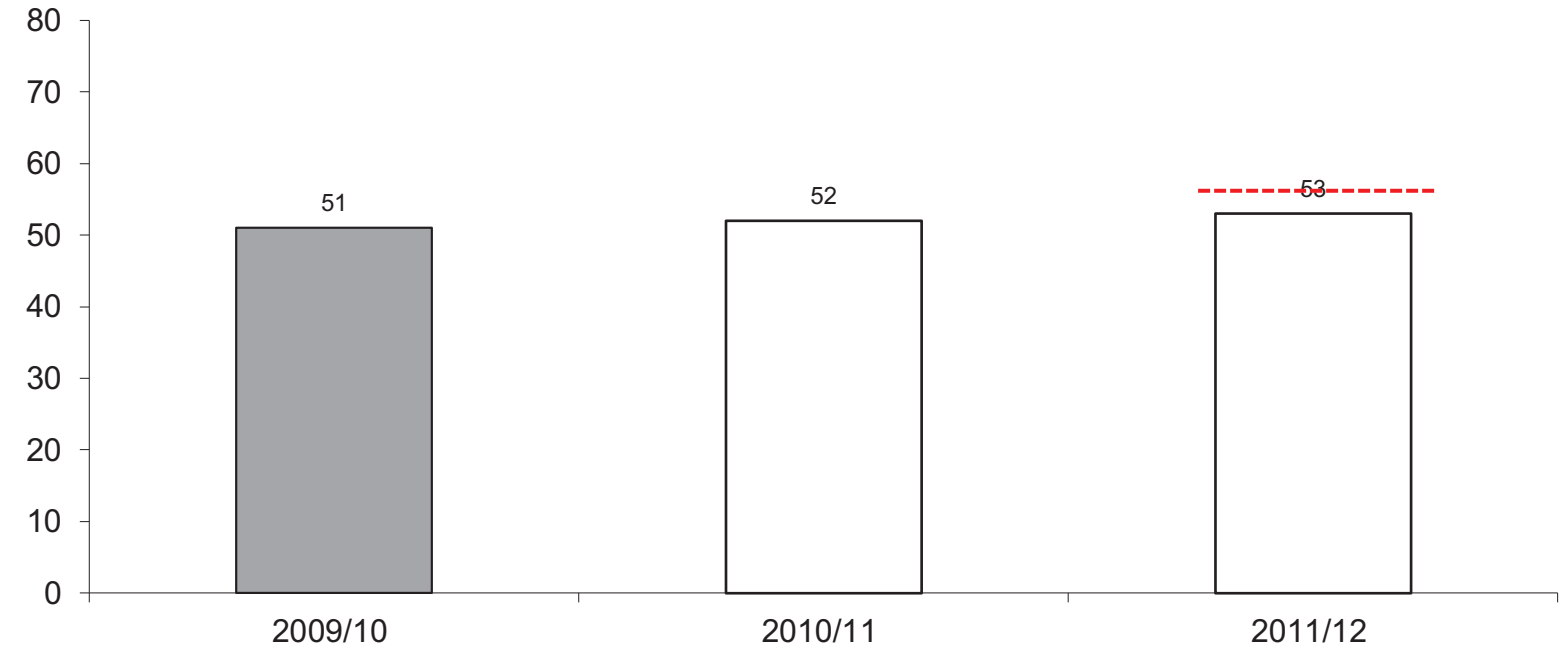
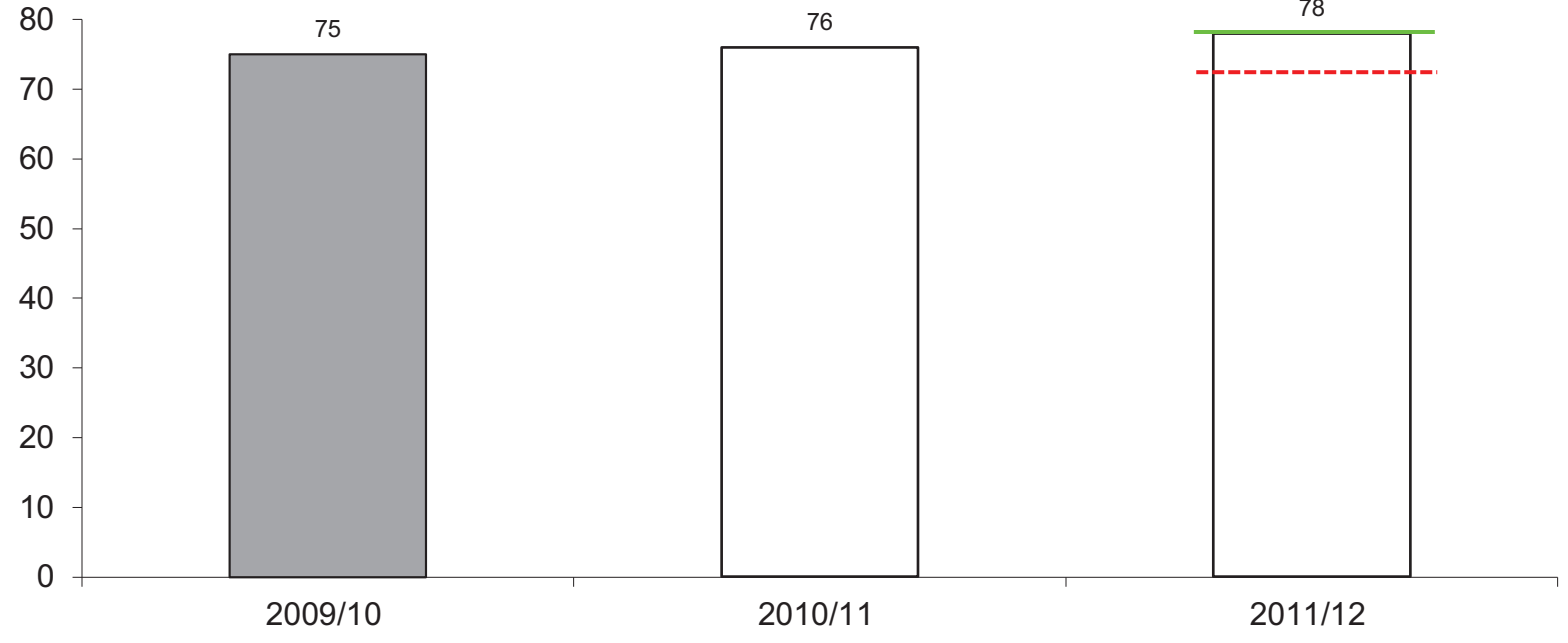
Under this new measure, we have 4 primary schools below the DfE floor target.

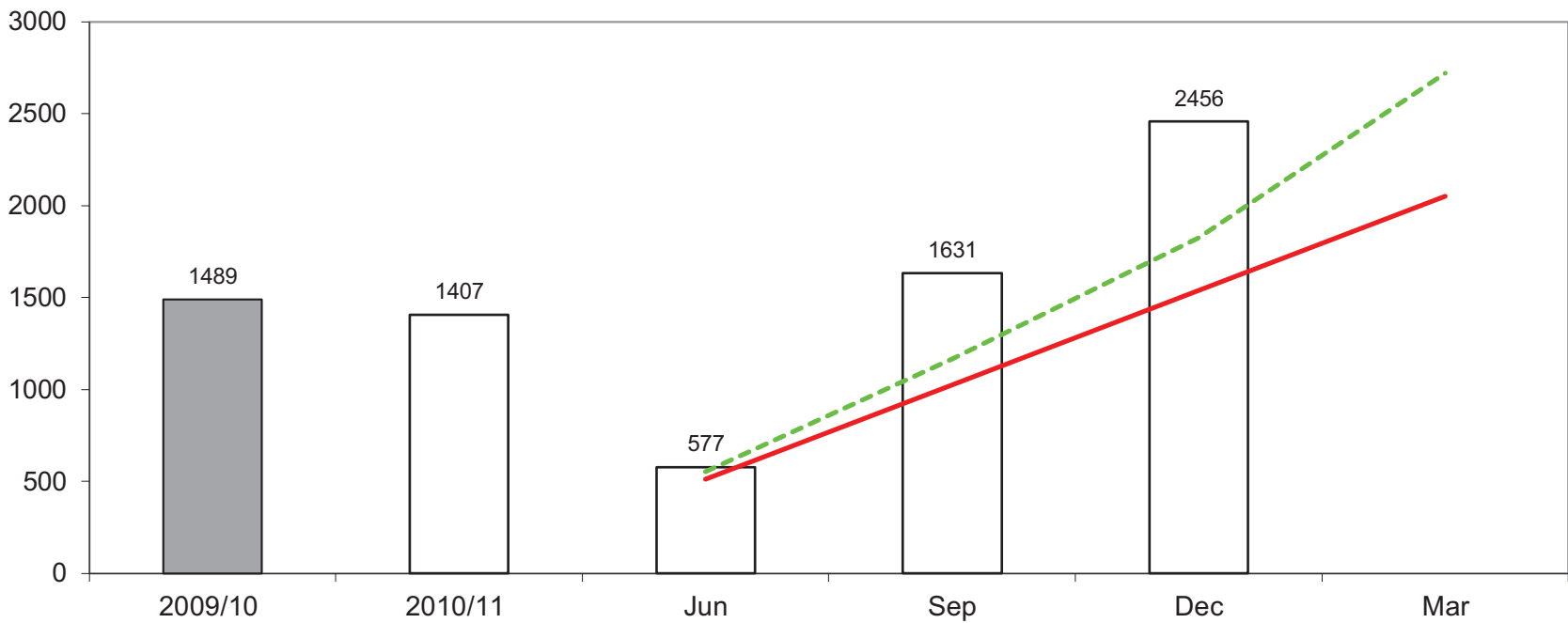
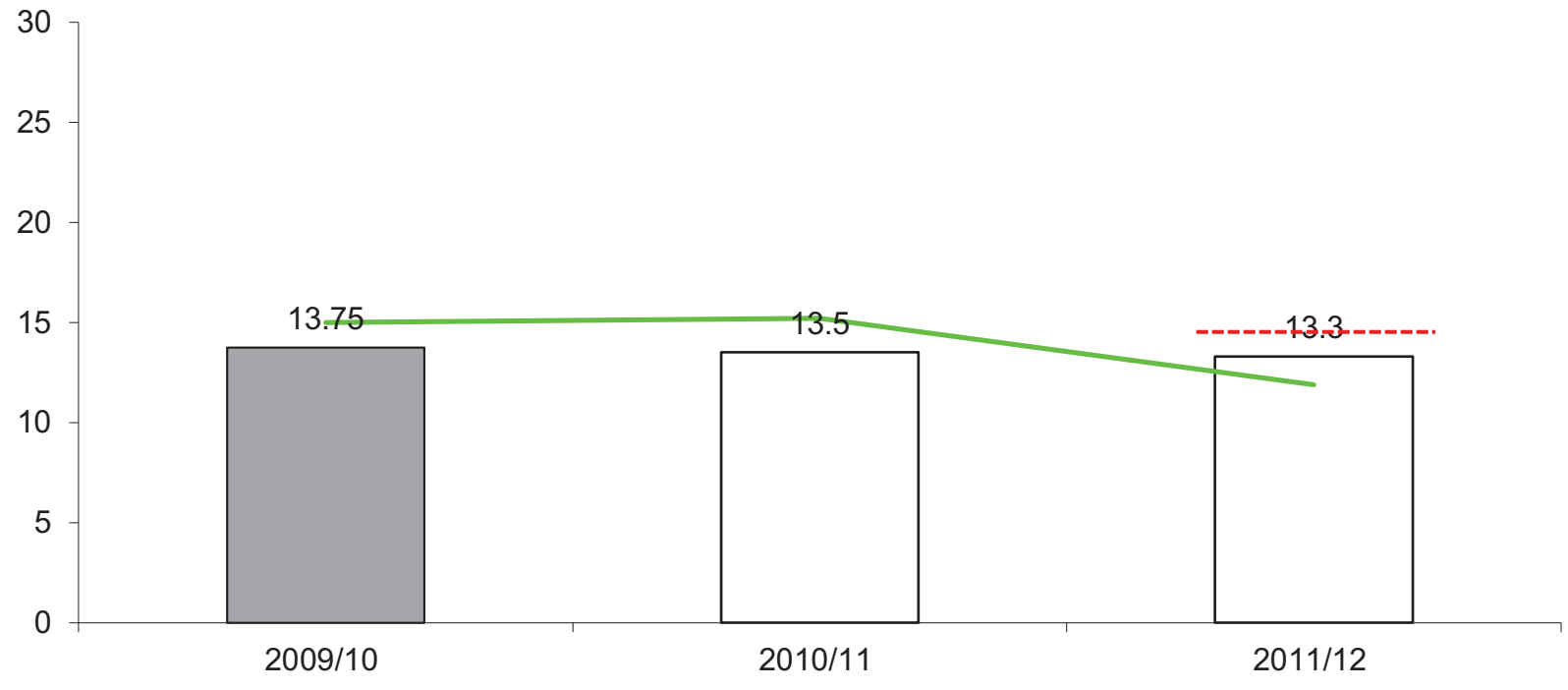
The final outturn result for 2011/12 (academic year 2010/11) is 61.4% which is a significant improvement on the 51.8% reported last year, and we have met our target.

Description	Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)
<p>Improving A Level attainment - A Level Average Points Score per student in Tower Hamlets</p> <p>Measured in: Number Good Performance: Higher</p> 	731.6	642.4	AMBER	↔
<p>16 to 19 year olds who are not in education, employment or training (NEET) (%)</p> <p>Measured in: % Good Performance: Lower</p> 	5	4.9	GREEN	↑
<p>Overall employment rate - gap between the Borough and London average rate (working age) (%)</p> <p>2011/12 - Lower: Maintain the current gap between the Borough and London average rate (-8.3%) Upper: Reduce the gap to 7.3%</p> <p>Measured in: % Good Performance: Gap - Lower</p> 	7.3	9.1	RED	↓

Description	Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)
<p>Safe and Cohesive Community</p>				
<p>Number of most serious violent crimes per 1,000 population (nr)</p> <p>Measured in: Number (No. of recorded most serious violent crimes/total population x 1000) Good Performance: Lower</p> 	1.7	1.9	RED	↓
<p>Number of serious acquisitive crimes per 1,000 population (nr)</p> <p>Measured in: Number (No. of recorded serious acquisitive crimes/total population x 1000) Good Performance: Lower</p> 	22.6	24.3	RED	↓
<p>26. Satisfaction with the Police / Community Safety Partnership</p> <p>Measured in: % Good Performance: Higher</p> 	51	50	AMBER	↔

Description	Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)
<p>Concern over drunk and rowdy behaviour</p> <p>Measured in: % Good Performance: Lower</p>  <p>Performance has remained stable; the change in outcome is too small to be 'statistically significant' but it remains within target range.</p>	38	43	AMBER	↔
<p>Concern about vandalism, graffiti and criminal damage</p> <p>Measured in: % Good Performance: Lower</p>  <p>Whilst concern over drunk and rowdy behaviour and drug use or drug dealing have remained stable, there has been a 4 percentage point increase in concern around vandalism, graffiti and criminal damage.</p>	34	41	RED	↓

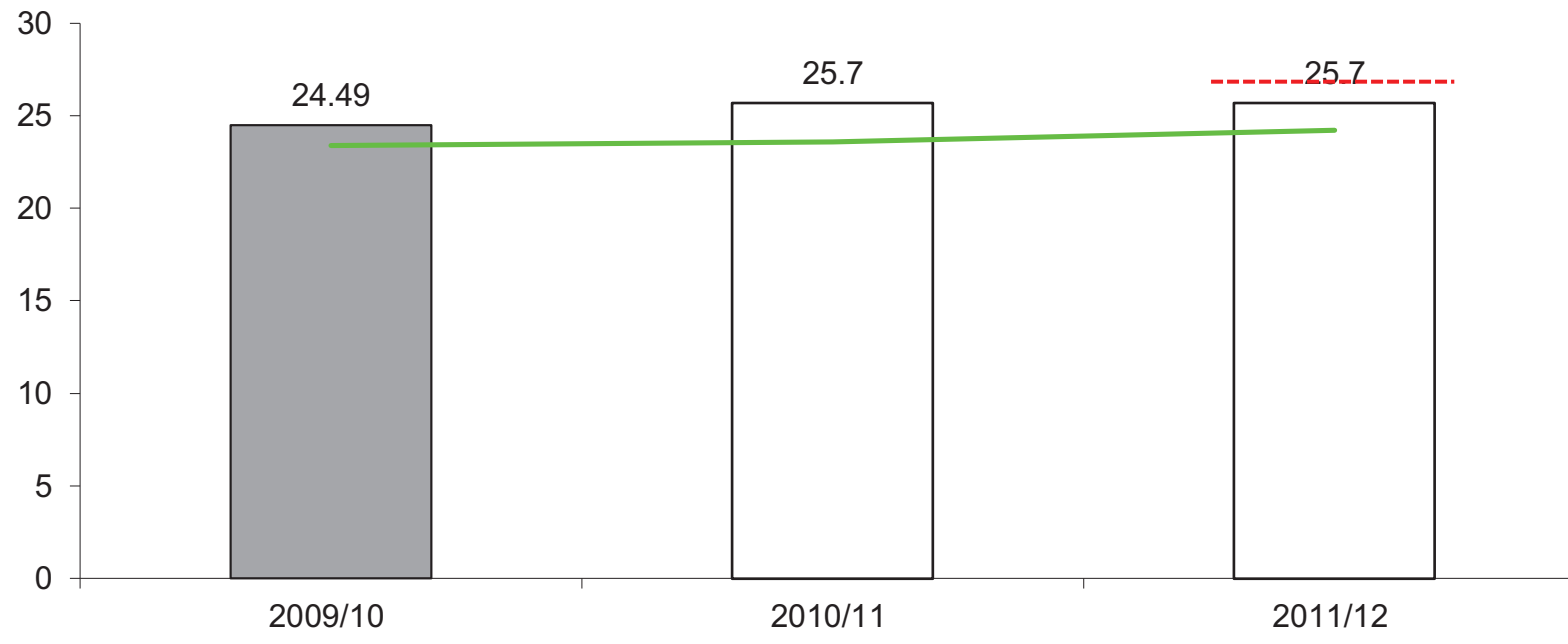
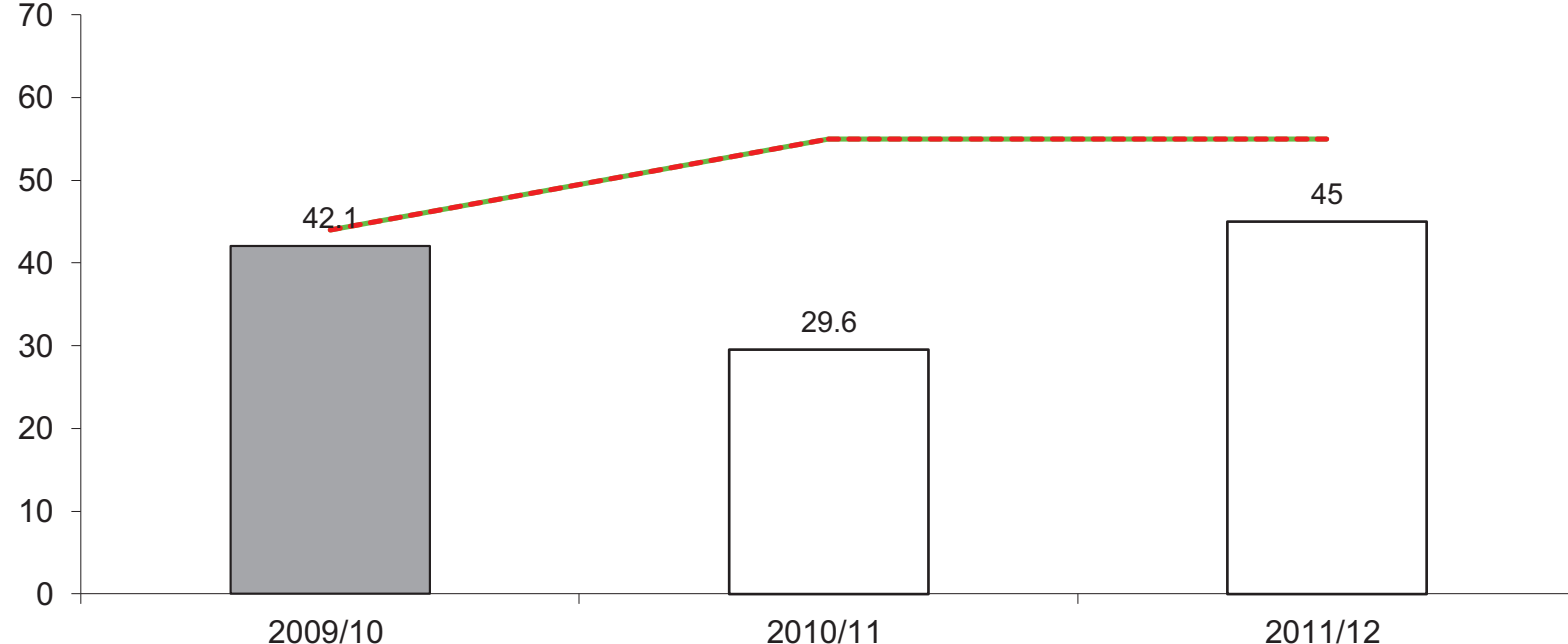
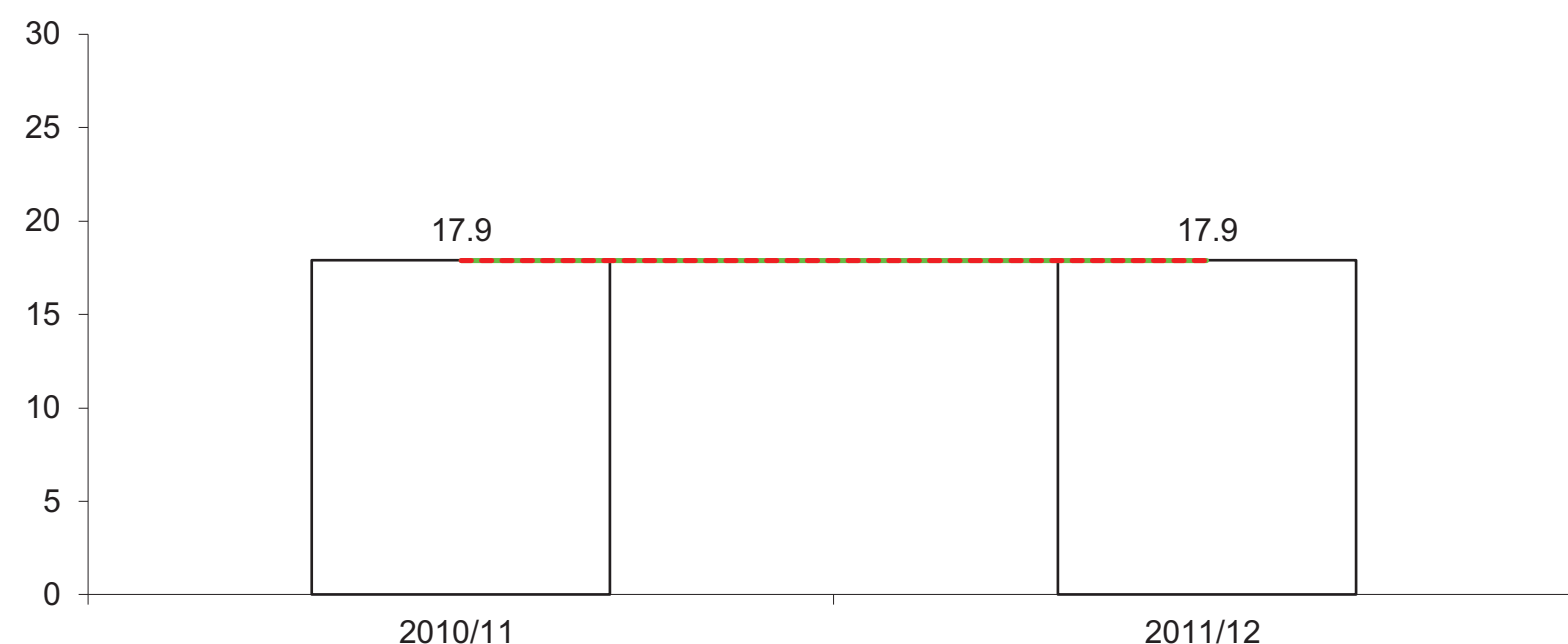
Description	Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)								
<p>Concern over drug use or drug dealing</p> <p>Measured in: % Good Performance: Lower</p>  <table border="1"> <caption>Concern over drug use or drug dealing</caption> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>51</td> </tr> <tr> <td>2010/11</td> <td>52</td> </tr> <tr> <td>2011/12</td> <td>53</td> </tr> </tbody> </table>	Year	Value (%)	2009/10	51	2010/11	52	2011/12	53	49	53	AMBER	↔
Year	Value (%)											
2009/10	51											
2010/11	52											
2011/12	53											
<p>Performance has remained stable; the change in outcome is too small to be 'statistically significant' but it remains within target range.</p>												
<p>% of people who believe people from different backgrounds get on well together in their local area</p> <p>Good performance: Higher</p>  <table border="1"> <caption>% of people who believe people from different backgrounds get on well together</caption> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>75</td> </tr> <tr> <td>2010/11</td> <td>76</td> </tr> <tr> <td>2011/12</td> <td>78</td> </tr> </tbody> </table>	Year	Value (%)	2009/10	75	2010/11	76	2011/12	78	78	76	AMBER	↔
Year	Value (%)											
2009/10	75											
2010/11	76											
2011/12	78											
<p>This measure has remained stable over the past year. Whilst there has been a 2 percentage point improvement, this difference is not statistically significant.</p>												

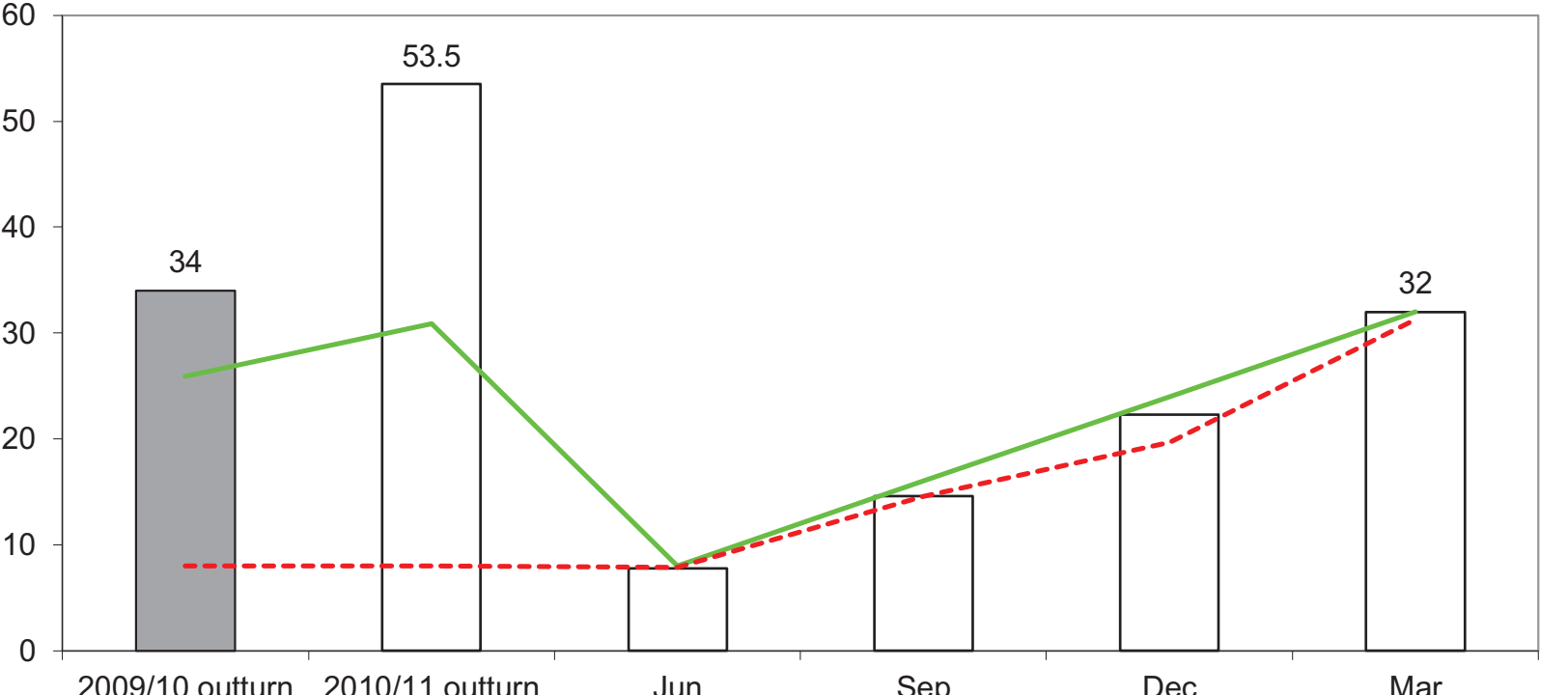
Description	Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)
Healthy and Supportive Community				
<p>Stopping smoking</p> <p>Measured in: number Good Performance: Higher (update due June)</p> 	2720	1879	GREEN	↑
<p>Percentage of children in reception with height and weight recorded who are obese</p> <p>Good Performance: Lower</p> 	11.9	13.3	AMBER	↔

The outturns relate to Q3 as there is a time lag of a quarter on this measure and we have met the quarter 3 target.

825 people achieved the quit at 4 weeks this quarter (Q3), bringing the total so far this financial year to 1,879.

Obesity levels for reception age children have improved since last year. Performance is within target range. Tower Hamlets ranks 6th highest in London and 7th highest in England. However, Tower Hamlets' sustained downward trend since 2006-07 is against a generally upward trend in London.

Description	Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)
<p>Percentage of children in Year 6 with height and weight recorded who are obese</p> <p>Good Performance: Lower</p> 	24.2	25.7	AMBER	↔
<p>Under 18 conception rate % decrease</p> <p>Measured in: % decrease from the 1998 baseline Good Performance: Higher</p> 	55	45	RED	↑
<p>Self reported experience of social care users ASC survey</p> <p>Good Performance: Higher</p> 	17.9	17.9	GREEN	↔

Description	Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)
<p>Social care clients and carers in receipt of Self Directed Support (%)</p> <p>Measured in: % Good Performance: Higher</p> 	50	39.7	RED	↑
<p>Carers receiving needs assessment or review and a specific carer's service, or advice and information (%)</p> <p>Measured in: % (number of carers whose needs were assessed or reviewed by the council in a year who received a specific carer's service, or advice and information in the same year as a percentage of people receiving a community based service in the year) Good Performance: Higher</p> 	32	32.3	GREEN	↓
<p>Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time (%)</p> <p>Measured in: % Good Performance: Lower</p> 	3.5	10.73	AMBER	↓

The Adults Health and Wellbeing Directorate have now implemented the new Adult Social Care customer journey which focuses on a culture of reablement to prevent long term service need and long term service provision in the community through personal budgets.

Indicative data highlights that more than 500 additional adults residents have made the choice to manage their service provision through a personal budgets in 2011/12.

Adults Health and Wellbeing have met the 32.0% target set on this strategic indicator. Tower Hamlets continues to perform strongly in provision of services to carers and has consistently achieved top quartile performance over the past 3 reporting years with the best performance in the country in 2010/11.

Adults Health and Wellbeing will build on services for carers in 2012/13 through reviewing the carers support offer which will include Personal Budgets for carers.

The indicator measures all children becoming subject to a child protection plan (CPP) for a second or subsequent time during the period April 2011- March 2012, regardless of how long ago the first CPP was organised.

During April 2011 – March 2012, 28 out of 261 children became the subject of a CPP for a second or subsequent time, resulting in a performance figure of 10.73%; this is within the target bandwidth of 12% - 4% and above both national and local averages.

The indicator does not account for the time period between the first CPP and the second CPP, in most cases there is over 2 years between the first and second plan.

One Tower Hamlets					
Priority 1.1: Reduce inequalities					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(1) Deliver the Single Equality Framework	Michael Keating (CE)	31/03/2012	Delayed	80%	See comments below.
Milestone	Lead Officer	Deadline	Status	%	Comments
New Single Equality Framework agreed (May 2011)	Michael Keating (CE)	31/05/2011	N/A	N/A	As a result of the Strategy, Policy and Performance restructure we sought to mainstream our equalities business planning to a greater degree - the SEF objectives have therefore been incorporated into the Strategic Plan for 2012/13.
Progress report to Overview and Scrutiny (November 2011)	Michael Keating (CE)	30/11/2011	Completed	100%	Equalities priorities were considered by the Overview & Scrutiny Committee at their November 2011 meeting.
Convene Fairness Commission (March 2012)	Michael Keating (CE)	31/03/2012	Delayed	80%	Fairness Commission proposals were considered by the Partnership Executive in October 2011 and Cabinet in March. The Commission will be launched in June 2012.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(2) Look at how we can better support citizens to build stronger and more cohesive communities through the implementation of the Citizen Engagement Strategy	Michael Keating (CE)	31/03/2012	Delayed	80%	All milestones are complete except in relation to the Pan Disability Panel, see comments below.
Milestone	Lead Officer	Deadline	Status	%	Comments
Development of a model for Citizen Engagement (June 2011)	Michael Keating (CE) Shazia Hussain (CLC)	30/06/2011	Completed	100%	Completed
Partnership Workshops - series of workshops to develop a model of engagement with input from a diverse range of stakeholders and to test model with citizens.	Michael Keating (CE)	31/03/2012	Completed	100%	A series of consultation workshops and meetings with LAP steering groups and stakeholders took place and recommendations were put to Mayor and Cabinet.
Pilot and roll out of the model through Community Champions project and work with Pan Disability Panel (October 2012)	Michael Keating (CE) Shazia Hussain (CLC)	31/10/2012	Delayed	80%	The model for the Pan Disability Panel has been revised to ensure it provides a sustainable mechanism for engagement of disabled people in service design, delivery and decision making. The new structure will be established during 2012-13. Community Champions programme has been launched for phase 1- Olympics Community Champions.
Mayoral programme of public engagement e.g. assemblies and local scrutiny meetings across 2011/12	Michael Keating (CE)	31/03/2012	Completed	100%	This programme is in place and managed by the Mayor's Office. We have delivered 2 Budget Congress events in December 2011 and February 2012 in which a range of community stakeholders were involved. A programme of 5 Mayor's Assemblies in the new Partnership structure has been established.

Activity	Lead Officer	Deadline	Status	% Comp	Comments
(3) Refresh the Council's community leadership role to build on the Council's vibrant local democracy	Michael Keating (CE)	31/03/2012	Completed	100%	All milestones completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Finalise proposals for the development of Overview and Scrutiny under a Mayoral Model (May 2011)	Michael Keating (CE)	31/05/2011	Completed	100%	Completed
Locality Forums Project scoped (July 2011) (CLC)	Shazia Hussain (CLC)	31/07/2011	Completed	100%	Completed
Locality Forum Consultation (September 2011) (CLC)	Shazia Hussain (CLC)	30/09/2011	Completed	100%	Completed
Locality Forums established (March 2012) (CLC)	Shazia Hussain (CLC)	31/03/2012	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(4) Review and implement a new Communications Strategy	Takki Sulaiman (CE)	31/03/2012	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Produce cross directorate communications action plan (April 2011)	Takki Sulaiman (CE)	30/04/2011	Completed	100%	This is already in implementation with specific actions for each Directorate, and will be regularly updated.
Review East End Life and implement findings (June/July 2011)	Takki Sulaiman (CE)	31/07/2011	Completed	100%	The review has been completed and findings have been implemented.
Contribute to delivering elements of the Citizen Engagement Strategy through soft launch of the Portal in March 2011 and a full launch in June 2011	Takki Sulaiman (CE)	30/06/2011	Completed	100%	500 people signed up to the Portal and work is underway to increase this to 5000. The Portal was also used in relation to the budget decision making process.
Deliver three major and three smaller campaigns by March 2012	Takki Sulaiman (CE)	31/03/2012	Completed	100%	The community cohesion campaign was a success - other campaigns ongoing: Curry Capital, 2012, Housing, Victoria Park, Community Safety.

One Tower Hamlets					
Priority 1.2: Work efficiently and effectively as One Council					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(5) Implement and monitor the activities across the 6 strands of the Transformation Programme	Aman Dalvi (Chief Executive)	31/03/2012	Completed	100%	The savings in relation to 2011/12 have been delivered.
Milestone	Lead Officer	Deadline	Status	%	Comments
A disproportionate reduction in the ratio of 'management and back-office staff' to 'frontline staff' in order to protect front-line services through cost reductions of £16.8 million in 2011/12	Aman Dalvi (Chief Executive)	31/03/2012	Completed	100%	The staff management ratio moved from 7:1 to 9:1, reflecting the greater percentage reduction in management posts. A significant proportion of management staff left through ER/VR and the Council's successful approach to redeployment has seen largely front line and junior staff redeployed.
The development of a corporate approach to fair charging and delivery of the income optimisation programme to realise £3.8m savings in 2011/12	Isobel Cattermole (CSF)	31/03/2012	Completed	100%	Completed
A reduction in the price the Council pays for goods and services to realise savings of £4.2m in 2011/12.	Chris Naylor (RES)	31/03/2012	Completed	100%	All Directorates have achieved their savings target for 2011/12.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(6) Accelerate the disposal programme of surplus property to reduce running costs and provide capital receipts for investment	Ann Sutcliffe (D&R)	31/03/2012	Overdue	50%	While those savings delivered via surrendering Anchorage House are on target, those delivered via asset disposal are on hold pending an executive decision to progress in order to enable further exploration of using surplus assets to maximise affordable housing.
Milestone	Lead Officer	Deadline	Status	%	Comments
An agreed development plan in place, which will culminate in surrender of the Anchorage House lease by June 2013; this plan will deliver savings of £2.34m from 2013/14	Ann Sutcliffe (D&R)	31/03/2012	Completed	100%	A development plan is in place, with serving notice on Anchorage house lease timetabled for September 2012.
Sale of general fund properties during 2011/12 to produce £6.3m (gross)	Ann Sutcliffe (D&R)	31/03/2012	Delayed	7%	The whole disposal programme is currently on hold pending an executive decision to progress.
Sale of housing revenue funding properties during 2011/12 to produce £5m (gross)	Ann Sutcliffe (D&R)	31/03/2012	Delayed	45%	While c.45% of savings have been delivered, the remaining 55% was to have been derived from the sale of Toynbee Street properties which has been put on hold.

A Great Place to Live					
Priority 2.1: Providing quality affordable housing					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(7) Deliver over 396 new affordable rented and intermediate homes through the partnership with East Thames Housing Association and Bellway Homes (Ocean Estate)	John Coker (D&R)	30/09/2011	Completed	100%	While all milestones have been completed, this activity is spread over several years. Construction of 396 affordable homes on Ocean Estate is underway and on target to complete the first tranche (Site 1E) by December 2012. This activity is spread over the next two years and will not ultimately complete until December 2013.
Milestone	Lead Officer	Deadline	Status	%	Comments
Demolition of Block F and final land transfer	John Coker (D&R)	30/09/2011	Completed	100%	Completed
Commence construction of 396 new affordable rented and intermediate tenure homes	John Coker (D&R)	30/09/2011	Completed	100%	Completed
Provision of new community facility	John Coker (D&R)	30/09/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(8) Ensure the successful delivery of the Robin Hood Gardens regeneration programme (Blackwall Reach)	John Coker (D&R)	31/03/2012	Overdue	75%	For 2011/12 major milestone of Outline Planning Application approval achieved, although detailed application now to follow for first phase development - to be submitted summer 2012 by Swan Housing.
Milestone	Lead Officer	Deadline	Status	%	Comments
Obtain outline planning approval	John Coker (D&R)	31/07/2011	Completed	100%	Approvals in place with LBTH Development Committee, LTGDC and GLA. 3 month window for JR expires end June. Development partner Swan now working on detailed design.
Detailed planning approval for site 1A	John Coker (D&R)	31/10/2011	Overdue	60%	The milestone was dependent on Outline Planning application approval, which slipped earlier in the year due to further amendments needing to be worked in following pre application stakeholder consultation. This is now in place and it is expected that this milestone will be completed in Summer 2012.
Start on site phase 1A	John Coker (D&R)	31/01/2012	Overdue	40%	See above. Start on site dependent on detailed application, which is in turn dependent on outline planning consent which has now been achieved. This is now anticipated for Autumn 2012.
Ongoing decant consultation towards decant of 200+ homes	John Coker (D&R)	31/03/2012	Completed	100%	159 tenants remain from 207, includes tenants opting to be rehoused on site when new homes constructed from 2014. 54 tenants remain as either opting to move away or are currently unsure.

Activity	Lead Officer	Deadline	Status	% Comp	Comments
(9) Increase support activities to housing partners to achieve greater delivery of suitable affordable homes for Tower Hamlets residents, including the provision of family sized homes	Alison Thomas (D&R)	31/03/2012	Overdue	85%	While Ph1 of the new build programme has been completed, this activity has been flagged as overdue due to in-year delays around submission of outline planning application for Malmesbury and Birchfield and the completion of the Local Homes Initiative. It is expected that these will be completed between Q1 and Q2 of 2012/13.
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete Phase 1 of the LA new build programme	Alison Thomas (D&R)	30/09/2012	Completed	100%	Phase 1 units handed over on 21st March 2012.
Submit outline planning permission for Malmesbury & Birchfield	Alison Thomas (D&R)	30/06/2011	Overdue	85%	Two resident consultation events held in March 2012 and pre-application meetings held with planners. Additional documents are currently being prepared to accompany the Outline Planning Application upon submission. Planners will also require one further consultation with residents in the area (community forum), scheduled for June 2012. The final proposal will be submitted at end of June / early July 2012.
Completion of Local Homes Initiative project	Alison Thomas (D&R)	31/03/2012	Overdue	90%	Completions now due in April and May 2012.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(10) Sustain the delivery of affordable housing through the planning process in the current economic climate	Owen Whalley (D&R)	28/02/2012	Overdue	75%	The procurement of specialist viability consultant support to assist in the delivery of this activity has been delayed but is now on track for completion early in 2012/13. In the meantime necessary viability assessments are in place to sustain the delivery of affordable housing.
Milestone	Lead Officer	Deadline	Status	%	Comments
Identify procurement options	Owen Whalley (D&R)	31/05/2011	Completed	100%	
Commence procurement process	Owen Whalley (D&R)	31/08/2011	Completed	100%	
Finalise new process	Owen Whalley (D&R)	31/12/2011	Overdue	100%	The process is underway and working through the stages of formal procurement. It is expected to complete by mid-July 2012.
Start new arrangements	Owen Whalley (D&R)	28/02/2012	Overdue	85%	New timetable set through procurement process should see new process start August 2012.

A Great Place to Live					
Priority 2.2: Improving and maintaining the quality of housing, including maximising energy efficiency					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(11) Work with Tower Hamlets Homes to implement and explore additional funding for the Decent Home Plus programme which will improve the quality of all Council housing	John Coker (D&R)	30/09/2011	Completed	100%	Procurement process completed and works commenced on site from 19 Sept 2011.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop programme plan	John Coker (D&R)	31/05/2011	Completed	100%	Programme developed in quarter one.
Complete contractor procurement	John Coker (D&R)	31/07/2011	Completed	100%	Wates and Durkan have been appointed to deliver year one (11-12) Decent Homes Backlog works.
Start works programme	John Coker (D&R)	30/09/2011	Completed	100%	Works commenced on site from 19 Sept 11.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(12) Monitor the proportion of households in fuel poverty and implement a strategy of targeted activities to improve their energy efficiency	Alison Thomas (D&R)	31/03/2012	Completed	100%	Fuel Poverty is now a Mayoral priority and an Energy Co-op is being developed. ReNew 1 complete, ReNew 2 commencing.
Milestone	Lead Officer	Deadline	Status	%	Comments
Update the domestic energy efficiency database (UNO) with all completed energy efficiency improvements works	Alison Thomas (D&R)	31/06/2012	Completed	100%	Completed
Identify households on benefits and living in a dwelling of SAP less than 35 (in fuel poverty)	Alison Thomas (D&R)	30/09/2012	Completed	100%	Completed
Provide support to the households in fuel poverty with targeted measures to maximise their income and improve the dwelling SAP rating to 65 or greater	Alison Thomas (D&R)	31/03/2012	Completed	100%	ReNew 1 is now complete and has provided support to over 1,200 households, ReNew 2 has started and will be concluded in December 2012.

Activity		Deadline	Status	% Comp	Comments
(13) Develop and implement a range of measures including supplying information to householders, targeted improvements to private sector stock and the implementation of a local Climate Change Strategy to help reduce carbon emissions and fuel poverty.	Alison Thomas (D&R)	31/03/2012	Completed	100%	ReNew 1 complete, ReNew 2 underway, Climate Change Strategy complete, Energy Co-op being developed, Carbon Emissions Savings Programme/Reduction Target programme underway, Green Deal Strategy being developed, Fuel Poverty Strategy being developed.
Milestone	Lead Officer	Deadline	Status	%	Comments
Publicly launch the Climate Change Strategy to highlight the issues of Climate Change in the borough	Alison Thomas (D&R)	30/09/2011	Completed	100%	Energy Co-op and Climate Change Strategy being launched in May 2012.
Develop a domestic energy and water efficiency guidance and make available to the residents	Alison Thomas (D&R)	31/12/2011	Completed	100%	Completed
Assess all major development planning applications to ensure carbon reduction is maximised and all new housing seeks to achieve Code Level 4	Alison Thomas (D&R)	31/03/2012	Completed	100%	Energy and Sustainability comments made on all planning applications, 35% CO2 reduction beyond 2010 building regulations policy secured, Code Level 4 and BREEAM excellent standard embedded within our development/planning policies to ensure the sustainable design and construction of our buildings.

A Great Place to Live					
Priority 2.3: Improving the public realm					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(14) Seek additional funding to increase investment in recycling infrastructure	Jamie Blake (CLC)	31/05/2011	Completed	100%	CLC have procured a vehicle to introduce underground refuse recycling; several RSLs have committed to supporting the initiative and collections are due to commence within the next few months. The RSLs have also begun spending on the capital programme to introduce upgraded sites alongside new sites; hopefully this initiative will start to reap rewards very shortly and help increase our ability to improve recycling in hard to reach locations.
Milestone	Lead Officer	Deadline	Status	%	Comments
London Waste and Recycling Board Bid - develop project if successful	Jamie Blake (CLC)	31/05/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(15) Review and refresh the Open Space Strategy to inform the LDF	Heather Bonfield (CLC)	30/09/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Collect evidence base	Heather Bonfield (CLC)	30/06/2011	Completed	100%	Completed
Open Space Strategy review completed	Heather Bonfield (CLC)	30/09/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(16) Develop strategy and plans for key parks within the borough with a focus on improving accessibility for all	Heather Bonfield (CLC)	31/12/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Completion of the landscape development plan for Bartlett Park	Heather Bonfield (CLC)	30/09/2011	Completed	100%	Completed
Implementation complete for the Victoria Park project	Heather Bonfield (CLC)	31/12/2011	Completed	100%	Completed

A Great Place to Live					
Priority 2.4: Improving local transport links and connectivity					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(17) Produce a revised version of the Sustainable Transport Strategy for Tower Hamlets (2011/13)	Owen Whalley (D&R)	30/06/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Draft Sustainable Transport Strategy stakeholder engagement	Owen Whalley (D&R)	30/04/2011	Completed	100%	Completed
Finalisation of the draft Sustainable Transport Strategy	Owen Whalley (D&R)	30/06/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(18) Develop and deliver the Transport for London borough-wide Cycle Hire Scheme providing increased support and access to cycling.	Owen Whalley & Jamie Blake (CLC & D&R)	31/03/2012	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Technical drawing complete	Owen Whalley & Jamie Blake (CLC & D&R)	31/05/2011	Completed	100%	Completed
Planning application process completed	Owen Whalley & Jamie Blake (CLC & D&R)	31/11/2011	Completed	100%	Completed
Substantial completion of works on site	Owen Whalley & Jamie Blake (CLC & D&R)	28/02/2012	Completed	100%	Completed
Launch	Owen Whalley & Jamie Blake (CLC & D&R)	31/03/2012	Completed	100%	Completed
Deliver phase one Legible London scheme	Owen Whalley & Jamie Blake (CLC & D&R)	31/03/2012	Completed	100%	Completed

Activity	Lead Officer	Deadline	Status	% Comp	Comments
(19) Develop a new borough walking plan (2011-21)	Owen Whalley (D&R)	31/03/2012	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Draft walking plan stakeholder engagement	Owen Whalley (D&R)	31/05/2011	Completed	100%	Completed
Finalisation of the draft walking plan for Tower Hamlets	Owen Whalley (D&R)	31/07/2011	Completed	100%	Completed
Deliver phase one Legible London scheme	Owen Whalley (D&R)	31/03/2012	Completed	100%	Completed

A Great Place to Live					
Priority 2.5: Providing effective local services and facilities					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(20) Develop and deliver more integrated service delivery	Shazia Hussain (CLC)	31/08/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Completion of the first Local Service integration team at the Toby Club with Police relocation to the Hub	Shazia Hussain (CLC)	31/05/2011	Completed	100%	Police teams have moved into the Toby Club.
Draft prototype Locality Action Plan for LAPs 1 & 2	Shazia Hussain (CLC)	30/09/2011	Completed	100%	Outline criteria for the locality plan is being established with CE's Directorate.
Full evaluation of business efficiencies and increased deployment savings	Shazia Hussain (CLC)	31/08/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(21) Better use our front line data, and our partners' data to respond more quickly and more appropriately to local issues.	Robin Beattie (CLC)	31/07/2011	Overdue	70%	Delayed by clarifications and discussions between procurement and legal. Procurement phase to be completed in June, implementation in September.
Milestone	Lead Officer	Deadline	Status	%	Comments
Corporate data warehouse option review completed	Robin Beattie (CLC)	31/04/2011	Completed	100%	Completed
Procurement and implementation timetable agreed	Robin Beattie (CLC)	30/04/2011	Completed	100%	Completed
Data Hub solution for ASB / Environment completed	Robin Beattie (CLC)	31/07/2011	Overdue	70%	See comments above.

Activity	Lead Officer	Deadline	Status	% Comp	Comments
(22) Develop better ways to work with our partners and residents	Shazia Hussain (CLC)	31/03/2012	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop a tool kit based on the pilot learning from the Neighbourhood Agreement (NA) on the boundary Estate for joining up communities with front line services	Shazia Hussain (CLC)	31/07/2011	Completed	100%	Completed
Establish criteria and roll out for future NA areas by Localisation Board	Shazia Hussain (CLC)	31/05/2011	Completed	100%	Completed
Complete a review of Joint Tasking operations	Shazia Hussain (CLC)	31/07/2011	Completed	100%	Completed
Agree locality project team for NA on Boundary Estate through the Localisation Board	Shazia Hussain (CLC)	31/08/2011	Completed	100%	Completed
Lifelong Learning Service Learner Forums to develop work with residents and work with College, third sector and community organisations re: learning opportunities for adults 2011/12 academic year (one round of meetings per term)	Shazia Hussain (CLC)	31/03/2012	N/A	N/A	These milestones are no longer relevant. The Healthy Borough Programme was grant funded, with the programme ending in April 2011. The forum structure was not fit for purpose and is therefore currently being reviewed and restructured. Whilst work continues with key partners, these specific forums are no longer a suitable measure for that work.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(28) Improve access to leisure facilities	Heather Bonfield (CLC)	31/03/2012	Completed	100%	Completed.
Milestone	Lead Officer	Deadline	Status	%	Comments
Review and strengthen the existing contract performance framework to include the provision of access data for under represented groups	Heather Bonfield (CLC)	31/03/2012	Completed	100%	Review of GLL equalities conducted. Membership equalities data currently collected for sex, age, race and disability. The collection of other equalities data to be reviewed for implementation in 2012/13.
Inform leisure requirement of Poplar Bath redevelopment	Heather Bonfield (CLC)	31/05/2011	Completed	100%	Consultation with Planning around the 'fit for purpose' requirements for this leisure facility. Poplar Baths report submitted to Cabinet 06/07/2011.

Activity	Lead Officer	Deadline	Status	% Comp	Comments
(24) Delivery phase 2 of improvements to the Tower Hamlets Local History Library and Archive	Heather Bonfield (CLC)	31/07/2012	Overdue	50%	The outcome of listed building consent is still pending and this has delayed the start on site; the revised completion date is 31st March 2013. The next stage of the refurbishment is to submit a bid for c£250,000 Heritage Lottery Funding towards capital project development, in order to make a follow-up application to Heritage Lottery Fund for c£2m towards c£5m capital project costs. Once the development funding has been received, development of the full bid normally takes a year whilst the works and sources of match funding are developed and public consultation takes place. The revised deadline for the full Round 1 development phase bid to be submitted is 30th September 2012.
Milestone	Lead Officer	Deadline	Status	%	Comments
Tender and procurement of phase 2 building works	Heather Bonfield (CLC)	31/04/2011	Overdue	70%	Full tender pack and list of tenderers have been identified - awaiting templates and contract number from Procurement. This milestone is due to complete by 1 June 2012.
Submit Heritage Lottery Fund stage one application	Heather Bonfield (CLC)	31/04/2011	Overdue	80%	Round 1 development bid is mostly complete, text requires minor amendments and sign off. This milestone is due to complete by 27 July 2012.
Complete phase 2 building works	Heather Bonfield (CLC)	31/12/2011	Overdue	20%	Awaiting listed building consent and award of contract. Works on site expected summer 2012. This milestone is due to complete by 31 March 2013.
Submit Heritage Lottery Fund stage two application	Heather Bonfield (CLC)	31/07/2012	Delayed	0%	The Round 2 HLF bid for c£2m in capital funding will be submitted at the end of the year-long development phase, subject to the success of the initial bid for HLF Round 1 development funding (as above). This milestone is due to complete by Spring 2014.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(25) Deliver the Local History and Archives (Heritage) Strategy	Heather Bonfield (CLC)	30/04/2012	Overdue	75%	This project needs to be aligned with the revised timeline of the application for HLF for major improvements to the Tower Hamlets Library and Archive (Bancroft Road) and will therefore take place post March 2012.
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete construction of building	Heather Bonfield (CLC)	30/04/2011	Completed	100%	Completed
Building open to public	Heather Bonfield (CLC)	31/05/2011	Completed	100%	Completed
Complete consultation with wide audience of stakeholders and non-users	Heather Bonfield (CLC)	31/12/2011	Overdue	0%	See above
Present findings of consultation	Heather Bonfield (CLC)	31/03/2012	Overdue	0%	See above
Present strategy to Cabinet for adoption	Heather Bonfield (CLC)	30/04/2012	Delayed	0%	See above

Activity	Lead Officer	Deadline	Status	% Comp	Comments
(26) Deliver the Idea Store Watney Market and One Stop Shop	Heather Bonfield (CLC)	31/05/2012	Overdue	30%	The project is delayed due to the re-location of utilities under the construction area and a requirement to undertake special tunnel monitoring, requested by TfL. The construction commenced in October 2011 and is expected to be completed in early 2013. This will not affect lottery funding.
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete pre-construction works on site	Heather Bonfield (CLC)	31/05/2011	Completed	100%	Completed
Complete construction of building	Heather Bonfield (CLC)	30/04/2012	Delayed	30%	Construction commenced in October 2011 but is not expected to be complete until early 2013.
Building open to public	Heather Bonfield (CLC)	31/05/2012	Delayed	0%	See above
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(27) Manage the provision of additional schools buildings to meet the projected pupil increase	Ann Sutcliffe (D&R)	31/12/2011	Completed	80%	All milestones completed
Milestone	Lead Officer	Deadline	Status	%	Q2 Comments
Identify options for delivering up to 2 new sites for educational use	Ann Sutcliffe (D&R)	30/04/2011	Completed	100%	Completed
Achieve contract closure on 1 new school	Ann Sutcliffe (D&R)	31/12/2011	Completed	100%	Contract closed in December 2011, started on site in January 2012.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(28) Deliver the Council's approved Conservation Strategy to effectively manage the borough's heritage through the Conservation Strategy Delivery Plan	Owen Whalley (D&R)	31/03/2012	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Q2 Comments
Complete and maintain a Heritage at Risk register and work with register to remove heritage buildings from risk	Owen Whalley (D&R)	30/06/2011	Completed	100%	Completed
Develop and maintain an integrated accessible electronic database of heritage information for the Borough	Owen Whalley (D&R)	31/03/2012	Completed	100%	Completed
Develop and implement an updated database of locally important buildings	Owen Whalley (D&R)	30/09/2011	Completed	100%	Completed

Activity	Lead Officer	Deadline	Status	% Comp	Comments
(29) Develop three development planning documents (DPDs) to formal consultation stage, to help manage and promote the provision of affordable housing	Owen Whalley (D&R)	30/03/2012	Delayed	95%	This activity is due to be completed within the next month, with submission of the DPDs/AAP being marginally delayed due to external forces (see below). Submission to the Secretary of State is now profiled for May 18th 2012.
Milestone	Lead Officer	Deadline	Status	%	Q2 Comments
Initial consultation on options for the DPDs/AAP	Owen Whalley (D&R)	30/06/2011	Completed	100%	Completed
Formal consultation on draft DPDs / AAP	Owen Whalley (D&R)	31/01/2012	Completed	100%	Completed
Submission of DPDs / AAP to Secretary of State ahead of independent examination	Owen Whalley (D&R)	31/03/2012	Delayed	95%	New timetable set for submission due to external factors. This included accommodating, as appropriate, government's new NPPF considerations. Submission date revised to 18th May.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(30) Ensure safe and secure Olympic and Paralympic Games for all communities and improve local employment rates	Robin Beattie (CLC)	31/03/2012	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Q2 Comments
Development of the Olympic Strategic Plan	Robin Beattie (CLC)	31/03/2012	Completed	100%	Completed

A Prosperous Community					
Priority 2.1: Supporting more people into work					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(31) Deliver a coordinated approach to maximise mainstream provision	Chris Holme (D&R)	30/06/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Q2 Comments
Launch new Employment & Enterprise Strategies which include Work Programme contractor partnership agreement	Chris Holme (D&R)	30/06/2011	Completed	100%	Enterprise Strategy approved through Cabinet in February 2012.
Agree annual action plans for employment task delivery	Chris Holme (D&R)	30/06/2011	Completed	100%	Completed
Design and implement a 'strategy sign up' process for all proposed delivery organisations or potential organisations	Chris Holme (D&R)	30/06/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(32) Develop a commissioning plan to support our strategy for reducing child poverty	Layla Richards (CSF)	31/03/2012	Delayed	75%	All milestones on track but a review can not take place until after year end.
Milestone	Lead Officer	Deadline	Status	%	Comments
Commissioning plans in place for five strands	Layla Richards (CSF)	30/06/2011	Completed	100%	Existing action plans have been identified for each commissioning intention.
Keep welfare reform and other national and local changes under review to inform our child poverty work	Layla Richards (CSF)	30/09/2011	Completed	100%	Work is ongoing, being led by the Corporate Research Team.
Review progress against strategy	Layla Richards (CSF)	31/03/2012	Delayed	75%	A review has started and will be complete by June 2012.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(33) Raise post-16 attainment through high-quality post-16 provision	Anne Canning (CSF)	31/03/2012	Completed	100%	Work is ongoing to improve post-16 attainment, as per the milestone below, but this year's results for post-16 are still not improving at the rate they should be.
Milestone	Lead Officer	Deadline	Status	%	Comments
Embed quality assurance process across post-16 provision through review of standards and agreed action plans	Anne Canning (CSF)	31/10/2011	Completed	100%	Performance reports and improvements plans are in place for post-16 providers.
Ensure that the East Collaborative planning is robust and will deliver high quality provision through regular meetings with head teachers	Anne Canning (CSF)	31/12/2011	Completed	100%	Establishing post-16 provision through the East Collaborative was agreed at Cabinet in August 2011, following statutory consultation process. Regular meetings with head teachers have been held throughout the process with the provision to be open in September 2012.
Develop and monitor apprenticeship opportunities (particularly through work with LOCOG) and plan for clear progression routes from education	Anne Canning (CSF)	31/03/2012	Completed	100%	Development of apprenticeship opportunities is progressing and will be overseen by a new Apprenticeship Task Group.

Activity	Lead Officer	Deadline	Status	% Comp	Comments
(34) Commission targeted transition support for young people at risk of not being in education, employment or training after Yr11	Mary Durkin (CSF)	31/03/2012	Completed	100%	Targeted transitional support is offered to young people at risk of not being in education, employment and training; this includes a CAF assessment followed with an individual learning plan for every young person, which is reviewed on a regular basis. The 1:1 support also includes mentoring, coaching and cognitive behaviour therapy to get young people to reflect on their behaviour and identify positive methods to deal with issues of concern.
Milestone	Lead Officer	Deadline	Status	%	Comments
Support schools working together to provide appropriate curriculum provision at KS4 (1:1 tuition, work-based learning, vocational learning)	Mary Durkin (CSF)	31/08/2011	Completed	100%	Youth & Connexions Services work with schools to provide work based learning opportunities, group careers support, job brokerage and direct support through Connexions Centres.
Support new roles of Transition Workers to ensure that they have necessary skills / knowledge to engage young people with learning	Mary Durkin (CSF)	31/03/2012	Completed	100%	Transition Workers receive training and support to ensure they have the necessary skills to engage young people with learning.
Updated CEIAG contract to provide targeted support	Mary Durkin (CSF)	31/03/2012	Completed	100%	The Careers Service and Targeted Support Service continue to work with schools and youth providers to offer targeted support to young people. The CEIAG contract has been updated to reflect new targeted support arrangements.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(35) Support 600 resident starts on the LDA funded Employment and Skills programme	Chris Holme (D&R)	31/12/2011	Completed	100%	Target revised by LDA / GLA to 429 starts due to revisions in eligibility. Performance outturn is 450 starts.
Milestone	Lead Officer	Deadline	Status	%	Q2 Comments
Implement Skillsmatch delivery service to achieve quarterly profile	Chris Holme (D&R)	30/06/2011	Completed	100%	Completed
Identify impacts of work programme on client referral rates and report to Employment Strategy steering group	Chris Holme (D&R)	31/12/2011	Completed	100%	Completed

A Prosperous Community					
Priority 3.2: Supporting residents through national welfare reform					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(36) Promote the value of work with the Employment Task Group and Work Programme contractor	Chris Holme (D&R)	30/09/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Q2 Comments
Agree communications plan for employment strategy with the Employment Strategy steering group	Chris Holme (D&R)	30/06/2011	Completed	100%	Completed
Implement elements of marketing and communications plan alongside Work Programme provider marketing	Chris Holme (D&R)	30/09/2011	Completed	100%	The Work Programme has commenced delivery and a review group via the Host Borough structure met with Work Programme Providers for the first time in October 2011.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(37) Commission research on women and worklessness to enable us to develop solutions to the barriers that different women face in entering work	Chris Holme & Frances Jones (D&R & CE)	30/09/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Utilise key channels such as the Prosperous CPDG and Employment Task Group to disseminate and begin to build on the findings of the research on economic inactivity amongst Bangladeshi and Somali women across the organisation, key partners and stakeholders.	Chris Holme & Frances Jones (D&R & CE)	30/06/2011	Completed	100%	The research findings were disseminated to a variety of services and bodies and is currently informing the development of the Children & Young People Plan and the delivery of the Employment Strategy.
Design appropriate interventions for economically inactive Bangladeshi and Somali women based on the understanding of behaviour and motivation in regards to economic inactivity	Chris Holme & Frances Jones (D&R & CE)	31/01/2012	Completed	100%	Interventions have been commissioned and commenced.
Prepare a programme of interventions for implementation	Chris Holme & Frances Jones (D&R & CE)	30/09/2011	Completed	100%	Interventions have been commissioned and commenced.

Activity	Lead Officer	Deadline	Status	% Comp	Comments
(38) Develop and implement a joint programme of activity to deliver 100 jobs through LBTH / employer relationships	Chris Holme (D&R)	30/09/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Design vacancy handling programme with Employment Strategy partners, businesses and business networks	Chris Holme (D&R)	30/06/2011	Completed	100%	Completed
Commission a vacancy referral agreement with the business sector for a minimum of 100 jobs	Chris Holme (D&R)	30/09/2011	Completed	100%	New employer relations are now coming on stream including JP Morgan and City Airport.

A Prosperous Community					
Priority 3.3: Improving educational aspiration and attainment					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(39) Build and maintain effective relationships with all education providers in the borough to ensure high standards for all children and young people	Anne Canning (CSF)	31/01/2012	Delayed	90%	Meeting and relationship-building between the local authority and new free schools are ongoing, and we are also working with schools converting to academy status. All milestones complete with the exception of one which is being carried over into 2012/13.
Milestone	Lead Officer	Deadline	Status	%	Comments
Establish network groups (eg PLT, PLLA, H06), between schools to share best practice	Anne Canning (CSF)	30/09/2011	Completed	100%	Network groups eg HO6 established and running as planned. Others eg PLLA completed and outcomes published by DfE.
Establish partnership protocols and procedures between LA, schools and other providers	Anne Canning (CSF)	31/01/2012	Delayed	75%	This is being developed for a new deadline of September 2012 - this action is being carried over to the 2012/13 Strategic Plan.
Continue to monitor progress of vulnerable groups and satisfactory schools / settings	Anne Canning (CSF)	31/01/2012	Completed	100%	Attainment of vulnerable groups continues to be monitored through DMT performance indicators.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(40) Commission support and challenge where there is identified need through school self-evaluation or Ofstead findings	Anne Canning (CSF)	31/03/2012	Completed	100%	All milestones complete.
Milestone	Lead Officer	Deadline	Status	%	Comments
Identify need for support and agree priority areas and work with schools to broker / commission support	Anne Canning (CSF)	30/04/2011	Completed	100%	Completed
Establish who are key providers and support networks	Anne Canning (CSF)	31/12/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(41) Consolidate the offer of positive activities available outside schools hours, retaining those with most impact and increase coordination between providers.	Mary Durkin (CSF)	31/03/2012	Completed	100%	A consolidated PAYP programme has been developed for 2012/13 and will be rolled out from April 2012.
Milestone	Lead Officer	Deadline	Status	%	Comments
Positive activities to be finalised for annual programme	Mary Durkin (CSF)	31/05/2011	Completed	100%	A brochure outlining PAYP activities for each holiday period has been developed and distributed to schools and other referral sources.
Use integrated data system to increase coordination between providers	Mary Durkin (CSF)	31/03/2012	Completed	100%	All providers are trained to use the IYSS MIS database to capture information on Positive Activities.
Embed learning from Safe Place to Be programme ensuring school and community based after school provision is well coordinated and accessible to vulnerable young people	Mary Durkin (CSF)	31/03/2011	Completed	100%	The Safe Place to Be programme still operates provision in secondary schools until 5pm and is available to vulnerable young people. The Extended Services Team conducts regular audits of provision.
Sustain the number of play opportunities delivered outside of school hours, in schools and community play spaces	Mary Durkin (CSF)	31/03/2012	Completed	100%	A quality play offer is delivered through the school's childcare provision at 9 sites.

Activity	Lead Officer	Deadline	Status	% Comp	Comments
(42) Increase targeted provision from early years settings and respond to the Frank Field and Graham Allen Reviews	Anne Canning (CSF)	31/03/2012	Completed	100%	Children's Centres restructure increased targeted support for families. Work is underway to respond to Frank Field and Graham Allen reviews. All this is also supported by the tools and guidance provided to practitioners through the Family Wellbeing Model. With the exception of one milestone which is slightly delayed all others are complete.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop a clearer protocol for identifying and working with borderline cases, using the model of assertive family outreach engaging both the child and the wider family	Anne Canning (CSF)	31/12/2011	Completed	100%	The Family Wellbeing Model provides this protocol and guidance for practitioners working with borderline cases.
Use local data and get a better understanding of the most vulnerable families' needs and develop appropriate support packages	Anne Canning (CSF)	31/12/2011	Completed	100%	This is underway as part of the impact assessment of the Children's Centres restructure, to be completed for April 2012.
Provide training and guidance for children's workforce in Early Years to ensure a focus on early intervention with a specific focus on children's social and emotional development and early communication	Anne Canning (CSF)	31/03/2012	Completed	100%	The training is still underway and is due to be completed by the end of the summer term 2012. The training is also being recommissioned for the next academic year as well.
Track impact of developments by creating a project steering team from the children's workforce, across all agencies	Anne Canning (CSF)	31/01/2012	Completed	100%	A project Steering Group has been set up for the Two Year Trials. There is also a steering group for children's workforce development in the early years. Targeted provision from children's centres is also being monitored by the Family Wellbeing Commissioning and Delivery Group.

A Prosperous Community					
Priority 3.4: Fostering enterprise and entrepreneurship					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(43) Improve coordination of advice services from the Enterprise Task group members and external agencies to support successful entrepreneurial activity	Chris Holme (D&R)	31/03/2012	Completed	100%	Current list of support services managed through enterprise enquiry desk.
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete and maintain a source document of relevant enterprise support agencies and current initiatives	Chris Holme (D&R)	30/06/2011	Completed	100%	Completed
Report to THP on improvement of cooperation	Chris Holme (D&R)	31/12/2011	Completed	100%	Completed
Draft protocols for improved coordination for consideration by enterprise support agencies	Chris Holme (D&R)	31/03/2012	Completed	100%	Information of enterprise service support available and managed through enterprise enquiry desk.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(44) Support growth sectors in the context of Tower Hamlets as a central London economy	Chris Holme (D&R)	31/03/2012	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Identify growth sectors which are to be the subject of support initiatives under the Enterprise Strategy, and report to Enterprise Task Group	Chris Holme (D&R)	30/09/2011	Completed	100%	Completed
Create development plan for one of the identified growth sectors	Chris Holme (D&R)	31/12/2011	Completed	100%	Completed
Hold at least one event for local business in the growth sector that is the subject of the development plan	Chris Holme (D&R)	31/03/2012	Completed	100%	Completed

Activity	Lead Officer	Deadline	Status	% Comp	Comments
(45) Define boundaries for all of the Borough's town centres to support town centre investment	Owen Whalley (D&R)	28/02/2012	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Define scope of the study area in accordance with recommendations of the Core Strategy / LDF	Owen Whalley (D&R)	31/07/2011	Completed	100%	Completed
Commence boundary assessment work	Owen Whalley (D&R)	31/08/2011	Completed	100%	Completed
Complete and confirm boundaries of the Borough's town centres	Owen Whalley (D&R)	28/02/2012	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(46) Embed procurement policies and procedures which support local businesses, with a focus on SMEs and BMEs	Hugh Sharkey (Resources)	31/03/2012	Delayed	75%	The Council's policies were reviewed. Low value contracts (Under £25,000 for goods / services and up to £125k for works) are to be procured from local businesses. The policies are referred to in the contract documents used in our strategic procurement competitions.
Milestone	Lead Officer	Deadline	Status	%	Comments
Local business opportunities mapped	Hugh Sharkey (Resources)	30/06/2011	Completed	100%	The Procurement team has a working database which records current local businesses and spend. Ongoing activities to promote council business and opportunities include supplier conferences and procurement clinics.
Annual report on progress	Hugh Sharkey (Resources)	31/03/2012	Delayed	50%	The date for the report has been changed to June 2012. An annual report will be finalised setting out progress and achievements for 2011/12.

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A Safe and Cohesive Community					
Priority 4.1: Focusing on crime and anti-social behaviour					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(47) Develop cross cutting violence against women and girls strategy	Andy Bamber (CLC)	30/11/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete consultation and mapping report	Andy Bamber (CLC)	30/04/2011	Completed	100%	Completed
Complete draft strategy	Andy Bamber (CLC)	30/04/2011	Completed	100%	Completed
Draft strategy taken through internal and partnership forums for consultation and sign off /	Andy Bamber (CLC)	30/09/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(48) Produce borough drug strategy	Andy Bamber (CLC)	30/04/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Publish strategy	Andy Bamber (CLC)	31/07/2011	Completed	100%	Completed
Create partnership drug tasking service	Andy Bamber (CLC)	31/05/2011	Completed	100%	Completed
Purchase police officers with section 92 agreement (MCA)	Andy Bamber (CLC)	30/09/2011	Completed	100%	Completed

A Safe and Cohesive Community					
Priority 4.2: Reducing re-offending					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(49) Develop and implement an integrated offender management process and procedure, including dedicated governance and resources	Andy Bamber (CLC)	30/09/2011	Overdue	80%	The Police are leading the integrated offender management initiative in the borough. Following an earlier delay to the IOM activities, which were due to an internal police review and restructuring of strategic and operational priorities, an IOM Model has now been implemented in the Borough through the Police led Offender Management Unit. This initiative will form the basis of a comprehensive IOM Model going forward.
Milestone	Lead Officer	Deadline	Status	%	Comments
Set up board	Andy Bamber (CLC)	30/04/2011	Overdue	50%	See above; the board is due to be finalised imminently by the Police.
Implementation Plan in place	Andy Bamber (CLC)	30/06/2011	Completed	100%	
Work programme agreed	Andy Bamber (CLC)	30/09/2011	Overdue	0%	See above; the work programme will be agreed once the board has been set up.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(50) Implement the Youth Justice Plan and Supporting People Strategy around supporting people coming out of custody	Mary Durkin (CSF)	31/07/2011	Completed	100%	The Supporting People Strategy 2011/16 was finalised in May 2011.
Milestone	Lead Officer	Deadline	Status	%	Comments
Re-draft custodial education information transfer	Mary Durkin (CSF)	31/05/2011	Completed	100%	The custodial education transfer has been refreshed.
Conduct a post-custody accommodation audit	Mary Durkin (CSF)	31/07/2011	Completed	100%	The activity is carried forward by an SLA between YOT & Housing Options, Housing Officers will assess young offenders at risk of homelessness prior to discharge. The YOT is also feeding into the review of Housing Option's YP Accommodation Strategy.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(51) Mainstream triage work with young first time offenders to maintain the current low levels of entrants into youth justice system	Mary Durkin (CSF)	30/04/2011	N/A	N/A	Due to funding restrictions, mainstreaming of triage work with young offenders did not take place in 2011/12; the YOT used existing resources/services to maintain/lower entry into the youth justice system. Funding has been secured for 2012/13 and will allow this activity to resume.
Milestone	Lead Officer	Deadline	Status	%	Comments
Re-prioritise within the base budget to secure this work	Mary Durkin (CSF)	30/04/2011	N/A	N/A	As above
Work with the police and community safety to find alternative funding for the After School Patrols	Mary Durkin (CSF)	30/04/2011	N/A	N/A	After School Patrols ended in March 2011, no alternative funding has been identified to re-start the service.

A Safe and Cohesive Community					
Priority 4.3: Reducing fear of crime					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(52) Implement the year 1 Community Safety Plan	Andy Bamber (CLC)	30/06/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Set up working group	Andy Bamber (CLC)	30/04/2011	Completed	100%	Completed
Deliver work plan	Andy Bamber (CLC)	30/06/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(53) Develop a new 3 year Crime Reduction Strategy and Action Plan and 1 year plan to operate from April 2012	Andy Bamber (CLC)	30/04/2012	Completed	100%	The CRS and Annual Plan has been approved by Cabinet and will be presented to Full Council in May. A new 3-5 year Crime Strategy will be developed in the forthcoming year.
Milestone	Lead Officer	Deadline	Status	%	Comments
Leadership development and pre-draft consultation activities completed	Andy Bamber (CLC)	30/09/2011	Completed	100%	Completed
Strategy review completed	Andy Bamber (CLC)	30/11/2011	Completed	100%	Completed
Draft CRS completed	Andy Bamber (CLC)	31/12/2011	Completed	100%	Completed
CRS and Annual Plan approved	Andy Bamber (CLC)	31/04/2012	Completed	100%	See above.

A Safe and Cohesive Community					
Priority 4.4: Fostering greater community cohesion					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(54) Implement the Community Cohesion Framework, which will provide a clearer strategy for our high level commitment to turn cohesion into policy and practice	Michael Keating (CE)	31/03/2012	Delayed	75%	The Community Cohesion Framework was completed in March 2012. A report will be considered at the next meeting of the Partnership Executive.
Milestone	Lead Officer	Deadline	Status	%	Comments
Launch the Community Cohesion Framework (May 2011)	Michael Keating (CE)	31/05/2011	Completed	100%	Completed
Report on implementation to Partnership Executive (March 2012)	Michael Keating (CE)	31/03/2012	Delayed	50%	As above
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(55) Refresh the Council's community leadership role to build on the Council's vibrant local democracy	Shazia Hussain (CLC)	31/03/2012	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Neighbourhood Agreement agreed between residents and service providers (April 2011) and rolled out with a 1 year performance framework established	Shazia Hussain (CLC)	31/03/2012	Completed	100%	Completed
Outline for Community Champions programme for CLC services scoped	Shazia Hussain (CLC)	31/07/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(56) Achieve a sustainable future for the Mela	Heather Bonfield (CLC)	31/12/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Determine Mela delivery options for 2012 onwards	Heather Bonfield (CLC)	30/09/2011	Completed	100%	Completed
Development of the cultural programme, as part of the live site offer, taking account of equalities strands	Heather Bonfield (CLC)	31/12/2011	Completed	100%	Completed

A Safe and Cohesive Community					
Priority 4.5: Tackling violent extremism					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(57) Build on what have we learnt about the risk of violent extremism in Tower Hamlets and what works in reducing vulnerability of individuals and increasing community resilience	Michael Keating (CE)	31/05/2011	Completed	100%	Evaluation of our local work demonstrated how the strength of our partnership and engagement with the local community helped to deliver our Prevent Strategy.
Milestone	Lead Officer	Deadline	Status	%	Comments
Report on outcome of PVE peer evaluation to Safe and Cohesive Community Plan Delivery Group	Michael Keating (CE)	31/05/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(58) Consider the changing national policy and reflect on how to position our own local approach in this context	Michael Keating (CE)	30/06/2011	Completed	100%	We shall use the evaluation of our work 2007/11 to articulate our local response to the new national agenda.
Milestone	Lead Officer	Deadline	Status	%	Comments
Hold a series of community events to explore our local approach to PVE	Michael Keating (CE)	30/06/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(59) Consider how work to prevent violent extremism can best be delivered in the context of the drive towards greater efficiency and leaner more flexible service delivery	Michael Keating (CE)	31/05/2011	Delayed	90%	The National Strategy was delayed and details of funding for local authorities have not yet been released by the Home Office. A draft delivery plan was produced in September and awaits confirmation of funding.
Milestone	Lead Officer	Deadline	Status	%	Comments
Refreshed PVE action plan to be agreed by Cabinet (May 2011)	Michael Keating (CE)	31/05/2011	Delayed	90%	As above

A Healthy and Supportive Community					
Priority 5.1: Preventing people from dying prematurely					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(60) Prepare for the transition of public health responsibilities to the Local Authority	Deborah Cohen (AHWB)	31/03/2012	Completed	100%	Whilst work on this activity continues to effectively prepare for the Public Health Transition, the milestones below are complete. Ensuring that NHS reforms are implemented effectively locally remains a strategic activity for 2012/13. The work has been progressing through a Public Health Transition team with membership of health and social care. The deadline for NHS assurance
Milestone	Lead Officer	Deadline	Status	%	Comments
Produce an initial transition plan	Deborah Cohen (AHWB)	30/06/2011	Completed	100%	An initial plan has been developed but implementation will not proceed until the national guidance on the Public Health transfer is launched. The national deadline for Public Health transfer is April 2013.
Agree terms of reference and membership for the Tower Hamlets Health & Wellbeing Board	Deborah Cohen (AHWB)	30/12/2011	Completed	100%	This is complete and the Shadow Tower Hamlets Health and Wellbeing Board has met 3 times.
Shadow Health and Wellbeing Board in place	Deborah Cohen (AHWB)	31/03/2012	Completed	100%	This is complete and the Shadow Tower Hamlets Health and Wellbeing Board has met 3 times.
Develop approach to, and priorities for, Public Health Commissioning for 2012/13	Deborah Cohen (AHWB)	31/03/2012	Completed	100%	Presentation to the March Health and Wellbeing Board on progress to date. As a result of a delay to Department of Health figures on funding, commissioning for 2012/13 will be steady state.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(61) Develop strong partnership working with the new GP consortia	Deborah Cohen (AHWB)	31/03/2012	Delayed	90%	The TH CCG (Clinical Commissioning Group of GPs led by Dr Sam Everington) is a full member of the Health and Wellbeing Board and the LA has a place on the CCG. During last 6 months a number of joint / cross over items taken through the Council and CCG Board (eg. Dementia, input to Dom Care specs etc).
Milestone	Lead Officer	Deadline	Status	%	Comments
Evaluate initial options for joint working with GPs on commissioning support arrangements	Deborah Cohen (AHWB)	30/09/2011	Completed	100%	Initial options have been considered and we are moving in partnership to the next stage.
Define shared priorities for Joint Strategic Needs Assessment with public health and GPs	Deborah Cohen (AHWB)	31/12/2011	Delayed	75%	This is in progress. The Health and Wellbeing Board has established a sub group to oversee this work.
Agree with GP consortium the priorities for integrated commissioning	Deborah Cohen (AHWB)	31/03/2012	Completed	100%	Quick start priorities have been agreed which includes work on integrated care pathways for older people. Work has started to define the programme. This work continues to a Strategic Action into the 2012-13 Strategic Plan (Ensure effective partnership working across health and social care).

A Healthy and Supportive Community					
Priority 5.2: Helping people to live healthier lives					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(62) Work with health providers to develop and consolidate our health offer to schools	Mary Durkin (CSF)	31/03/2012	Completed	100%	All milestones complete.
Milestone	Lead Officer	Deadline	Status	%	Comments
Embed the secondary drop-in programme	Mary Durkin (CSF)	30/09/2011	Completed	100%	This milestone is complete.
Continue with the Healthy Schools Programme. Training, support and guidance to schools around PSHE, Healthy Eating, Sex Education, Drug Education and Emotional Health and Well Begin to continue through the Healthy Lives team	Mary Durkin (CSF)	31/03/2012	Completed	100%	We have continued to build on the ASPIRE programme, targeting intervention early on with vulnerable young people. We have developed further links with secondary schools and youth clubs and continuing to promote the programme to key professionals. The peer education programme has been developed, combining the sexual health and smoking programme into one SLA. The programme includes baseline and follow-up measurement.
Centralised training will be delivered in all of the above areas. Sixty nine teachers to be trained in delivery of sex and relationships education	Mary Durkin (CSF)	31/07/2011	Completed	100%	143 teachers (78 between April/March 2010) have been trained to deliver high quality SRE. 4290 pupils (approximately) have received high quality SRE. Funding has been established to provide training for a second cohort of teachers in 2012, through the Christopher Winters project. 57 teachers currently signed up to the project in 2012
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(63) Mainstream the Healthy Borough Programme into the Council's core activities	Keith Williams (AHWB)	31/03/2012	Completed	100%	The work of the Healthy Borough programme has been mainstreamed within the Council. The transition of Public Health into the Council and the development of the Health and Wellbeing Strategy in the next financial year will provide further opportunity to make sure that the Council and the Partnership is working effectively together to improve the health of those living in Tower Hamlets.

Milestone	Lead Officer	Deadline	Status	%	Comments
Produce a final overview report on the achievements, impacts and key learning points from the Healthy Borough Programme with recommendations for future actions	Keith Williams (AHWB)	30/06/2011	Completed	100%	This report has been drafted and circulated.
Maintain the work of the Healthy Schools Programme. The Healthy Lives Team to deliver a range of healthy lifestyle programmes that lead to greater understanding and change the eating and physical activity habits of pupils, staff and parents, workshops / sessions on: healthy packed lunches, healthy eating and physical activity, breakfast clubs, developing the school lunch time experience	Mary Durkin (CSF)	31/03/2012	Completed	100%	Range of interventions and training have all been delivered. All milestones and targets have been met. Work with schools around health and wellbeing is ongoing and will carry on.
Providing schools with support to develop healthy eating and physical activity policies: - centralised training to be delivered - Summer term 2011 - healthy packed lunch workshop	Mary Durkin (CSF)	31/08/2011	Completed	100%	3 healthy packed lunch workshops have now been delivered for parents, pupils and school staff. Centralised food policy training delivered in Autumn 2011.
Providing schools with support to develop healthy eating and physical activity policies: - centralised training to be delivered - Autumn 2011 - healthy eating and physical activity sessions	Mary Durkin (CSF)	31/12/2011	Completed	100%	Sessions have included Healthy Lives Champions training, training around healthy eating and physical activity, healthy schools co-ordinators meeting, a healthy packed lunch workshop and school tuck shop training for primary and secondary schools. Policy development training has been delivered.
Providing schools with support to develop healthy eating and physical activity policies: - centralised training to be delivered - Spring term 2012 - breakfast club workshop, whole school food policy development session and physical activity policy development session	Mary Durkin (CSF)	31/03/2012	Completed	100%	Policy training session has been delivered. Breakfast club training has been delivered to primary and secondary schools in January 2012. Whole school food policy development and physical activity policy development sessions have been delivered in primary schools.
Completion of Tower Hamlets Healthy Spatial Planning project	Michael Bell (D&R)	31/05/2011	Completed	100%	
Inclusion of policies within the draft LDF development management development plan document (DPD) to address over concentration of un healthy uses and to promote the development of the Tower Hamlets Green Grid	Michael Bell (D&R)	30/11/2011	Completed	100%	
Opening of the Barclays bike hire scheme in Tower Hamlets	Owen Whalley (D&R & CLC)	31/03/2012	Completed	100%	TfL Cycle Hire Scheme Eastern Extension opened on 08-03-12 by Mayor of London, TfL & LBTH.
Lifelong Learning Service to work with a range of schools to deliver a family learning programme including fitness and healthy eating - 3 programmes	Heather Bonfield (CLC)	31/03/2012	N/A	N/A	This milestone is no longer relevant. The forum structure was not fit for purpose and is therefore currently being reviewed and restructured.
Transportation & Highways Restructure implemented	Jamie Blake (CLC)	01/04/2011	Completed	100%	Milestone completed

A Healthy and Supportive Community					
Priority 5.3: Enabling people to live independently					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(64) Drive forward the transformation of Adult Social Care with a particular focus on - - shifting resources into preventative services, including reablement; - developing the external market of support options; - continuing the roll out of personal budgets for those with longer-term needs	Stephen Cody (AHWB)	31/03/2011	Overdue	80%	Embedding the principles of transforming adult social care remain a priority. There have been achievements made including the Supporting People Framework and excellent progress with the Learning Disability Community Hub.
Milestone	Lead Officer	Deadline	Status	%	Comments
Publish market position statement	Deborah Cohen (AHWB)	31/07/2011	Delayed	85%	A draft is completed but is pending approval.
First Community Hub at Bell Lane opened	Deborah Cohen (AHWB)	31/10/2011	Completed	100%	Bell Lane is now operational. Excellent service model in place to lead the way for employment, social enterprise and day opportunity initiatives for adults with a learning disability. Detailed consultation and planning work undertaken with service users and carers on design and service elements.
Joint plan developed with NHS for the spend of carers grant	Deborah Cohen (AHWB)	31/10/2011	Delayed	75%	This has been delayed. The Carers Plan which outlines the priorities for the Carers Budget is scheduled for Cabinet in June 2012.
New LD day opportunity services procured under a framework agreement ready for call offs from 1st April 2012	Deborah Cohen (AHWB)	28/02/2012	N/A	N/A	The original milestone is no longer relevant. Cabinet agreed in February 2012 to extend contracts for up to a year to March 2013 and apply a new procurement approach; based on a preferred supplier list route for community hubs and block contracts for High Needs, Employment and Autism services. The new timetable for having services in place is provisionally November 2012.
New framework agreement in place for commissioning supporting people services	Deborah Cohen (AHWB)	28/02/2012	Completed	100%	Complete
New contracts in place for Information, Advice and Advocacy services	Deborah Cohen (AHWB)	31/03/2012	Overdue	40%	It was agreed that the new IAA services would be procured as a consortium. Procurement is now involved, a procurement timetable has been developed with procurement to start in August and new services to be in place by 1st April 2013. There are no savings targets attached to this piece of work.

A Healthy and Supportive Community					
Priority 5.4: Providing excellent primary and community care					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(65) Develop an agreed integrated pathway for hospital discharge and hospital admission prevention	Stephen Cody (AHWB)	31/03/2012	Overdue	50%	Ongoing. This work is being re-scoped. The Community Virtual Ward is being rolled out and the Social Care Customer Journey continues to evolve. This work will explicitly be picked up in the Customer Journey stock take scheduled for May 2012. The work on integrating Health and Social Care is also being taken forward as part of the Health and Wellbeing Board and working with the Clinical Commissioning Group.
Milestone	Lead Officer	Deadline	Status	%	Comments
Jointly complete and evaluate the ward in the community model with health colleagues	Katharine Marks (AHWB)	31/12/2011	Completed	100%	The pilot evaluation is complete. Planning for the monitoring of Community Virtual Ward outcomes as the model rolls out is underway.
Integrated reablement and rehabilitation pathway in place	Katharine Marks (AHWB)	31/03/2012	Overdue	50%	Ongoing. This work is being re-scoped. The Community Virtual Ward is being rolled out and the Social Care Customer Journey continues to evolve. This work will explicitly be picked up in the Customer Journey stock take scheduled for May 2012. The work on integrating Health and Social Care is also being taken forward as part of the Health and Wellbeing Board and working with the Clinical Commissioning Group.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(66) Implement the Family Wellbeing Model, creating a clear offer of services to families and developing targeted services	Steve Liddicott (CSF)	31/03/2012	Delayed	75%	An action plan to implement the FWM has been progressed and overseen by the FWM Steering Group. The action plan for 2011/12 is complete, and future work to embed the model will be actioned through the new Children and Families Plan 2012/15. One of the milestones has been delayed to 2012/13.
Milestone	Lead Officer	Deadline	Status	%	Comments
Execute the FWB Model project plan to ensure full implementation of the model	Steve Liddicott (CSF)	31/03/2012	Completed	100%	An action plan to implement the FWM has been progressed and overseen by the FWM Steering Group. The action plan for 2011/12 is complete, and future work to embed the model will be actioned through the new Children and Families Plan 2012/15.
Develop a new Parenting and Family Support Strategy	Steve Liddicott (CSF)	30/09/2011	Delayed	50%	This work was put on hold during various restructures, and also to give some time to analyse emerging national Government policy on parenting and family support. A partnership approach for family and parenting support is being developed as a key part of the new plan for children and families (replacing the Children and Young People's Plan) for 2012 onwards.

Activity	Lead Officer	Deadline	Status	% Comp	Comments
(67) Develop a new Parenting Strategy to consolidate our services and ensure access to support for parents	Mary Durkin (CSF)	31/03/2012	Overdue	50%	This work was put on hold during various restructures, and also to give some time to analyse emerging national Government policy on parenting and family support. A partnership approach for family and parenting support is being developed as a key part of the new plan for children and families (replacing the Children and Young People's Plan) for 2012 onwards.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop family and parenting strategy	Mary Durkin (CSF)	30/04/2011	Overdue	50%	As above
Strategy in place	Mary Durkin (CSF)	30/09/2011	Overdue	50%	As above
Lifelong Learning Service to work with a range of schools to deliver a family learning programme - 3 programmes (CLC)	Mary Durkin (CSF)	31/03/2012	Completed	100%	A range of targeted outreach-based Wider Family Learning courses for local people from different backgrounds, faiths and communities have been organised. The aim of the Family Learning Programme is to support local adults to gain an introduction to learning and help them to increase their confidence and skills. In some instances, these courses have led to the partners purchasing ASL courses to support learner progression.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(68) Review and update quality assurance framework for adult safeguarding with partner agencies	Katharine Marks (AHWB)	31/12/2011	Completed	100%	This activity is complete
Milestone	Lead Officer	Deadline	Status	%	Comments
Agreement on performance and outcome measures agreed by Safeguarding Adults Board	Katharine Marks (AHWB)	30/09/2011	Completed	100%	This is complete
Quality assurance framework updated	Katharine Marks (AHWB)	31/10/2011	Completed	100%	This is complete
Updated QAF implemented	Katharine Marks (AHWB)	31/12/2011	Completed	100%	This is completed, the process for monitoring partner agencies progress is in place through multi agency case reviews.

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Agenda Item 9.2

Committee	Date	Classification	Report No.	Agenda Item No.
Overview and Scrutiny Committee		Unrestricted		9.2
Report of:		Title:		
Service Head, Strategy & Performance / One Tower Hamlets		Reviewing the impact of the Children's Centres restructure - Report of the Scrutiny Working Group		
Originating Officer(s):		Ward(s) affected: All		
Vicky Allen, Strategy, Policy & Performance Officer				

1. Summary

- 1.1 This report submits the report and recommendations of the review on reviewing the impact of children's centres restructure Working Group for consideration by the Overview and Scrutiny Committee.

2. Recommendations

It is recommended that Overview and Scrutiny Committee:

- 2.1 Agree the draft report and the recommendations contained in it.
- 2.2 Authorise the Service Head for Strategy & Performance to amend the draft report before submission to Cabinet, after consultation with the scrutiny review group.

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

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

Background paper	Name and telephone number of and address where open to inspection
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None

N/A

3. Background

3.1 The Working Group was established in February 2012 to review 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. 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).

3.3 The report with recommendations is attached at Appendix A.

3.4 Once agreed, the Working Groups report will be submitted to Cabinet for a response to the recommendations.

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

4.1 The Council is required by section 21 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.

4.2 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.

- 4.3 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.
- 4.4 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.
- 4.5 Any disclosure of information 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.

5. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 5.1 This report describes the analysis and recommendations of the Working Group's review of the impact of the restructure of children's centres.
- 5.2 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.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 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.

7. **SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

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

8. **RISK MANAGEMENT IMPLICATIONS**

8.1 There are no direct risk management implications arising from the report or recommendations.

9. **CRIME AND DISORDER REDUCTION IMPLICATIONS**

9.1 There are no direct crime and disorder reduction implications arising from the report or recommendations.

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
- 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.

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.

Committee Overview and Scrutiny Committee	Date 19 th June 2012	Classification Unrestricted	Report No.	Agenda Item No. 9.3
Report of: Assistant Chief Executive		Title: Overview and Scrutiny Recommendation Tracking Report: Update		
Originating Officer(s): Robert Driver, Strategy Policy and Performance Officer, One Tower Hamlet, Chief Executive's		Ward(s) affected: All		

1. SUMMARY

- 1.1 This report provides an update on implementing the recommendations of the Overview and Scrutiny Committee.

2. RECOMMENDATIONS

- 2.1 Overview and Scrutiny Committee is asked to note the progress in implementing its recommendations.

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

LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT	
Background paper	Name and telephone number of and address where open to inspection
None	n/a

3. INTRODUCTION

- 3.1 As part of its work programme, Overview and Scrutiny Committee (OSC) receives a regular report to monitor progress in implementing the recommendations made by the committee. This report updates OSC on all reviews and action plans produced since 2008/9. It also enables OSC to identify areas or issues which they may want to revisit as part of their current or future work programme.
- 3.2 The tracking report shows that services have already, or are in the process of, implementing the majority of the recommendations made by OSC. The report also demonstrates that action plans have influenced key strategies and campaigns in a number of ways including actions being mainstreamed into ongoing service development through to specific initiatives.
- 3.3 However, since most of these recommendations were made there has been significant national policy change and a huge reduction in funding available to the local authority and its partners. This report reflects these changes and how they have impacted on implementing OSC's recommendations.
- 3.4 The report is organised according to Community Plan themes. For each report the date, working group Chair and current scrutiny lead is given.

4. A GREAT PLACE TO LIVE

Review: AFFORDABLE HOME OWNERSHIP	
Chair of working group	Cllr Waiseul Islam
Date of original recommendations	2 December 2009
Current Scrutiny Lead	Cllr Sirajul Islam (D&R)

- 4.1 This review was established to consider the challenges residents face in accessing affordable housing and how the Council and partners can come together to overcome these.
- 4.2 Of the six recommendations, two have been fully implemented and two superseded by Government policy contained in the Localism Act, namely the introduction of affordable rents and changes to tenure which along with reductions in funding have meant that recommendations in relation to Discount Market Sales models and negotiating on intermediate rents have not been met. However, good progress is being made in developing a local response to changes in housing policy. New affordable rent levels have been developed and these have been agreed by Tower Hamlets Housing Forum landlords, promoting access to affordable homes for local residents.
- 4.3 Finally, all new affordable homes will be required to have separate kitchen and living space in response to feedback from residents.

Review: PRIVATE RENTED SECTOR	
Chair of working group	Cllr Alex Heslop
Date of original recommendations	2 December 2009
Current Scrutiny Lead	Cllr Sirajul Islam (D&R)

- 4.4 This review looked to identify gaps and issues that exist within the private rented sector in Tower Hamlets and recommend potential initiatives which would improve service delivery. It also considered systems, procedures and initiatives which are currently in place to support landlords and tenants within the sector.
- 4.5 Of the 14 recommendations of the review, seven have been fully implemented. A number of the recommendations have been overtaken by policy changes. For example, changes in statutory homeless duty and the general economic downturn have made the sector more expensive. In addition, the Government's decision to abandon the Rugg Review recommendations on regulating the sector has had a profound influence on matters where the review might otherwise have investigated, although the Housing Options Service is keen to see a Local Accreditation Scheme developed.
- 4.6 The greatest success of the review has been the appreciation that the private sector is a key resource in the borough and that it should receive more attention. This will be addressed through a new Private Sector Housing Statement to be completed by October 2012, informed by a full stock condition survey. Good progress is also being made in the development of a Local Letting Agency in order to increase the supply of private rented accommodation to people in housing need, including those who are homeless and at risk of homelessness.

Review: PUBLIC PERCEPTIONS OF PARKING	
Chair of working group	Cllr. Zenith Rahman
Date of original recommendations	October 2011
Current Scrutiny Lead	Cllr Judith Gardiner (CLC)

- 4.7 Of the 15 recommendations, 12 have been fully implemented. The three which are outstanding relate to the consultation and parking seminar. These recommendations are partly complete - the seminar is currently being arranged and the consultation will be undertaken in June 2012. The review contributed to a number of improvements, including emphasising the need to prioritise residents.
- 4.8 The focus on communications has been important and there have been a number of recommendations which have contributed to this. The service has improved its communications - proactively utilising different channels including the website and the Citizen's Parking Charter. This has included communicating the introduction of the B4 parking control zone.

5. A SAFE AND COHESIVE COMMUNITY

Review: EARLY INTERVENTION, CHILD PROTECTION	
Chair of working group	Cllr Bill Turner
Date of original recommendations	2 December 2009
Current Scrutiny Lead	Cllr Amy Whitelock (CSF)

- 5.1 This review was established to examine the council's existing early intervention services in relation to child protection and explore the case for extending services from a value for money and customer service perspective.
- 5.2 Of the thirteen recommendations, nine have been fully implemented. The remaining 4 recommendations are largely implemented but curtailed due to other events. A number of the recommendations have been significantly affected by reduced budgets or restructuring. These are recommendations four, five, seven, eight and ten.
- 5.3 Recommendation four was affected due to a Domestic Violence post and overall reduction of the Domestic Violence team impacting on the conclusion of the Domestic Violence Services Mapping Exercise. This will be re-addressed by the Local Safeguarding Children Board (LSCB) Children and Domestic Violence sub-group to ensure this is completed.
- 5.4 Recommendations five and seven have been impacted due to a 50% funding reduction for the CHAMP service, reduced by the PCT for 2011/12. However, the shortfall has been met by Children's Social Care (CSC) utilising the Social Work Improvement Fund to ensure children's needs continue to be supported. Also, joint protocol between CSC and Adult Mental Health has been revised by the LSCB but dissemination is on hold until clarity of the overall Adult Mental Health Service restructure is known.
- 5.5 Recommendation eight has been impacted due to the withdrawal of the Working Neighbourhood Fund. Furthermore, the withdrawal of Government grant funding for the Family Intervention Programme has stalled the ongoing MPACT delivery in the borough. Staff time has been re-focused to funding search whilst demand for family work with drug users and their children/extended family remains. The Hidden Harm Coordinator's hours have been reduced from full to part-time.
- 5.6 Recommendation ten has been impacted following budget review and restricting, CSC no longer provides the Extended Schools Service which is now the responsibility of individual schools. However, implementation of the Family Wellbeing Model includes school establishments who act as one of the main referral pathway points.
- 5.7 The Early Intervention, Child Protection review has made significant progress in all areas. External factors, in particular, funding cuts or restructuring has had an impact on the time taken to implement some of the plans but not on its viability. In some cases, follow on developments have been implemented as a result of successful engagement and good working practices and partnerships.

Review: DANGEROUS DOGS Challenge Session	
Chair of working group	Cllr Bill Turner
Date of original recommendations	2 December 2009
Current Scrutiny Lead	Cllr Judith Gardiner (CLC)

- 5.8 This challenge session was an opportunity for Members and residents to hear about work undertaken locally and regionally on tackling dangerous dogs. This was also an opportunity for residents to highlight their main concerns.
- 5.9 All of the recommendations made have been completed. However, following the implementation of the recommendations dedicated external funding was terminated,

in March 2011, and the service's workforce was reduced. Although this made work more challenging, the service's mitigated for this setback through partnership working.

- 5.10 A great success of the review resulted from Recommendation 5. A partnership was established which enables all stakeholders to share information, identify issues and develop a way forward. The service works closely with the Safer Neighbourhood Teams and the Status Dog Unit in particular. A further success was greater information sharing with the community through a number of successful events on responsible pet ownership (Recommendation 2).

Review: ANTI-BULLYING CHALLENGE SESSION	
Chair of working group	Cllr Denise Jones
Date of original recommendations	6 April 2010
Current Scrutiny Lead	Cllr Amy Whitelock (CSF)

- 5.11 This challenge session was to consider bullying related issues at schools and to examine the effectiveness of the borough's anti-bullying initiatives.
- 5.12 The fluid staffing situation from late 2010 and staff's focus on dealing with issues connected with service restructuring had some impact on meeting the review's recommendations. There was some difficulty in ensuring continuity of contact with organisations and sustaining a multi-agency approach in both developing policy and sharing practice. This particularly affected Recommendation 2, as changes to staffing in youth services have meant it has not been practical to work with youth clubs on cyber bullying.
- 5.13 There is a very significant overlap between the review's recommendations and the main priorities of the anti-bullying strand of the Stay Safe theme in the CYPP. As a result these activities are monitored in the Behaviour Team's ongoing review process and there is quarterly reporting to the CYPP.
- 5.14 Of the six recommendations, four have been fully implemented, and two have been partly implemented. Many successes have come out of the recommendations including 'Support schools to respond to homophobia'. This has been demonstrated by Tower Hamlets being ranked 3rd in London and 11th nationally in Stonewall's Education Champions programme. Overall, the review contributed significantly to ensuring that work to reduce bullying in local schools was widely seen as integral to ensuring that children have a positive educational experience free from fear and harassment.
- 5.15 The review was an effective support to this area of work that was already being undertaken. It endorsed the priorities that had already been identified and pointed to areas in need of enhancement.

Review: SAFEGUARDING ADULTS AT RISK	
Chair of working group	Cllr. Lesley Pavitt
Date of original recommendations	March 2011
Current Scrutiny Lead	Cllr. Rachael Saunders (AHWB)

- 5.16 The aim of this Scrutiny Review was to consider the partnership's approach to safeguarding adults at risk. As this was a broad area, the review concentrated on a

few key areas which included: access to services, financial abuse, commissioning and partnership working.

- 5.17 Of the seven recommendations, four have been fully implemented. The remaining three recommendations have been partially implemented, and the Safeguarding Adults at Risk Board continues to ensure that these will be completed in a timely manner.
- 5.18 A key success of this review has been to target and involve hard-to-reach groups. This was achieved by ensuring that engagement mechanisms were built into our Service User and Carer Involvement Strategy. A series of consultations were held with a wide range of diverse communities about the Transforming Adult Social Care agenda delivering services in a new way. This provided an opportunity to raise awareness about the availability of the borough's safeguarding services.
- 5.19 In addition to raising awareness through face to face discussions, a targeted social care publicity campaign was undertaken in autumn 2011. New publications were made available which included more information about the safeguarding processes implemented within the directorate's new first contact team (First Response).
- 5.20 The scrutiny review recommendations also provided an opportunity for the directorate to review and update its list of customer forums, undertake outreach work with housebound people, and send out surveys in different languages; as well as working more closely with THINK (Tower Hamlets Involvement Network).
- 5.21 One of the scrutiny review's challenging recommendations also led to analysis being undertaken to compare and identify gaps within the equalities profiles of residents referred for safeguarding action. The focus of this report included identifying the percentage of people from hard- to-reach groups who were currently reported for safeguarding, particularly BME groups, people with mental health needs, physical and learning disabilities. The report was recently submitted for discussion at the Safeguarding Adults Board (SAB) which led to proposed action through further scrutiny within the SAB Performance and Quality Assurance Monitoring Sub-Group.
- 5.22 One of review's recommendations had proposed an investigation into the feasibility of a free phone helpline that would serve as an independent point of contact for safeguarding referrals. Research showed that no other UK local authorities currently provide a free phone line separate to their usual referral number.

Review: YOUTH OFFENDERS: SUPPORTING VULNERABLE YOUNG PEOPLE	
Chair of working group	Cllr Denise Jones
Date of original recommendations	8 September 2010
Current Scrutiny Lead	Cllr Amy Whitelock (CSF)

- 5.23 This review examined the causes of youth crime, looking at what interventions are already in place to combat youth crime and what further work the Partnership could do to reduce youth crime and lower youth re-offending rates. Of the seventeen recommendations, fourteen have been fully implemented. However, a number of challenges have arisen due to recent resource reductions. Our ability to benchmark against top performing innovative national and international offending services is curtailed by our financial position. Our Early Intervention and Prevention service is under threat due to grant cuts. No funding is identified beyond March 2012.

- 5.24 It is with regret that the review did not influence the health agenda for young offenders. Youth Offending Services in other boroughs have more enhanced health resources provided by health partners.
- 5.25 The review raised awareness of the existing need to create education, work and housing opportunities for young offenders and this was one of the most successful outcomes of the review. It also encouraged the Youth Offending Service to become more joined up with other council services.

Review: TOWER HAMLETS ENFORCEMENT OFFICERS (THEOs) Challenge Session	
Chair of working group	Cllr Lesley Pavitt
Date of original recommendations	8 September 2010
Current Scrutiny Lead	Cllr Judith Gardiner (CLC)

- 5.26 This challenge session aimed to increase Members and residents understanding of the work of the THEOs. Of the eight recommendations, seven have been fully implemented or are ongoing. One of the key successes of the review was in generating greater publicity for the THEOs to a range of stakeholders including residents and external agencies. This raised the profile of the service and fostered greater understanding of the varied role THEOs play in the community.

6. A PROSPEROUS COMMUNITY

Review: PARENTAL ENGAGEMENT IN SECONDARY EDUCATION	
Chair of working group	Cllr Abdul Aziz Sarda
Date of original recommendations	4 November 2009
Current Scrutiny Lead	Cllr Amy Whitelock (CSF)

- 6.1 This review was established to examine the current policy and practices and suggest improvements in supporting and encouraging parental engagement in secondary schools. Of the review's eight recommendations, five have been fully implemented. In addition, two recommendations were implemented, but now reduced budgets and the changing relationship between the council and schools mean that the approach has had to change. These are:
- 6.2 Recommendation 3: This was completed via schools participation in the Transition Programme for Year 7 Parents and through extended Parent Information Point sessions. The council also supported all Transition Borough Days. However, transition support from primary to secondary has been affected by reduced capacity and changing priorities within schools. To help mitigate this, a DVD is being produced for parents in partnership with the Pupil Admissions Team, to support parents through the transition process. The DVD will be available in community languages.
- 6.3 Recommendation five: This was completed through the Building Schools for the Future programme. However some schools have experienced a reduction in staff capacity, reduced parent workshop and course delivery as the council moves to a traded service model. Schools are now exploring new ways to use their spaces for the community, for example through partnership with the voluntary sector, health and wellbeing programmes and community events, which parents should benefit from.

- 6.4 One of the issues identified during the review was supporting parents who are often hard to engage with. As a result of this a parent forum for Somali parents was established at Swanlea School. This is continuing as part of the wider E1 Partnership work which we are supporting through an SLA. In addition to the above success, the review supported cross-partnership working and added value to work in other areas, such as work to reduce the numbers of young people not in education, employment or training (NEET). These initiatives included Passport to Learning, supporting parents take steps towards further learning, volunteering and employment and the launch of Speakeasy SRE course for parents.
- 6.5 The review process highlighted that there is still more work to be done in secondary schools to ensure parents receive the information and practical support they need to support their child's learning. This is particularly crucial at key points of transition such as Years 7, 9 and 11 when parents often find it difficult to engage and contribute to the process.

Review: REDUCING WORKLESSNESS AMONGST YOUNG ADULTS	
Chair of working group	
Date of original recommendations	4 November 2009
Current Scrutiny Lead	Cllr Sirajul Islam (D&R)

- 6.6 This review was established to look at how the council can support young adults in improving their chances of securing employment. Of the seventeen recommendations fifteen have been completed and two are partly complete. A number of recommendations have been affected by directorate restructures, budget reductions and changes in national policy. For example some of the Total Place work to map and organise employment services, and initiatives to support young people into adult unemployment services has been taken over by the Work Programme, launched in June 2011.
- 6.7 An Enterprise Strategy has been developed and work to build capacity in the third sector is ongoing. The Employment Task Group has not met since earlier this year, with its work on hold until new funding streams are identified. A new Employment and Skills Board is to be established.

Review: RAISING PARTICIPATION IN POST-16 LEARNING CHALLENGE SESSION	
Chair of working group	Cllr Rabina Khan
Date of original recommendations	9 November 2010
Current Scrutiny Lead	Cllr Amy Whitelock (CSF)

- 6.8 This challenge session was undertaken to increase understanding of the national and local post-16 participation policies and to develop understanding of barriers to certain 16-18 year olds remaining at education.
- 6.9 Of the six recommendations, four are complete. Service restructures and the disbanding of the HUB Board mean that recommendations five and six have been overtaken by events, although the Employment Task Group has now been re-formed and may take these forward. All restructures and refocusing of resources are aiming to shift resources to where we can provide long-term impact, and we are looking to develop, and use, a stronger evidence-base of what works.

6.10 The main successes of the Review have been:

- Through the East Collaborative, we have started additional post-16 provision at St. Paul's Way Trust School and we have published plans for further sixth form provision in conjunction with three other schools;
- We have developed more than 200 new Apprenticeship opportunities in the last year and three local work-based learning providers have trialled L3 Advanced Apprenticeships;
- Additional specialist provision has been successfully developed for young people with learning difficulties, young offenders and young mothers, starting to close the gap in progression outcomes for these groups of more vulnerable learners; and
- Improved links between Connexions and Job Centre Plus means that the transition has been eased for 18 year olds moving from youth to adult employment services.

6.11 As a result:

- The attainment of young people at Key Stage 4 continues to rise, with our highest ever GCSE results placing the borough well above the national average;
- The number of young people not in education, employment or training continues to fall, with an all-time low of 5.3% of 16-18 year olds in January 2011; and over 500 young residents started Apprenticeships during 2010/11, more than ever before and the fastest growth rate of any London borough.
- Ongoing mentoring is taking place through the Apprenticeship Task Group and Employment Task Group, as well as monitoring of improving post-16 attainment through the Enjoy and Achieve/ Achieve Economic Wellbeing Commissioning and Delivery Group of the Children and Families Partnership.

Review: EMPOWERING SMALL AND MEDIUM SIZED ENTERPRISES	
Chair of working group	Cllr. Rachael Saunders
Date of original recommendations	May 2011
Current Scrutiny Lead	Cllr. Helal Uddin (D&R)

6.12 This review was established to look at how the Council can support small and medium sized businesses to ensure their growth and survival, particularly within the current difficult economic climate.

6.13 Of the twelve recommendations, six have been fully implemented. Good progress has been made on the review's recommendations incorporating many into the new Employment and Enterprise Strategies. The action plan tackles key considerations such as providing business support, improving advice/information, brokerage of relationships and capitalisation on local supply chains/arrangements to encourage a thriving business sector within then current economic climate. The adopted Core Strategy and emerging Development Management DPDs further support business growth in the Borough's planning policy through safeguarding and encouraging the development of space for light industry and opportunities for SMEs and micro businesses.

7. HEALTHY AND SUPPORTIVE

Review: END OF LIFE CARE	
Chair of working group	Cllr Stephanie Eaton
Date of original recommendations	7 April 2010
Current Scrutiny Lead	Cllr Rachael Saunders (AHWB)

- 7.1 The aim of the review was to look at how social care provision of end of life services meets the needs of local people and examine the co-ordination of health and social care at end of life and identify solutions to the barriers faced by local people in accessing end of life care.
- 7.2 Of the review's eleven recommendations all are complete. Although reduced budgets haven't affected the main work of this review both the council and the NHS have been through significant restructures and recommendation lead officers maybe in different posts as a result. With the introduction of the Health and Social Care Act and the emergence of the local Tower Hamlets Shadow Health and Wellbeing Board, end of life care is to be re-examined in context of the integrated pathway for older people.
- 7.3 The ethos of the Delivering Choice Programme around enabling people to have a choice about where to die has been the biggest success of this review. We are seeing a change in the place of death for Tower Hamlets patients which is slow, but steady. In 2004, 17% of people died at home, dropping to 15% in 2008 and increasing to 22% in 2010. There is a corresponding drop in hospital deaths from 71% in 2004 to 63% in 2010 and an increase in deaths in nursing homes (viewed as positive as they historically sent patients to an acute setting when they were dying). Furthermore, the review has facilitated improved fast track procedures for people who are at the end of life (e.g. procedures to approve placements outside of the weekly panel process) to help meet the person's wishes.

Review: REDUCING CHILDHOOD OBESITY	
Chair of working group	Cllr Tim Archer
Date of original recommendations	May 2010
Current Scrutiny Lead	Cllr Amy Whitelock (CSF)

- 7.4 This review investigated the steps that health partners and the council needed to take to reduce childhood obesity. However given the seriousness of the childhood obesity problem in the borough, the challenge of this review was to identify ways in which we can reverse the tide of children eating fast food and accelerate the number of children eating healthy food.
- 7.5 Childhood obesity remains a priority for Public Health and Children Schools and Families and many of the recommendations are being implemented, although budget reductions are having an impact.
- 7.6 Regarding closed gate policies in schools at lunchtimes, this is something that the Healthy Schools team are monitoring and encouraging. Currently, we are aware of two secondary schools without a closed gate policy – this is usually due to lack of space in the school canteen. The recommendation to give all children free school meals is still unaffordable in the current financial climate.
- 7.7 An audit of vending machines on NHS premises has been completed, and early work has begun on a food policy. Tower Hamlets continues to share good practice with other local areas, participating in London wide workshops, particularly in relation to the Healthy Borough Programme. Since the Healthy Borough Programme funding came to an end in March 2011, most interventions are still running in some form, with many activities incorporated into mainstream service provision. They are dependent on external sources of funding though – from TfL, the National Lottery and the Barts and The London Charity. Reductions in staffing in

Children Schools and Families, and funding reductions for Public Health have impacted on the effectiveness of the Healthy Borough Programme. More cuts and changes to Public Health nationally could have further impact on commissioned interventions.

- 7.8 One of the successes of the review was the way in which it identified the different council services which can have the most impact in tackling obesity, allowing Public Health officers to build working relationships with lead officers from different services. However, reductions in funding and changes in staff have weakened these links again. The Healthy Borough Programme Board remains the key body which oversees all efforts to tackle obesity.

Review: ALCOHOL MISUSE AMONGST YOUNG PEOPLE	
Chair of working group	Cllr Shiria Khatun
Date of original recommendations	April 2009
Current Scrutiny Lead	Cllr Amy Whitelock (CSF)

- 7.9 This review was established to explore the problem of alcohol misuse amongst young people. Since the review, a needs assessment related to alcohol and young people has been carried out, part of which was a series of focus groups with local young people – including one BME group, a girls group and an LGBT group. This work has been used to inform the Young People’s Substance Misuse Treatment Plan and forms part of the Joint Strategic Needs Assessment for 2011. A new treatment model has been identified which incorporates the youth service as having a key role in providing targeted support to young people. AMP, Tower Hamlets’ website for young people, now features a link to *Alcohol and Me*, a short film made during Alcohol Awareness Week 2010 by Langdon Park School and Bethnal Green Technology College.
- 7.10 The needs assessment has also informed a borough wide Substance Misuse Strategy which has two distinct workstreams – alcohol and drugs – ensuring alcohol issues are addressed with as much vigour as drugs. A Healthy Schools Advisor on Drugs and Alcohol Education was appointed in June 2011. The Healthy Schools Team has just begun to develop a ‘Healthy Youth Club’ framework, based on the Healthy Schools model, and intends to pilot this with 5 youth clubs.
- 7.11 Unfortunately, the provision of culturally specific services has been impeded by a significant reduction in the National Treatment Agency Pooled Treatment Budget. However, analysis of local data shows that BME young people are not disproportionately represented in the numbers receiving treatment. In fact, the needs assessment consultation indicated that, in relation to culturally sensitive services, young people were more likely to engage in treatment services provided outside of their immediate community to maintain anonymity.
- 7.12 Trading Standards ensured recommendations were met to address the issue of alcohol misuse by young people. Licensing Reviews are undertaken by Trading Standards and quantities of fake alcohol continue to be seized through working in partnership with HMRC and the Police. The results have been positive and, for example, since 1st April 2011 48 test purchases have been undertaken – with only one premises selling alcohol to the under-age test purchaser which represents a significant improvement compared with figures from 2010.

8. ONE TOWER HAMLETS

Review: CHILD POVERTY	
Chair of working group	Cllr Ann Jackson
Date of original recommendations	7 October 2009
Current Scrutiny Lead	Cllr Amy Whitelock (CSF)

8.1 This review was established to consider a community leadership model which contributes to creating One Tower Hamlets using child poverty as a case study. Of the review's eighteen recommendations thirteen have been completed, four are in progress and one has been superseded by events.

8.2 The main successes of the Review have been, firstly staff attending training sessions on working benefits, money mentoring and debt management which will disseminate learning across the community on good money management. Secondly, 'Life Chances and Life Choices: Exploring patterns of work and worklessness among Bangladeshi and Somali women in Tower Hamlets' is a qualitative study that was commissioned in 2010 in response to rising concerns around the issue of women and worklessness locally. The executive summary was published in July 2011 and further work is taking place to embed and utilise the findings into other related areas such as child poverty. A close working relationship with the Employment Team has also been maintained in order to ensure that we continue to find practical and workable solutions to the issues faced by these women, both through the recently planned intervention, and future work, building on this research and ensuring we continue to have a good understanding of the issue.

Review: STRENGTHENING LOCAL COMMUNITY LEADERSHIP	
Chair of working group	Cllr Ann Jackson
Date of original recommendations	April 2010
Current Scrutiny Lead	Cllr Ann Jackson

8.3 This review considered how members could increase their community leadership role, with a focus on then recent guidance from central Government. A number of the recommendations have only been partially implemented as the council has reviewed its partnership structures to ensure they are fit for purpose. Some recommendations have been overtaken by budget reductions and structural reviews. For example, the end of the Working Neighbourhood Fund has resulted in the abolition of LAP Steering Groups. Currently seven recommendations have been completed.

8.4 Recommendation 5 was fully implemented, with a new programme on community leadership being introduced for 2011-12. The 2010-11 Community Leadership Programme, delivered by School of Oriental and African Studies, University of London, supported a number of individuals through a bespoke and accredited postgraduate programme aimed at strengthening their community leadership role. Furthermore, all new councillors were supported through a comprehensive induction programme to support them in understanding their role and responsibilities.

Review: ENGLISH FOR SPEAKERS OF OTHER LANGUAGES (ESOL) CHALLENGE SESSION	
Chair of working group	Cllr Bill Turner
Date of original recommendations	5 January 2010
Current Scrutiny Lead	Cllr Ann Jackson

- 8.5 This session was to consider ESOL provision in the borough with a focus on Tower Hamlets College, providing members with an opportunity to consider the impact of reduced ESOL class places on residents. All recommendations have been implemented, although recommendation 3 is no longer relevant as the Government abolished the 'New Approach to ESOL' agenda with no replacement programme as yet.
- 8.6 The External Partners Advisory Group (EPAG) has worked tirelessly to ensure that some of the most hard to reach learners are given opportunities to progress onto appropriate ESOL qualifications, despite the budget constraints experienced by ESOL providers in the borough and the dearth of funding for ESOL nationally. The group has eliminated duplication through effective strategic planning, meeting regularly to discuss ESOL provision in the borough. The review has been a useful tool for EPAG in setting its priorities with local partners in the voluntary and community sector.

Review: DEVELOPING EFFICIENT CUSTOMER SERVICES CHALLENGE SESSION	
Chair of working group	Cllr Rajib Ahmed
Date of original recommendations	25 November 2010
Current Scrutiny Lead	Cllr Helal Uddin (Resources)

- 8.7 This session considered how the Council can ensure efficient and effective access to customer services for all residents. All recommendations were of a continuing rather than a one-off nature and work continues on all strands.
- 8.8 The recently completed Future Sourcing procurement project will have an impact on service development within the Customer Access service, particularly the development of new website functionality, and hopefully the development of a new or improved CRM solution (the system used in the Contact Centre).
- 8.9 In terms of successes of the review, moving parking permit renewals online has had a major impact on reducing visitors to One Stop Shops, allowing savings to be made. More broadly, the review confirmed the direction of travel for Customer Access and provided validation and support for many of the major service development projects already underway.

Review: SUPPORTING NEW COMMUNITIES	
Chair of working group	Cllr. Ahmed Omer
Date of original recommendations	May 2011
Current Scrutiny Lead	Cllr Ann Jackson

- 8.10 Of the four recommendations for this review two have been completed and two are currently in progress. The purpose of this review was to consider how the council and partners meet the needs of new communities that settle in the borough and

how it also continues to meet the requirements of the borough's smaller existing communities.

- 8.11 One of the key successes coming out of this review so far has been increasing the voice and representation of new communities through the continued work of the Tower Hamlets New Residents and Refugee Forum. This forum allows new communities to have access to local policy negotiation and ensure dialogue between new communities and service providers.

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

- 4.1 This is a noting report. It is appropriate for the Committee to receive information regarding the Council's progress in respect of past recommendations by the Committee.

5. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 5.1 This report describes an update of implementation of the recommendations of the Overview and Scrutiny Committee. There are no financial implications arising from this report. However In the event that the Council agrees further action in response to this report then officers will be obliged to seek the appropriate financial approval before further financial commitments are made.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 Tackling inequality and promoting community leadership are central themes in the work of the Overview and Scrutiny Committee. A number of the scrutiny reviews discussed below considered specific issues which relate to One Tower Hamlets including reducing child poverty, increasing educational attainment and reducing worklessness amongst young adults.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 7.1 There are no implications arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 There are no direct risk management implications arising from this report.

9. EFFICIENCY STATEMENT

- 9.1 This report does not propose any expenditure directly, although many of the reviews discussed below do consider recommendations which may have resource implications for the Council.

Appendix 1	Affordable Homeownership
Appendix 2	Private Rented Sector
Appendix 3	Early Interventions, Child Protection
Appendix 4	Dangerous Dogs Challenge Session
Appendix 5	Anti-Bullying Challenge Session
Appendix 6	Youth Offenders – Supporting Vulnerable Young Adults
Appendix 7	Tower Hamlets Enforcement Officers Challenge Session
Appendix 8	Parental Engagement in Secondary Education
Appendix 9	Reducing Worklessness amongst young adults between the ages of 18 - 24.
Appendix 10	Post 16 Participation Challenge Session
Appendix 11	Child Poverty
Appendix 12	Strengthening Local Community Leadership
Appendix 13	English for Speakers of other Language (ESOL) Challenge Session
Appendix 14	End of Life Care
Appendix 15	Reducing Childhood Obesity increasing the availability of healthy choices
Appendix 16	Alcohol Misuse Amongst Young People
Appendix 17	Public Perceptions of Parking
Appendix 18	Supporting New Communities
Appendix 19	Safeguarding Adults at Risk
Appendix 20	Empowering Small and Medium-Sized Enterprises
Appendix 21	Developing Efficient CustomerServices

AFFORDABLE HOME OWNERSHIP

Recommendation	Response / Comments	Lead Officer	Update June 2012
<p>R1 That wider publicity and promotion is undertaken of the Housing Options service including sign-posting from Lettings and Homeless Services</p>	<p>The housing Options service is now live with Colin Cormack as Service Head. A successful Housing Options Open Day was held in August 2010, and Tower Hamlets are actively promoting a London wide LCHO event in Sept 2010.</p>	<p>Colin Cormack, Service Head Homeless and House Advice</p>	<p>Complete</p> <p>The Housing Options Service engages with over 7,000 households annually and, within that engagement, explores all appropriate 'Options', including Affordable Home Ownership</p>
<p>R2 That the Development and Renewal Directorate consider local lifestyle issues and emphasise provision of separate kitchen and living space (not open plan) in the development of future schemes</p>	<p>The Core Strategy, recently found sound and to be adopted by Council on 15th September, includes policy SP02 which will ensure all housing is appropriate, high-quality, well-designed and sustainable. This allows local housing design standards to be set.</p> <p>These housing design standards will be set through the Development Management DPD, which is currently being developed. Issues relating to internal layouts, and the need to consider the special</p>	<p>Johnny Moore, Development and Renewal</p>	<p>Complete</p> <p>As part of the Managing Development DPD Residential developments and conversions will be required to have separate kitchen and living space for affordable homes. The Development Management DPD went to December cabinet and is due to go to Full Council in May</p>

	<p>circumstances among the Borough's residents, will be considered by this document, due for consultation in early 2011.</p> <p>In addition, Tower Hamlets have responded to the consultation on the Mayors Draft London Housing Design Guide.</p>		
R3 That the Development and Renewal Directorate work with the Homes and Communities Agency to re-assess intermediate rent levels with a view to making it affordable for local people	<p>Development and Renewal has agreed a Preferred Partnering arrangement with 15 Registered Providers in the borough, as part of the Action Plan to be delivered over the next 3 years additional pressure will be brought on partners to ensure the Affordability of new LCHO schemes. The borough has also recently agreed to be part of an HCA pilot on Family sized Intermediate schemes, and will be looking at affordability again through this process .</p>	<p>Jackie Odunoye, Head of Strategy, Development and Renewal</p>	<p>In Progress</p> <p>Following on from previous policy changes, a report is due to go to MAB shortly on how best to make intermediate products more affordable in Tower Hamlets. Solutions are also being discussed with Metropolitan Housing Trust on how best to improve the level and quality of publicity / information available to residents in the Borough.</p>
R4 That the Tower Hamlets Housing Forum support the development of the Discounted Market Sales model working in conjunction with developers	<p>No further update since monitoring in February 2010.</p>	<p>Alison Thomas, Private Sector and Affordable Housing Manager</p>	<p>In Progress</p> <p>New affordable rent levels have been developed from POD research – in response to changes in Government housing policy. All THHF landlords have now signed up to these levels.</p>

R5 That the Development and Renewal Directorate investigate the development of a shared equity scheme open only to residents of Tower Hamlets	N/A	N/A	N/A
R6 That the Development and Renewal Directorate undertake a full feasibility study to consider the development of a local community land trust model using external expertise	N/A	N/A	N/A

Private Rented Sector			
Recommendation	Response / Comments	Responsibility	Update June 2012
R1 That the Development and Renewal Directorate develops a new Private Sector Housing Strategy which incorporates recommendations from this review and issues highlighted in the Housing Strategy and Housing and Homelessness Strategy	This in the Directorate Plan and a steering group will be set up and will meet in July 2010. This will need to be done. More importance will be placed on how we use the private rented sector. There are no financial implications.	Alison Thomas (Private Sector and Affordable Housing Manager) John Coker (Strategic Housing Manager)	Outstanding The Private Sector Housing Strategy will be completed as part of the overarching housing strategy. This document will be at final drafting by Oct-12
R2 That the Development and Renewal Directorate undertake a full Private Sector Stock Condition Survey to provide an evidence base for the Private Sector Housing Strategy and the update to the Private Sector Housing Renewal and Empty Properties Framework	This is in the Directorate Plan and the Private Housing Improvement Team Plan. The funding for this Survey has been identified and officers are now researching similar surveys in other London Boroughs. We have a statutory duty to assess the Boroughs private sector housing stock every five years. The last Private Sector Stock Condition Survey was published in 2004. We are currently commissioning a new Private Sector Stock Condition	Alison Thomas (Private Sector and Affordable Housing Manager) Alan Warner (Private Sector Housing and Home Improvement Agency Co-ordinator)	95% Achieved The Private Sector Stock Condition Survey has been delayed, initially by the Census and later by incorrect stock figures, the final report has now been redrafted and will be completed by end April 12

	Survey with the help of BRE. Costs are expected to be in the region of £80k. We have identified a budget for the project are now in contact with BRE. We are also under a statutory duty to have an up to date Private Sector Housing Renewal Policy. The current policy expired in 2009. We cannot produce a new policy without the evidence base.		
R3 That the Development and Renewal Directorate, Tower Hamlets Homes and local Registered Social Landlords explore the feasibility of providing a full management service for leaseholders that sub-let their properties	D&R have recently selected 15 RSL's as preferred development partners with the borough, the Housing Strategy also seeks an action that requires all local registered partners to improve their standard of management, this action can be incorporated into the developing Action Plan for the preferred partner process. There are no financial implications.	John Coker (Strategic Housing Manager)	Achieved THH have presented a draft Ethical Lettings Agency paper to MAB in Dec 2011. This paper however looks at THH taking forward a programme of Agency management of sub-let properties on THH estates. A more detailed paper with additional financial proposals will return to MAB in June 2012. Following MAB an initial market test of a sample of landlords and tenants to determine interest and provide evidence to support uptake will be completed throughout summer 2012. It is proposed that THH will report back to THHF after an agreed review period.
R4 That the Communities, Localities and Culture Directorate develops	The Environmental Protection Service will	Jane Gardner-Hayter	In Progress

<p>a partnership strategy which includes NHS Tower Hamlets, the London Fire Brigade and the third sector to deal with homes in poor condition. This should include the sharing of resources as highlighted by the Healthy Homes programme in Liverpool City Council</p>	<p>establish a reciprocal mechanism for referral between the Council and its Partners to tackle poor housing conditions and poor health in the rented sector throughout the borough. Referrals can then be made to these partners, for a range of support services to improve the residents' quality of life, for example, health issues, Fire Safety. Information from the proposed Private Sector Condition Survey will help formulate the focus of the strategy. Funding will need to be sought for this additional proactive workload as our current resources would not enable us to take on this extra workload</p>	<p>(Acting Team Leader, Environmental Control)</p>	<p>The Environmental Protection Service in line with other local authorities in the East London Housing Partnership has signed up to the Fire Safety Protocol. This sets out a reciprocal mechanism for responsibility and referral between Tower Hamlets and the London Fire Brigade. A paper has been sent to Adult Health and Wellbeing outlining the areas of overlap and potential for partnership working between the Environmental Protection Service and the NHS following the demise of the PCT. Information from the private sector stock condition survey is unavailable at the time of update</p>
<p>R5 That the Development and Renewal Directorate commit to utilising Private Rented Sector stock to its full capacity instead of using bed and breakfast and hostels where possible</p>	<p>The need to rely on this resource for emergency situations remains but the use of B&B has diminished considerably in the last 12 months. It would be</p>	<p>Colin Cormack (Service Head, Housing Options)</p>	<p>Outstanding</p> <p>The Service's ability to deliver this goal has, only of late, been frustrated, albeit significantly, by the dearth of self-contained accommodation. For the first time in 5</p>

	<p>reasonable, in the context of some 1,800 temporary accommodation placements, to commit to continue this reduction by setting a ceiling of a maximum of no more than 5% placements being in B&B. Hostels are typical used for non-statutory homeless households and remain a vital source of accommodation, particularly where modest support needs are necessarily. It would be inappropriate then not to continue to use hostel accommodation. There are no financial implications.</p>		<p>years, the use of B&B is on the increase. The tension remains, and is growing, between the merit of not using B&B whilst, similarly, pursuing objectives to house households within the borough boundary (or as close to it as possible). Factors at play exceed the dynamics of the Olympics, with the rental market now catering for otherwise first time buyers, with consequences to supply (and costs).</p>
<p>R6 That the Environmental Health Team implements the new powers given to local authorities which allows the licensing of all landlords including those with Houses of Multiple Occupations (HMOs)</p>	<p>The Environmental Protection Service will review the effectiveness of the current Licensing Scheme. Information from the proposed Private Sector Condition Survey will help identify problem areas and the Service will need to work together with the Anti Social Behaviour Team. Funding will need to be sought for any further Licensing schemes.</p>	<p>Jane Gardner-Hayter (Acting Team Leader, Environmental Control)</p>	<p>In Progress</p> <p>A cabinet paper is currently being drafted outlining how best to progress this issue. The report considers the feasibility of introducing additional regulation to improve standards in the private rented sector. Key considerations are</p> <ol style="list-style-type: none"> 1) The borough's existing regulatory framework for managing the sector and the level of casework currently being undertaken. 2) Alternative solutions for managing the private rented sector including additional and / or selective licensing. 3) Tower Hamlets preferred approach for improving the

			management of private landlords in the borough
R7	<p>That the Tower Hamlets Landlords Forum uses local media to increase awareness of the benefits of the London Landlord Accreditation Scheme (LLAS) and publicises which local landlords are accredited and registered on its website</p>	<p>We will place an article into East End Life to publicise both the Landlords Forum and the accreditation scheme and ensure the website is updated.</p> <p>In addition to this the East End Life will also be used to publicise services available to local residents for the reporting of rogue landlords.</p> <p>There are no financial implications in delivering.</p>	<p>David Gingell, (Service Manager-Housing Advice)</p> <p>Achieved</p> <p>The use of local media continues to assist in securing excellent participation to the Forum by landlords</p>
R8	<p>That the Tower Hamlets Landlords Forum and Tower Hamlets Homes publicise the Landlords Forum through the greater use of local media and an annual "<i>Landlord of the Year</i>" award</p>	<p>The service will explore the possibility of developing an annual awards ceremony and look at best practice from other boroughs who may already have this in place. The Councils existing awards ceremony can be developed to encompass a 'landlord of the year' element.</p> <p>There are no financial implications in delivering.</p>	<p>David Gingell, (Service Manager-Housing Advice)</p> <p>Superseded</p> <p>"Landlord of the Year" has taken a back seat to the extensive work associated with getting all landlords to aspire to a hire service level, this involving the work associated with the Social Lettings Agency, a scheme to be subject to a pilot by July 2012.</p>

<p>R9 That a representative from the Tower Hamlets Landlords Forum have a standing invitation on the Great Place to Live Community Plan Delivery Group</p>	<p>Request was put forward to the Great Place to Live CPDG Co-chairs and members at the 8th June 2010 GPtL CPDG meeting. The group agreed to have a representative from the Tower Hamlets Landlords Forum so they receive a standing invitation on the GPtL CPDG. Tower Hamlets Partnership Governance Officer has now invited a representative to attend future meetings. There are no financial implications for delivering this recommendation.</p>	<p>Afiya Begum (Governance Team Leader)</p>	<p>Achieved</p> <p>There is a direct reporting line from TH Landlord forum and the CPDG</p>
<p>R10 That the Development and Renewal Directorate support private landlords to access grant or loan funding to improve the quality and energy efficiency of the PRS</p>	<p>The new Private Sector Housing Renewal and Empty Property Policy will be launched in February 2011 which will incorporate this. This will then be widely publicised. These grants will be discretionary and dependant on funding – either sub regional TFS or LPP.</p>	<p>Alison Thomas (Private Sector and Affordable Housing Manager)</p>	<p>Achieved</p> <p>Existing measures such as WarmFront and Warmzone grants remain in place as do Interest free East End Energy Savers loans for insulation/energy improvement and Empty Property grants (bringing long term empty properties up to decent homes standard and back into use). These measures will remain in place until a new Private Sector Housing and Empty Property Framework and Green Deal/Fuel poverty strategy have been produced later this year, bringing additional measures to encourage, facilitate and enforce</p>

			improvements in privately rented properties remain in place.
R11 That the Tower Hamlets Landlords Forum takes a lead in exploring the development of a regional landlord's forum	Tower Hamlets already plays an active part in the London Landlords Forum and London Landlords Day. We are members of the London Landlord's Accreditation Scheme and joint hosts of London Landlords Day. Costs are currently met from the sub-regional TFS. If the Borough had to support these costs it would be in the region of £3,000 pa	Alison Thomas (Private Sector and Affordable Housing Manager)	Achieved The Landlords forum is currently exploring the development of a Social Lettings Agency. The Council, in partnership with City of London are developing a Local Letting Agency in order to increase the supply of private rented accommodation to people in housing need, including those who are homeless and at risk of homelessness within both boroughs.
R12 The Housing Benefits Service continue moving from a process of paying housing benefits through cheques to payments through BACs	This process has commenced and further roll out is included as part of the Benefits Service Team Plan for 2010/11. The Benefits ICT system now has this functionality, however Corporate ICT are required to automate the interface process between the Councils Financial Systems and the Benefits System. This is still achievable and desirable. The move from Cheque payments to BACs payments would deliver savings as the method of payment itself is cheaper.	Steve Hill (Benefits Service Manager)	In progress: The Welfare Reform agenda and raft of change has taken priority and prevented this work from being completed during 2011/12. However, work has been on-going and we have begun to move payees onto BACS on an ad hoc basis, usually on the payees' request. The Service has also taken steps to ensure that the recently developed Mayors Education Award is paid via BACS. Meanwhile we have continued to work towards full migration to BACS and anticipate this will now go ahead within the first six weeks of 2012/13.

	The Benefits Service has included this work as part of its current year Team Plan and therefore the necessary finance for the ICT development has already been secured by the Service.		
R13 The Housing Benefits Service explore the possibility of sending schedules of payment to landlords through email along with written copies to increase efficiency	Data Protection issues associated with sending emails including Benefits payment details to Landlords. However, the benefits Service and Corporate ICT are exploring the possibility of providing Landlords with access to their own schedules electronically. Mindful of this recommendation, the Benefits Service has procured the "Landlord Portal" as part of the Council's core Benefits ICT system. The Portal should enable Landlords to securely access their payment schedules by direct access to the Council's Benefits system. The "Landlord Portal" requires testing and work on satisfying Security access but the necessary finance for this ICT development has been	Steve Hill (Benefits Service Manager)	Achieved The Benefits Service has purchased a facility within the core Benefits ICT system which automates schedules for Landlords. This and the new Landlord portal are expected to go live during the first half of 2012/13.

	secured by the Benefits Service. It is envisaged that enabling the necessary ICT Security access may take several months to implement.		
R14 That the Housing Benefits Services and Housing Advice Service explore the possibility of a Benefits Officer being based within the Housing Advice Team	<p>This issue has been explored. Agreed that the problems are around gathering of information and evidence in support of the Claim (as all New Claims are processed on average within 20 days of receipt of the Claim being made). The Benefits Service Review will include a Visiting Officer resource for the Family Rent Deposit Scheme and the provision of a new "Assisted Claim" process. Key to the "Assisted Claims" process is the roll out of electronic Benefit Claim forms identified in the Channel Strategy as way of making efficiencies. The cost of implementing this ICT enhancement will be met from the Benefits Service budget, it is expected that implementation costs will be minimal. ICT Security access for this initiative may take several months to implement.</p>	Steve Hill (Benefits Service Manager)	<p>Achieved</p> <p>One of the by-products of Welfare Reform is that joint working between the Homeless Service and the Benefits Service is at its highest levels. We have sustained the percentage of Homeless families in receipt of Benefits 93%. Plans to launch the electronic Benefit claim form were hampered by an ICT development of a proxy server which has recently been completed enabling the Benefits Service to start testing the use of electronic Benefit claim forms with a view to go live during the first half of 2012/13.</p>

Early Intervention, Child Protection			
Recommendation	Response/Comments	Responsibility	Update June 2012
<p>R1 That the Community Safety team in conjunction with Children, Schools and Families Services develops targeted services to work with families and perpetrators of domestic violence, particularly male perpetrators.</p> <p>Page 236</p>	<p>Perpetrator programme was launched in November 2009. Training with front line staff took place by December 2009.</p> <p>The group programme has been running since November 2010. On average about 8 men are seen every month. There were 15 referrals in the first quarter of 2010/11.</p> <p>The programme is currently looking into future developments, including linking with the Amali project and Carding Dads programme.</p>	<p>Paul Mcgee (Service Manager, Assessment and Early Intervention)</p> <p>Philippa Chipping (Policy & Victims Manager)</p>	<p>COMPLETE</p> <p>The 32 week Positive Change Programme has now been completed. The project is working with London Probation to develop the IDAP programme and Caring Dads programme. The IDAP programme has now been running for 8 weeks. 4 referrals were received from Tower Hamlets and 2 men are totally attending. The Caring Dads programme is due to commence on 18th January. 6 referrals have been agreed so far.</p>
<p>R2 That the Community Safety team in conjunction with the Registered Social Landlord (RSL) forum and Tower Hamlets Homes explore options for using tenancy conditions to hold Domestic Violence perpetrators to account.</p>	<p>A housing protocol has been drafted and is due to be launched with housing providers by Dec 2010. Training is currently being undertaken with Tower Hamlets Homes and covers action against perpetrators.</p>	<p>Philippa Chipping (Policy & Victims Manager)</p>	<p>COMPLETE</p> <p>Training completed with Tower Hamlets Homes staff including use of tenancy conditions to hold DV perpetrators to account.</p>

Early Intervention, Child Protection			
Recommendation	Response/Comments	Responsibility	Update June 2012
	There has been some recent case law on this issue which should support this agenda.		
R3 That the Community Safety team in conjunction with Children, Schools and Families Services and the Partnership give active consideration to publicising actions taken against perpetrators when safe to do so, through selection of appropriate cases.	The Specialist Domestic Violence Court was launched in October 2009. Outcomes from the court have been publicised through the communications team. This has included publicising actions taken against perpetrators where it has been safe and appropriate to do so.	Philippa Chipping (Policy & Victims Manager)	COMPLETE Outcomes from the Specialist DV court continue to be publicised through the communications team, including publicising actions taken against perpetrators where it has been safe and appropriate to do so.
R4 That a mapping exercise is undertaken by Children's Social Care and the Domestic Violence team to chart the links between Domestic Violence and children's services in the borough.	The Children's Domestic Violence Coordinator role has not been recruited, however, mapping work is currently being undertaken through the Childrens Domestic Violence subgroup looking at mapping current service provision and identifying key needs and gaps.	Philippa Chipping (Policy & Victims Manager)	Curtailed due to staff restructure Due to current funding situation the Children's Domestic Violence Coordinator role was not recruited. A mapping exercise is currently being undertaken through the LSCB domestic violence subgroup to look at the links between domestic violence and children's services in the borough
R5 That the Partnership explores ways in which support to parents with mental health problems could be increased.	The IPST has a specialist Mental Health Worker who can offer advice and signpost to different organisations and Adult Mental Health services	Paul Mcgee (Service Manager, Assessment and Early Intervention) / Ian Williamson (Head of Social	Curtailed due to budget restraints

Early Intervention, Child Protection			
Recommendation	Response/Comments	Responsibility	Update June 2012
	Working protocol between children's social care and adult mental health has been updated to include IPST	Care Practice Adult Mental Health)	
R6 That Adults' Health and Wellbeing in conjunction with Children, Schools and Families Services undertake an audit of cases in which an adult receives services from the Community Mental Health Team (CMHT) and where no referral was made to Children's Social Care, to question whether this is leading to any unmet needs for the children involved.	A Database is kept of CHAMP involvement in cases. This is reviewed with the care coordinator with consideration of threshold for referral to CSC when and if required.	Paul Mcgee (Service Manager, Assessment and Early Intervention) / Ian Williamson (Head of Social Care Practice Adult Mental Health)	COMPLETE
R7 That a review is undertaken on how the needs of children from CMHT areas not covered by a Children's and Adult Mental Health (CHAMP) worker can be addressed using a similar model, within budgetary constraints.	Cases not meeting threshold for referral to CSC If there is an identified need then a Team around a Child [TAC] would be considered. Signpost to community services	Paul Mcgee (Service Manager, Assessment and Early Intervention) / Ian Williamson (Head of Social Care Practice Adult Mental Health)	Curtailed due to budget restraints
R8 That further analysis be undertaken to identify how the needs of parents with substance misuse problems can be targeted. Further to this, funding will need to be identified to allow increased	Close partnership between the Hidden harm Co-ordinator has resulted in effective work between adults and children's services. The Hidden harm strategy is	Nikki Bradley (Head of Specialist parenting Programmes) Emma Bond (Hidden harm Co-	Curtailed due to staff and resource reductions A Total of six practitioners have been trained and have passed their assessment as M Pact facilitators. Grant funding has been applied

Early Intervention, Child Protection			
Recommendation	Response/Comments	Responsibility	Update June 2012
<p>support is available to vulnerable parents.</p>	<p>complete. A handbook is in the final draft stage. CAF training has been completed for adult services staff, including a CAF conference (January 2010) that included housing providers and drug and alcohol service providers.</p> <p>The Hidden Harm conference took place, highlighting good practice. Two staff from the Family Intervention project have been trained in delivering the MPact training. One course has been completed in partnership with drugs and alcohol agencies and a second course started in August 2010. Additional funding is being sought to increase FIP capacity in order to work directly with the Seacole Midwives who provide ante natal care for drug using adults.</p>	<p>ordinator)</p>	<p>for in relation to an MPact co-ordinator in light of severe reductions in funding and resource pressure on every service, but in particular the FIP, where the Think Family grant will end in March 2011. The bid for Seacole linked Fip funding is in the second stage of applications. A start date for a third MPact course is on hold until the impact of the public service cuts is clearer. A structure of good practice is in place and the Hidden harm handbook is a widely available resource for all agencies.</p> <p>Await funding decision</p>
<p>R9 That the Council works with partner agencies to ensure the successful launch and management of the</p>	<p>ContactPoint will be permanently switched off on the 6th August 2010. ContactPoint will no longer</p>	<p>Iqbal Vaza (Manager Children's Information Systems)</p>	<p>COMPLETE</p> <p>ContactPoint has now been shutdown and all activities related to the project have been</p>

Early Intervention, Child Protection			
Recommendation	Response/Comments	Responsibility	Update June 2012
ContactPoint system to provide a more effective early intervention service.	be accessible to users or to data administrators after this date. The database will be permanently deleted according to Government-approved processes and security standards. Changes to regulations supporting ContactPoint will require Parliamentary approval which will take place in due course.		stopped.
R10 That Children, Schools and Families Services in conjunction with the Partnership further develops localisation of services through clarifying pathways between delivery and local centres and extended schools, and the wider integrated front and back doors.	The Scrutiny Lead of Excellent Public Services undertook two scrutiny challenge sessions, Dangerous Dogs and ESOL. In the current financial climate all scrutiny reviews will have a focus on value for money and efficiency.	Helen Lincoln (Service Head for Social Care)	Curtailed due to budget restraints. Tower Hamlets Family wellbeing model provides the conceptual regarding this interface at different levels of the service. The well being model has been agreed across partner agencies and is sanctioned by the tower hamlets children's trust
R11 That Children, Schools and Families Services work with Children's Centres and other key partners to explore development of a model to have a designated lead professional for families, allowing them one point of contact amongst the many professionals that may be working in partnership.	Children's Centre Social Work project implemented with Social Workers offering direct support and capacity building to Family Support Workers that carry case loads within the CC's. 11 CAF's completed 1/4/09 – 31/8/09 265 CAF's completed 1/4/10 – 31/8/10, showing a	Jo Freeman (Children's Centres Senior Strategic Manager)	COMPLETE Formal consultation on restructure of Children's Centres services began on 4/2/11. A new model of family support is being developed incorporating recommendations from the children's centres social work project. The family well being model will be the framework to work with families providing targeted services. A plan of intervention will be offered to ensure the best outcomes for

Early Intervention, Child Protection			
Recommendation	Response/Comments	Responsibility	Update June 2012
	significant increase		children and to support enhanced resilience.
<p>R12 That Children, Schools and Families Services work alongside the Communications team to be more proactive in identifying and publicising good practice from both statutory social care services and other partner agencies in protecting vulnerable children</p>		Monawara Bakht (Local Safeguarding Children Board Co-ordinator)	<p>COMPLETE</p> <p>All of the LSCB website has been consolidated into the Children and Families Trust website. The site is regularly updated and maintained with policies that supports our multi-agency work.</p> <p>The entire LSCB website has been consolidated into the Children and Families Trust website. The site is regularly updated and maintained with policies that supports our multi-agency work.</p>
<p>R13 That the Children, Schools and Families Services, and particularly Children's Social Care, work with Members to explore ways of further involving Members in the overview and audit of safeguarding work.</p>		Monawara Bakht (Local Safeguarding Children Board Coordinator)	<p>COMPLETE</p> <p>New Working Together to Safeguard Children Guidance issued in March 2010, states that Elected Members and DCS are to hold organisations and officers to account for their contribution to the effective function through governing bodies (s3.64).</p> <p>Also, introduced new role for Lead Member for Children to provide political leadership to ensure effective coordination of work across agencies and act as 'participating observer' at the LSCB. (s3.65 & s3.66)</p> <p>Since then, Lead Member has been invited to attend Board Meetings, provided with briefing</p>

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			and access to development sessions lead by London Councils.
<p>R14 That the Excellent Public Services Scrutiny Lead should undertake a further piece of work in 2009/10 which focuses more explicitly on value for money and improved service outcomes, and how this message can be delivered effectively to the community.</p>	<p>The Scrutiny Lead for Excellent Public Services undertook two challenge sessions focusing on Dangerous Dogs and ESOL.</p> <p>In the current financial climate, Scrutiny Reviews will have a focus on value for money and efficiency.</p>	<p>Afazul Hoque (Scrutiny Policy Manager)</p>	<p>COMPLETE</p> <p>The Scrutiny Lead for Excellent Public Service this year has undertaken a challenge session focused on efficient customer services. This looked specifically at value for money and improved outcomes.</p> <p>All scrutiny reviews have a clear objective to consider efficiency and improve outcomes for residents.</p>

Dangerous Dogs			
Recommendation	Response / Comments	Responsibility	Update June 2012
<p>R1 That the Animal Warden Service works with schools to develop interactive activities for children of all ages, encouraging them to think about dog welfare and responsible ownership. This should be tailored to address particular dog welfare problems such as stray, status or dangerous dogs.</p>	<p>Some progress has been made. Additional temporary staff have been employed to increase our capacity and we are currently engaging with students at Central Foundation who are actively involving themselves in these issues.</p> <p>4 dog shows have been planned and implemented around the Borough to raise awareness of dog ownership and control issues.</p> <p>It has not been possible to re-launch this initiative due to conflicting priorities for available time.</p> <p>Poster campaign is ongoing and currently in the hands of Communications.</p>	<p>Dawn Sammons (Principal Animal Warden, Environmental Control)</p>	<p>Complete</p> <p>The Animal Warden Service has completed a project with the Central Foundation Girls' School. The service supported students to organise a poster competition around responsible ownership for younger students.</p> <p>The winning posters were used on streets around the school to raise awareness of dog welfare and responsible ownership among residents – including children.</p> <p>The Animal Warden Service presented a talk for students on responsible dog ownership to raise awareness.</p>
<p>R2 That Community Action Events are arranged by the Animal Warden Service, in partnership with RSPCA, SNTs and RSLs that work with local communities to promote responsible pet ownership.</p>	<p>2 Days have been organised with RSLs for Old Ford Housing and Island Homes, with more to follow.</p> <p>The Animal Wardens have participated with the Police on many successful operations in addition to</p>	<p>Dawn Sammons (Principal Animal Warden, Environmental Control)</p>	<p>Complete</p> <p>To promote responsible pet ownership, the Animal Warden Team implemented a number of events in partnership with other agencies including the RSPCA and RSLs:</p> <ul style="list-style-type: none"> - 29-31 March 2011 (Roman Road), 3-day community event

Dangerous Dogs			
Recommendation	Response / Comments	Responsibility	Update June 2012
	participating fully in Operation Fusion which resulted in a number of seizures of 'Dangerous Dogs' and subsequent prosecutions.		<ul style="list-style-type: none"> - 3 July 2011 (Mile End Park), Dog Show - 16 September 2011 (Island Homes), Clean and tidy event - Nov 2011 (Asda, Crossharbour) 2-day animal welfare event with RSPCA - March 2012 (Victoria Park) 1-day event with Dog Trust - March 2012, Responsible dog ownership day with Island Homes. <p>All of these events were well attended.</p>
Page 244	That the Animal Warden Service provides solutions to dog fouling by reporting offenders for prosecution where offences are witnessed in parks and open spaces, in particular around children's play areas.	The Animal Warden Team continue to carry out enforcement for dog-fouling throughout the Borough. 4 areas have been identified for implementation of Dog Control Orders, and discussions with Parks are ongoing to agree on appropriate areas for separating children and dogs.	<p>Dawn Sammons (Principal Animal Warden, Environmental Control)</p> <p>Complete</p> <p>Additionally, Dog Control Orders are in place in identified areas in partnership with Island Homes.</p> <p>A consultation on dog entering areas in Victoria Park will be undertaken.</p>
R4	That the Animal Warden Service use East End Life to send out clear information to all residents informing them on whom to contact and the information needed to prosecute an owner of a dangerous dog.	Currently developing a communication forum with RSL's and will be producing a schedule of co-ordinated advertising to ensure messages are reinforced and targeted. A dog fouling campaign will take place in September and dangerous dogs will be added to the	<p>Iain Pendrigh (Team Leader, Environmental Protection)</p> <p>Anu Varma (Performance Improvement & Engagement, Public</p> <p>Complete</p> <p>The Animal Warden Service has publicised the information needed to prosecute an owner of a dangerous dog through EEL.</p> <p>The Service publicised events including the Service organised dog show, the free neutering campaign and free puppy training classes through EEL.</p> <p>Since the end of dangerous dog funding in</p>

Dangerous Dogs			
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	schedule to be included early next year.	Realm)	March 2011, the Service continues to closely work with the police to tackle the issue.
R5 A partnership amongst Animal Welfare Officers, the Council, SNTs, RSLs, Status Dogs Unit, THEOs and the RSPCA is officially set up to work together on dog welfare and ownership issues. Also to reduce incidents where dogs are misused and investigating ASB linked to misuse of dogs. It needs to also share intelligence and information, preventing issues arising by educating dog owning and non dog owning members of the public and enforcement using appropriate legislation. Four steps are proposed to make this successful: <ol style="list-style-type: none"> 1. Setting up a partnership –get commitment from all agencies 2. Develop a strategy to tackle dangerous dogs 3. Consider the possibility of forming a network with other London boroughs to share best practice Offer staff training on how to effectively deal with residents calling to report a dangerous	A lot of work has been and continues to be done with RSLs on all aspects of animal welfare and control on their estates. The landlords are exploring with their lawyers whether a compulsory registration scheme would be legitimate and enforceable. We will continue to press on this. We are also encouraging the use of anti-social behaviour provisions and tenancy agreements relating to problems resulting from irresponsible dog-ownership. We are working ever more closely with the Met. Police's 'Status Dogs Unit' including having one of their Officers embedded in our Service for 3 months. A 'Warrant Day of Action' was also organised with the Police which resulted in the execution of a large number of Warrants and the seizure of 20 dogs under the Dangerous Dogs Act. We have developed very	Iain Pendrigh (Team Leader, Environmental Protection) Iain Pendrigh Iain Pendrigh Dawn Sammons	Complete The Animal Warden Team continues to lead and develop BARK, a partnership amongst animal welfare officers of stakeholders, including SNTs, RSLs, the Status Dogs Unit, THEOs, the RSPCA and residents, to work together on dog welfare and ownership issues. The Service has worked closely with the Status Dogs Unit to share intelligence and information - especially on serious and/or emergency cases. All staff in the Team have undergone training on the Animal Welfare Act 2006 and participated in the community action events to promote responsible pet ownership among local residents. The Service has established close relation with other London boroughs and shared best practice.

Dangerous Dogs			
Recommendation	Response / Comments	Responsibility	Update June 2012
dog. This will improve quality and speed of response.	effective partnership working and information sharing with the Police. Reporting of Dangerous Dogs can be made to either Police or the Council and advice on this will be included in the poster campaign.		

Anti-bullying Challenge Session			
Recommendation	Response/Comments	Responsibility	Update June 2012
R1	<p>That the Children, Schools and Families Directorate works with schools to develop a mechanism to engage parents in anti-bullying initiatives. Furthermore, it also works with local third sector and faith organisations to raise awareness of dealing and responding to bullying.</p>	<p>Support schools to raise awareness with parents e.g. around the SEAL curriculum and production of information including leaflet written for parents and carers on preventing cyber-bullying. This will be distributed through schools, Ideas Stores and other public buildings .</p> <p>Training sessions on cyber safety and other aspects of bullying will be offered to voluntary , faith and third sector organisations</p>	<p>Liam Mc Quade, Team Manager, Behaviour Support Team</p> <p>COMPLETE</p> <p>SEAL work continues in all the borough's primary schools and 10 out of 14 secondary schools.</p> <p>35 000 copies of a parents' leaflet on cyber were distributed to schools in 2010.</p> <p>Sessions on the subject were delivered to 23 parents' groups and 5 professionals' meetings in 2010 including religious leaders.</p>
R2	<p>That the Children, Schools and Families Directorate work with local schools and youth clubs to ensure their policies and practices have appropriate measures to deal with cyber bullying.</p>	<p>LSCB E-Safety Working Group is developing a strategic approach to cyber safety which will be rolled out across schools, the youth and voluntary sectors in Tower Hamlets.</p> <p>Schools will be offered an online self review package to allow them to update their policies.</p>	<p>Liam Mc Quade, Team Manager, Behaviour Support Team</p> <p>COMPLETE</p> <p>The E-Safety Working Group has produced a Young People's Leaflet which can be accessed electronically and is on the AMP website, a social network protocol and an E-Safety Training package for delivery to trainers.</p> <p>The self review package has been delayed to coincide with the launch of the new anti-bullying resource pack in early 2011.</p>

Anti-bullying Challenge Session			
Recommendation	Response/Comments	Responsibility	Update June 2012
R3 That the Children, Schools and Families Directorate support local schools to provide training and support to staff to deal with and respond to homophobic bullying.	All schools are to be provided with joint LBTH / Stonewall information on how to respond to homophobic incidents. As part of the launch they will be offered workshops on appropriate responses with support from the Tower Hamlets LGBT Forum	Liam Mc Quade, Team Manager, Behaviour Support Team	COMPLETE A joint Stonewall / LBTH poster has been distributed to all schools. Training sessions on effectively challenging homophobia have been delivered to staff from 15 schools.
That the Children, Schools and Families Directorate review the use of anti-bullying helpline and use funding from this to explore other innovative methods for young people to seek advice on bullying.	The helpline will be brought in-house and run at a significantly lower cost. The directorate can no longer divert the savings made by bringing the facility in house, to other innovative methods, as this saving has contributed to make significant savings across the council in the current financial situation. Support will therefore be focussed on ensuring schools give pupils every opportunity to report bullying in a confidential way. The in-house help-line will be	Liam Mc Quade, Team Manager, Behaviour Support Team	COMPLETE The helpline was brought in house and runs at minimal cost. Despite publicity, use remains very low but it is being retained so that children and young people always have this option.

Anti-bullying Challenge Session			
Recommendation	Response/Comments	Responsibility	Update June 2012
	retained as an alternative means of support.		
R5 That the Children, Schools and Families Directorate undertake further work with schools to ensure they develop greater understanding of the impact of bullying on disabled young people and those with learning difficulties and develop policies to deal with this effectively.	<p>Offer training at SENCO conferences. Prepare anti-bullying materials with Physical Impairment team.</p> <p>A Physical Impairment Advisor is now working with the anti-bullying officer and other members of the anti-bullying working group to address this issue and incorporate ideas into the revisions to the anti-bullying guidance for schools.</p>	Liam Mc Quade, Team Manager, Behaviour Support Team	<p>PART COMPLETE</p> <p>Training was delivered at SENCO conference about bullying of children with SEN.</p> <p>Structure changes have disrupted the functioning of the working group but this issue will be prioritised for work in summer 2011.</p>
R6 That the Children, Schools and Families Directorate works with private schools and other private educational facilities such as Islamic after school classes to develop anti-bullying policies which is consistent with the borough's and national polices.	<p>Ensure that these institutions receive all the LA materials and are invited to LA events and trainings.</p> <p>Directly contact these institutions, discuss their training needs and responsibilities and offer appropriate training packages.</p>	Liam Mc Quade, Team Manager, Behaviour Support Team	<p>PART COMPLETE</p> <p>We have made a number of attempts to engage with these institutions, including allocating a team member to develop links with them. There has been little response.</p>

Youth Offenders: Supporting Vulnerable Young Adults			
Recommendation	Response / Comments	Responsibility	Updated June 2012
R1. That the Children, Schools and Families Directorate sign up to the principles of the London Youth Resettlement Pledge.	This action was implemented through the 'Making a Positive Contributions Action Plan.' This has meant that it has been streamlined through the Children and Young People's Plan (CYPP) and continued implementation and monitoring will be maintained through the Children and Families Trust.	Stuart Johnson (Head of Youth Offending Services)	Completed
R2. That all young offenders who are at risk of becoming homeless are assessed by a housing officer prior to discharge.	Through discussions between the Youth Offending Team (YOT) and the Housing Options Team, the two teams will look at the feasibility of carrying out this action. There is currently a service agreement between the two teams which governs joint working, which is to be updated soon. Resources for the recommendation are containable within existing resources.	Stuart Johnson (Head of Youth Offending Services) David Gingell (Manager of Housing Advice and Housing Options Service)	COMPLETE The SLA between Housing Options and the YOT has been amended to reflect this arrangement The service agreement is under review and is likely to be agreed shortly. It includes the statement that wherever possible the Housing Options Service will assess the young person before discharge.
R3. That the Children, Schools and Families Directorate and the	The Housing Options Service will consider this point within	David Gingell (Manager of	COMPLETE

<p>Housing service investigate the provision of additional emergency supported housing within Tower Hamlets for young people leaving custody, or appearing before the youth court and in need.</p>	<p>its wider investigations into generally increasing provision for young people in housing need.</p> <p>There are likely to be significant financial implications although that does not diminish the importance of this objective; rather, such implications will fundamentally influence the joint work to investigate and develop any provision.</p>	<p>Housing Advice and Housing Options Service)</p>	<p>One local Supporting People funded general needs hostel is now also taking young people.</p>
<p>R4. That the Youth Offending Team maintains up to date data on the number of young people in the Youth Offending Team cohort with special educational needs.</p>	<p>It has been agreed by the YOT that this information will be logged on to their data information system, the Youth Offending Information System (YOIS). The data will be placed in the appropriate place of case characteristics. This will indicate whether young people have special education needs (SEN) and whether this is at School Action, or Statutory Statemented level. The case information will be available through our standard educational information requests made as part of the assessment process for their court reports. This information will then be</p>	<p>Ian Suatt (Education Coordinator and YOT Teacher)</p>	<p>COMPLETE Data has been collected since May 2010.</p>

	available as a statistic through the Information Systems Data draw down mechanisms.			
R5.	That, in line with the Rose review, the Children, Schools and Families Directorate support schools so that all teachers are made aware of the difficulties of dyslexia and specialists teachers in each school are trained to recognise the symptoms of dyslexia.	The Support for Learning Service (SLS) has disseminated national training materials (the Inclusion Development Programme) to all schools in the Borough and has hosted a number of local conferences promoting how to improve the skills of all teachers. In the light of the Rose report these materials will be updated and the SLS will provide further dissemination and training opportunities for schools.	Roland Ramanan (Joint Head of Early Years – Children and Learning)	COMPLETE Previous training materials disseminated and events held. Refreshed materials to be shared in Feb/March 2011. 28 teachers enrolled on MA Dyslexia course including from the PRU.
R6.	That Cabinet consider supporting the UK Foyer Federation's proposal to create a Young Offenders Academy in East London.	Cabinet have already pledged their support for this proposal as part of their consideration of the report into The Public Safety of Young People. Any future development will be presented to Cabinet. No additional financial implications arising at this stage, but if the scheme does go ahead, this will need to be considered by Cabinet.	Mary Durkin (Head of Youth and Community Learning)	COMPLETE The UK Foyer Federations proposal was scoped out in 2008 and proposals submitted to government, There have been no further developments on the proposal.

R7.	That the Children, Schools and Families Directorate ensure that parenting courses are recommended as a matter of course to parents of young people who are entering the Youth Justice system.	<p>A leaflet has been developed which will be given to all parents explaining parenting support available.</p> <p>It should be noted that the Parenting courses are subject to the continuation of Youth Justice Board's and other grant funding.</p>	Stuart Johnson (Head of Youth Offending Services)	<p>Complete</p> <p>Leaflets available in Court and at Referral Order panels</p>
R8.	That the Youth Offending Team develop exit strategies for families of young offenders, linking with targeted youth support and parenting support.	A system for exist strategies is currently in development and will address issues highlighted by this recommendation.	Mary Durkin (Head of Youth and Community Learning)	<p>COMPLETE</p> <p>The Social Inclusion Panel (SIP) will screen and allocate services to exit plans from April.</p>
R9.	That the Children, Schools and Families Directorate use innovative methods of communication to publicise the activities and courses available through Youth Services.	<p>The Children, Schools and Families Directorate are doing a number of things to publicise the activities and courses available. These are:</p> <ul style="list-style-type: none"> • Redevelop the amp.uk.net site to provide up-to-date information about services in the borough. • Consolidate thelearninghub.org site into the amp.uk.net to provide young people with a one stop shop on information about courses and activities. • Working closely with the 	Sukhjinder Nunwa (Communications and Engagement Service Manager)	<p>COMPLETE</p> <p>Amp.uk.net site completion in October 2010. Fully functional and regularly maintained.</p> <p>Consolidated learning options into the amp.uk.net in October 2010</p> <p>99% campaigns launched and supported by LBTH.</p> <p>Holiday activities promotion is via amp.uk.net</p> <p>Summer Festival 2010(innov8) completed and planning for 2011.</p> <p>Social marketing campaign led on by corporate communications</p>

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	<p>London Serious Youth Violence Board (LSYVB) in promoting their London wide campaign which aims to change perceptions of youth violence in the capital.</p> <ul style="list-style-type: none"> • Ongoing promotion of holiday activities throughout the year (holiday periods) • Working closely with the Olympics and Find Your Talent teams to host a Summer Festival for young people and families • Developing a social marketing policy to actively engage young people through innovative methods 		
<p>R10. That the Human Resources Team and Skillsmatch explore increasing the number of work experience placements, specifically targeting ex-offenders (linked with the Worklessness Scrutiny Review).</p>	<p>As part of the Local Economic Assessment and review of the employment strategy, the Employment & Enterprise team will be identifying and consulting on the key activities targeting different client groups. Following this comprehensive quantitative, qualitative and analytical process, action plans will be developed in association with available</p>	<p>Andy Scott (Employment and Enterprise Manager)</p> <p>Wendy Forrest (Director, The HUB) Mike Tyler</p>	<p>PART COMPLETE</p> <p>The Employment Strategy was published in 2011. As noted in the March update, the new strategy introduces a 'routeway to work' model which includes utilising and increased volume of work experience placements for unemployed residents, ex-offenders will be captured in this cohort.</p> <p>The LEA is on track for final publication and availability. The draft Employment strategy is being</p>

	<p>investment.</p> <p>Opportunities and barriers to be scoped with HR by June. Leading to development of action plan to deliver 14-19 targets. Action Plan to include Directorate targets and ensure some opportunities ring fenced for young people most at risk</p> <p>An annual target of 90 work experience places (15 in each directorate) has been agreed. Placements are being developed between April – July and are due to come on steam from July/August until the end of the financial year.</p> <p>Children, Schools and Families Directorate is working very closely with partners and asking them to identify opportunities for funding for work placements.</p>	<p>(Director, Education Business Partnership)</p> <p>Linda Crawford (Organisational Development and Positive Action Schemes Manager)</p>	<p>circulated for consultation and expected to be published in May 2011. Annual action plans are being designed currently. The new strategy introduces a 'routeway to work' model which includes utilising and increased volume of work experience placements for unemployed residents.</p>
<p>R11. That the Youth Offending Team discuss with CAMHS (Child and Adolescent Mental Health Services) the provision of anger management training for young offenders, as appropriate.</p>	<p>Currently a protocol is being developed between CAMHS and the YOT. Once finalised, this item will be incorporated into the working arrangements.</p>	<p>Mick Reid (Operational Manager of the Youth Offending Team)</p>	<p>PART COMPLETE</p> <p>Parts of this recommendation have been carried forward through a YOT worker who assigned to CAHMS. (Further detail on anger management</p>

		Emma Fayter (Head of Nursing CAMHS)	training is being sought.)
R12. That the Youth Offending Team and Social Care ensure there is good and appropriate communication between them and any Tower Hamlets young person placed in a Young Offenders Institution, Secure Training Centres or Secure Children's Homes, whether on remand or sentence.	<p>There is an ongoing discussion happening between the Youth Offending Team (YOT) and Social Care on this issue. The YOT will continue to ensure that visits take place with a Tower Hamlets' young person in a Young Offenders Institution as per the Youth Justice Board standard.</p> <p>The Children's Social Care will continue to ensure:</p> <ul style="list-style-type: none"> • That if a young person is looked after at the point of entry to a Young Offenders Institute (YOI) or Secure training centre, they work in line with the principles of the Children Act 1989 in maintaining contact with the young person. • A young person retaining their looked after status in a YOI or Secure training centre, the young person receive all services commensurate with legislation for looked 	Stuart Johnson (Head of Youth Offending Services) Paul McGee	COMPLETE Protocol in place January 2011

	<p>after children.</p> <ul style="list-style-type: none"> All children are assessed prior to release to check whether or not they need social care intervention. The YOT team refers to the Integrated Pathways and Support team where necessary. In relation to the first two points the Children's Social Care team will be involved in the discussing/ planning for a young person exiting either a YOI or Secure training centre. 		
13. That the Children, Schools and Families Directorate ensure that as part of their basic training all social workers and youth workers are given introductory training in local systems for work with young people at risk of offending.	<p>The YOT will explore how this could be implemented as part of the Induction process for new staff in Children, Schools and Families.</p> <p>Organisation Development are reviewing the course structure for those going through the Post foundation stage of the Social Workers training. They will look at whether they can introduce something around working with young people at risk of offending into this redesigned</p>	<p>Stuart Johnson (Head of Youth Offending Services)</p> <p>Ann Johnson (Social Care Training Coordinator)</p>	<p>COMPLETE.</p> <p>The post foundation course structure has been reviewed and now is split into an intermediate and advanced safeguarding training course. We have agreed in principle that it is possible to introduce this into the advanced safeguarding training for social workers and designated cp professionals. Unfortunately we have had to cancel the March date and so it will not be able to be implemented until the next date on 01/07/11.</p>

		course.		
R14.	That Cabinet lobbies Central Government and the Youth Justice Board to ensure Young Offenders Institutions are sufficiently funded to provide a full range of education, mental health and other support services, to facilitate each young offenders transition into responsible, law abiding adulthood.	The Director of Children, Schools and Families will speak to the Leader and Cabinet about developing an appropriate response to this recommendation.	Isobel Cattermole (Acting Corporate Director of Children, Schools and Families Directorate)	COMPLETE The Director has raised the issue with the Mayor and the Corporate Director – Resources, re the protection of funding for the YOT more generally. The Director has given assurances that every effort will be made to try and protect YOT core funding.
R15.	That in preparation for a period of fiscal tightening the Youth Offending Team identifies and tracks all its current and anticipated funding. Many important programmes have at risk all or part of their funding. This situation requires close monitoring, particularly where partnerships are involved.	The YOT Manager and the senior managers of the Children, Schools and Families Directorate are monitoring all budgets, especially grant funded targeted work, carefully and will discuss particular budgets at risks with appropriate stakeholders at an early stage. In terms of targeted work they looking at the provision provided these across the Directorate.	Stuart Johnson (Head of Youth Offending Services) Mary Durkin (Head of Youth and Community Learning) Isobel Cattermole (Acting Corporate Director of Children, Schools and Families Directorate)	COMPLETE Awaiting information from YJB as to the level of grant funding in the coming year. Funds from Early Intervention grant identified.
R16.	That the Youth Offending Team regularly benchmark against innovative youth offending schemes nationally and where appropriate internationally.	In the annual benchmarking exercise which compares Tower Hamlet's YOT performance with national and those of its statistical neighbours, the Tower Hamlets' YOT was rated as	Stuart Johnson (Head of Youth Offending Services)	COMPLETE Recent benchmarking in respect of First Time Entrants to the Youth Justice system. The data shows a marked drop in the rate of FTE in 2009/10, and comparison with family, London and national data indicates that our improvement

	‘Excellent.’ The service will continue benchmarking with similar service providers and explore learning from innovative youth offending schemes.		has been at a greater rate than that of the comparison samples.
R17. That the Youth Offending Team ensures young offenders are supported during the transition from the youth justice to the adult justice system, providing full information to Probation services at the point of transfer.	The YOT will follow the Pan London agreement regarding the transfer of cases to London Probation. This agreement is currently in its final draft.	Stuart Johnson (Head of Youth Offending Services)	COMPLETE The YOT is involved in a pilot with the YJB for the electronic transfer of cases to Probation

TOWER HAMLETS ENFORCEMENT OFFICERS			
Recommendation	Response / Comments	Responsibility	Update: April 2012
<p>R1 That the Community Safety Team undertakes a new publicity campaign to raise the profile of the THEOs. This should include publicising their roles, responsibilities and achievements in local media such as the East End Life, RSL newsletters, Estate notice boards and BME media. This should also include permanent displays at Idea Stores, Leisure Centres and Supermarkets.</p>	<p>When the THEO service was launched last year, we embarked on a comprehensive media and engagement plan which was provided to the panel as part of the briefing documents for the challenge session on the 20th July. The Community Safety Service has already started work on developing a new communications & engagement campaign which has already commenced. For example displays are now on a DVD loop at ideas stores across the borough and in the Royal London Hospital. A new information leaflet will be published by the end of December with much more planned to take place from early next year. It should be noted that activity will need to consider cost effective methods due to the economic circumstances. This is welcomed as an</p>	<p>Gavin Dooley (Head of Enforcement and Support Intervention)</p>	<p>Complete/Ongoing</p> <p>The Safer Communities Service has conducted a number of THEO's publicity activities including holding Road Shows and producing leaflets.</p> <p>Leaflets have been distributed to a number of public agencies, and have been available in venues including Idea Stores and GP surgeries.</p> <p>The DVD loop on THEOs is displayed at Idea Stores and the Royal London Hospital. Posters were also made from the DVD and distributed to the businesses in the Brick Lane area and the Royal London Hospital.</p> <p>The service ensures that any relevant news about the work or success of the THEOs is considered for EEL and circulated to other media. In addition the officers distribute 'Action Taken' leaflets targeted at areas which are under patrol or have recently seen enforcement activity.</p>

	<p>opportunity to try different approaches. An initial plan has already been drafted and can be provided if required.</p>		
<p>R2 That the THEOs develop relationship with the Local Area Partnership, Schools and Community / Youth Centres through presentations and visits highlighting their work and noting community concerns</p>	<p>At present there are only 16 officers and therefore it is not possible for the officers to attend all LAP meetings across the borough. However the officers are linked in with the local police SNTs and will be attending ward panels as part of the development of service integration. Consideration will be given to attending schools to introduce the service which forms part of the engagement plan. However it should be noted that engagement activity does result in less patrol time on the streets and any abstractions from duty must be carefully considered.</p>	<p>Gavin Dooley (Head of Enforcement and Support Intervention)</p>	<p>Ongoing</p> <p>THEOs attend SNT Panel meetings, where appropriate, for continued awareness of community concerns.</p> <p>To develop relationships with the local community and engage parents, in particular, THEOs visited primary schools after school patrols. Much of the officer's engagement takes place whilst on patrol, stopping and talking with the community. A balance must be considered to maximise patrol time.</p>
<p>R3 That the Community Safety Team explores methods of making its workforce consistent with the Council's Workforce to Reflect the Community Strategy</p>	<p>The diversity make up of the officers very much represents the BME make up of the local community. Officers consider themselves to represent the following BME groups; British, Pakistani,</p>	<p>Gavin Dooley (Head of Enforcement and Support Intervention)</p>	<p>Ongoing</p> <p>The diversity of the officers continues to represent the BME making up the local community.</p> <p>However, the Safer Communities Service has been unable to improve female representation in the workforce due to the freeze on the recruitment of THEOs.</p>

	<p>Caribbean, Chinese Cantonese, Turkish, Sri Lankan and Bengali.</p> <p>We accept that at present there are no female officers represented within the service and this is something we are committed to addressing at the first opportunity when we are able to recruit new members of staff. The SMT have already held discussions with the Councils Race & Diversity team to considered targeted recruitment. Initial conversations have taken place with the Muslim Women’s Collective.</p>		
<p>R4 That the THEOs leave stickers in locations they have worked in to show their impact in dealing with the issue and to advise residents of what they can do if problems persist</p>	<p>The suggestion that the officers leave stickers to clearly show where they have been seems like a very useful suggestion and it something which we have given consideration to in the past. Clearly this might work where officers have reported a broken lamp post or reported dumped rubbish for removal, but it becomes</p>	<p>Gavin Dooley (Head of Enforcement and Support Intervention)</p>	<p>Ongoing</p> <p>A further study showed that stickers would cause other problems including extra litter.</p> <p>Instead, the service provides calling cards for THEOs to leave with residents which advise residents to contact THEOs where problems persist. This has helped in ensuring that residents who may be at work are aware that the officers have been on patrol even though they may not have seen them.</p>

	<p>more problematic using such a tactic where officers have been deployed to deal with ASB. In such circumstances, officers do already put leaflets into letter boxes to explain that the officers have patrolled the estates and explain how to report ASB. As part of the communications plan we are going to redesign the introduction leaflet which will mean people should have more information about the service, the role and how to get in contact.</p>		
<p>Page 263</p> <p>R5 That the Community Safety Team set up an integrated IT system to improve shared intelligence and better mapping of Anti Social behaviour issues around the borough. Joint intelligence reports should be disseminated to LAP steering groups in order to empower local community leaders to resolve issues locally.</p>	<p>The issue of a comprehensive IT system has been a significant problem for sometime. The advent of the Service Integration and Localisation agenda has now resulted in this entire issue being reviewed and identified as a priority for services across CLC. The CLC Director has already initiated a project group to examine this issue and develop IT solutions which will ensure that front-line officers are equipped</p>	<p>Andy Bamber (Service Head – Community Safety)</p>	<p>Complete</p> <p>Safer Communities now have a dedicated analyst for 2012/13 working to the Police and local authority. Products are produced on problem type Ward profiles, geographic profiles and subject profiles. These products inform Council enforcement services, SNT and Police teams that are funded by the local authority.</p>

with the appropriate solution to maximise efficiency.

The ability of the Councils to map ASB has significantly improved. The introduction of Joint Tasking model has resulted in comprehensive data and maps being produced on a monthly basis which informed the tasking of the THEOs and other front-line resources. The analytical products now contain relevant information from the police, ASB reporting systems and RSLs. These reports are provided to the RSLs leads for ASB via the RSL forum.

Consideration can be given to provide the LAPs steering groups such reports but it is advised that this is done in the context of a meeting which seeks to deal with the issues of crime and ASB across the LAP area. For example, similar reports were produced for LAP 1 steering group to enable them to make decisions about the tasking of THEOs as part of the Participatory Budgeting operations.

<p>R6 That the Community Safety Team continues to explore greater partnership working with Registered Social Landlords in order to share intelligence and increase collaboration around the borough</p>	<p>The CSS SMT works closely with RSLs across the borough. Officers attend the key CDRP groups i.e RSL ASB Forum. We currently have an SLA with Tower Hamlets Homes and discussions are taking place with other RSLs to consider what support can be provided. In addition the CSS already provides a dedicated intelligence and surveillance support service to RSLs. The monthly analytical products produced for Joint Tasking contain information taken from the key RSLs REACT database. These reports are provided to the RSLs leads for ASB via the RSL forum.</p>	<p>Andy Bamber (Service Head – Community Safety)</p>	<p>Ongoing</p> <p>Safer Communities now have a Service Level Agreement to provide THEO services for THH. Other RSLs have used RIPA and covert camera service with excellent results. Working with the THEOs other RSLs are exploring CCTV options.</p>
<p>R7 That the THEOs explore increasing working with other parts of the Council and external agencies which are involved with detached and outreach working</p>	<p>The THEOs work closely with the CSS DAAT Outreach Team. Both teams come under the responsibility of the CSS Enforcement & Operations manager. Recently the CSS has developed the Care Plan meeting which is a multi-</p>		<p>Ongoing</p> <p>The Safer Communities Service, including THEOs, focuses on the issue of drugs and alcohol and works jointly across various agencies to tackle the issue.</p> <p>The service has established the Care Plan group, which is multi-agency partnership that focuses on dealing with people who misuse</p>

	agency group which operates a case management mode. It seeks to provide supportive interventions and appropriate enforcement activity to persistent individuals who engage in crime and ASB on the streets. E.g work with Thames Reach regarding rough sleepers engaged in street drinking and begging.		drugs and alcohol.
R8 Page 266 That the Community Safety Team explores providing a seven day coverage so the THEOs are on the streets every day	The initial development of the service means that with only two teams it is not possible to provide operational cover seven days a week. An assessment of demand was completed prior to the shift pattern being approved. It shows that the peak period of concern for issues which the THEOs are empowered to deal with is from Thursdays to Sunday (1400 – 0200hrs). Once the service expands and more officers are employed, the shift system will be reviewed.	Andy Bamber (Service Head – Community Safety)	Ongoing The small number of THEOs restricts the availability over 7 days. However, there has been a negotiated shift change during the Safer Communities restructure to ensure THEO coverage through the night to ensure greater response to noise and ASB issues.
R9 That the performance outcomes of the THEOs are measured against costs and monitored on a 6 monthly	The CSS SMT has already developed performance management procedures for	Andy Bamber (Service Head – Community Safety)	Complete/Ongoing. The Safer Communities Service has developed

<p>basis to ensure value for money</p>	<p>the monitoring the activity of the THEOs. Any assessment of value for money must take into consideration the impact on police resources as well as council resources. The officers have been provided with a unique set of powers which enable them to deal with low level ASB issues which free the police resources to be deployed to other community priorities. In addition the officers are the only front-line resource in the council which has been provided delegated authority to deal with issues which traditionally have been the responsibility of several service areas. The move to generic working will reduce duplication and create opportunities for far wider efficiency savings whilst improving the quality of service and the response to the community. It would be advisable that any assessment is completed post the implementation of the first Service Integration Team in LAPs 1&3.</p>		<p>performance management procedures for the monitoring the activity of THEOs.</p>
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Parental Engagement in Secondary Education			
Recommendation	Response/Comments	Responsibility	Update June 2012
<p>R1 That Children, Schools and Families Directorate help to develop the Parent Support Partner (PSP) role within schools to ensure parents have access to the information and support they might need to access services, including parenting programmes.</p>	<p>1. Complete - LAP based Parent Support Coordinators audited parental engagement in all borough secondary schools. Mapping of activity is ongoing.</p> <p>2. Complete - LAP focused Parent Support programme publicised in Children's Services Training Directory, "Parents Matter Newsletter, PSP Link meetings, flyers and email network group.</p> <p>3. Complete - Support work in Schools (SWiS) delivered. 9 secondary school staff have completed and achieved the SWiS level 3 qualification</p>	<p>Sharon Sullivan, Senior Parent Support Co-ordinator, Early Years, Children and Learning</p>	<p>ON GOING</p> <p>Supporting and developing the work of Parent Support Partners in Secondary Schools continues including parent consultation, transition and information and support for parents to increase their understanding of the secondary school curriculum is on-going (on going).</p> <p>Service level agreements are being negotiated to sustain this work with schools.</p>
<p>R2 That Children, Schools and Families Directorate develops clear and accessible information and communication networks for parents through development of the PSP role, publications and newsletters, websites, parent forums and rep schemes as well</p>	<p>1. Complete - Parental Engagement Team working in partnership with communications team. Organised Working with Parents Seminar to promote the work of Family Information Service and launch of Family Services</p>	<p>Sharon Sullivan, Senior Parent Support Co-ordinator, Early Years, Children and Learning</p>	<p>ON GOING</p> <p>Parent forums have been developed and supported in Swanlea and Oaklands (on going).</p> <p>Parental Engagement Team have delivered Working with Parent Seminars, Link meetings for parent support staff and training sessions to</p>

Parental Engagement in Secondary Education

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<p>as face to face meetings.</p>	<p>Directory, attended by 35 staff.</p> <p>2. Complete – Family Information Service promoted in termly “Parents Matter” Newsletter and Via localised cluster based meetings.</p> <p>2. Complete – Family Information Service signposted as a key service. Information included in Parent Support – ‘Using Information Services’, part of the core training offer for school staff. 2 training sessions delivered. Programme to be repeated Spring 2011.</p>		<p>staff in Primary and Secondary schools</p> <p>‘Parents Matter’ Newsletter promotes training opportunities for all staff working with parents and shows examples of good practice</p>
<p>R3 That Children, Schools and Families Directorate in partnership with primary and secondary schools develops a seamless and effective transition process from year 6 (primary school) by running transition information sessions (Parent</p>	<p>1. Complete – take-up from secondary schools varied, limited staff capacity within some schools to work directly with parents on a regular basis. Schools have been supported to explore staff capacity and training /</p>	<p>Sharon Sullivan, Senior Parent Support Co-ordinator, Early Years, Children and Learning</p>	<p>COMPLETE</p> <p>Supporting all Transition Borough Days. Year 7 transition courses at BGTC and Swanlea (including a focus on year 7 girls). Support for transition into year 8 (Raines). Parent Information Point (PIP) Transition sessions have become embedded in primary schools to facilitate smooth transition for children between</p>

Parental Engagement in Secondary Education

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<p>Information Point) for all Year 7 parents. This should be followed by a structured induction into year 7 through workshops and short courses enabling parents to learn more about how secondary schools work and how they can support their child's learning.</p>	<p>professional development needs</p> <p>2. - 6 secondary schools participated in the Transition Programme for year 7 parents: St Paul's Way, Oaklands, Bethnal Green Technology College, Raines Lower School, Mulberry Girls, and Langdon Park. 3 further schools held extended Parent Information Point (PIP) sessions for parents of children in year 7: Central Foundation, Bishop Challoner Girls School and Swanlea. 121 Parents attended.</p> <p>Parent Forums have been established in 4 schools.</p> <p>3. – Course evaluations have been positive, further learning opportunities taking place in autumn term.</p>		<p>primary/secondary schools. The sessions offer clear information to parents and help them through the application process. 69 PIP sessions took place in primary and secondary schools between April –October 2010 attended by a total of 821 parents</p>
<p>R4 That Children, Schools and Families Directorate supports secondary schools to offer</p>	<p>1. Complete - Senior PSC attending all IAG meetings. Contributing to development of publicity, information &</p>	<p>Sharon Sullivan, Senior Parent Support Co-</p>	<p>ON GOING</p> <p>Support for yr 9 and 11 Option events offered to all secondary schools (On going).</p>

Parental Engagement in Secondary Education

Recommendation	Response/Comments	Responsibility	Update June 2012
<p>transition information sessions for parents of children in Y9 (making curriculum choices) and Y11 (making post 16 choices) and pilots a Choice Advice Service for parents who find it difficult to engage with the process.</p>	<p>promotion. Work with the hub is ongoing Parental Engagement Team have supported targeted events for parents of NEETs and young people at risk of NEET</p> <p>2. Complete –5 schools recruited following audit.</p> <p>3. Parent Support Partner / Choice Advisor appointed for each school. Transition work with parents of young people 14-19 established, Parent Support Partners’ supported to deliver 7 parent workshops for those at risk of making poor transition. 1-1 support meetings also provided.</p> <p>4. Complete all schools offered support– Approx 500 parents of young people in years 9, 10 and 11 attended Parent Information Point (PIP) sessions and workshops to support transition.</p>	<p>ordinator, Early Years, Children and Learning</p> <p>Wendy Forrest, Director of the Hub, Tower Hamlets 14-19 Partnership</p>	<p>Senior PSC attends IAG meetings</p>

Parental Engagement in Secondary Education

Recommendation	Response/Comments	Responsibility	Update June 2012
<p>R5 That Children, Schools and Families Directorate support schools to ensure that there is a dedicated area for parents to meet or attend programmes, either in the school or nearby.</p>	<p>Complete – Review of appropriate space for Parental Engagement activities undertaken during audit of Parent Support in 2009. Increasing number of schools developing accessible, multi-purpose space. Adult learning / meeting / crèche space is still limited within some schools. Where possible links have been established with local community venues. Consideration of appropriate space included in “Developing a Welcoming School” training” available for secondary school staff</p>	<p>Ann Sutcliffe, Head of BSF, Building Schools for the Future Sharon Sullivan, Senior Parent Support Co-ordinator, Early Years, Children and Learning</p>	<p>COMPLETE</p> <p>As of March 2011 eight schools are under construction within the BSF programme. A further seven schools are currently within the New Project Approval design development process. During the NPA design development process all schools and their stakeholders are engaged in an extensive process including weekly engagement meetings, structured design workshops and consultation events. Other methods and formats of engagement include:</p> <ul style="list-style-type: none"> § Incorporation of the school’s vision into the design brief for being a community school including the provision of flexible community spaces and learning resource areas that will be accessed by the community out of school hours; § Regular feedback and input from Governing bodies of schools via Design Quality Indicator workshops and presentations to Governors; § Scheduled formal design & build and ICT engagement meetings with the school and design team to conceive, develop and arrive at an agreed master plan and outline 1:200 design solution;

Parental Engagement in Secondary Education			
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			Public consultation events in preparation of submission for planning application. Appropriate space for Parental Engagement activities is an ongoing challenge for secondary schools.
R6 That secondary schools, with the support of the Children, Schools and Families Directorate, introduce regular consultation events to obtain parents' views and build trust and confidence (Parent Voice), ensuring parents receive feedback and see results.	<p>1. Identifying and meeting with school staff proved challenging due in part to complex structures and staff roles. Events planned in partnership with Parent Support Partners and extended school staff work well.</p> <p>2. Parent Voice events have taken place in 3 schools. Work is ongoing to further develop events and build upon questionnaires used in majority of schools.</p> <p>3. Work to improve feedback and dialogue with parents and governors is ongoing.</p>	Sharon Sullivan, Senior Parent Support Co-ordinator, Early Years, Children and Learning	COMPLETE Parent Voice consultations to take place BGTC and Oaklands.
R7 That Children, Schools and Families Directorate supports schools to develop a welcoming School with training for front-line	1. Complete – Due to demand 3 “Developing a Welcoming school” training sessions have been delivered.	Sharon Sullivan, Senior Parent Support Co-ordinator, Early	COMPLETE Parental Engagement training sessions for Oaklands, Bow Boys staff on developing and improving work with parents.

Parental Engagement in Secondary Education			
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staff, both in the office and the classroom, on how to make parents feel comfortable, particularly when discussing sensitive issues.	<p>Further programmes planned for 2011</p> <p>2. Complete – 2 training sessions centrally delivered. Localised sessions failed to recruit sufficient numbers.</p>	Years, Children and Learning	
<p>Page 274</p> <p>That the Children, Schools and Families Directorate support schools to develop an ongoing programme of interactive activities and workshops for parents to learn more about the curriculum, how children are taught and how they can support their child's learning, as well as approaches to parenting teenagers.</p>	<p>1. 2. Complete - Success of 3 week Transition Course for parents of children in year 7 has led to the development of parent groups / forums in 3 Secondary Schools with plans for parent forums to be set up in 2 additional schools.</p> <p>3. A wide range of courses have been delivered in response to parent survey / voice consultation and school priorities. Courses include 16 Strengthening Families Strengthening Communities (SFSC) parenting courses (including targeted courses in Bengali), Passport to Learning Building skills &</p>	<p>Sharon Sullivan, Senior Parent Support Co-ordinator, Early Years, Children and Learning</p> <p>Denise Hickford, Parental Engagement Coordinator, Equalities and Parental Development</p>	<p>COMPLETE</p> <p>Parental Engagement Team has supported school Curriculum Days. Working with PSP to develop work with parents, especially signposting skills. Encouraging better parent worker links between primary and secondary schools. A wide range of courses continue to be delivered in secondary schools: 9 further SFSC courses have been delivered. Accredited courses – Volunteering in your child's school</p>

Parental Engagement in Secondary Education			
Recommendation	Response/Comments	Responsibility	Update June 2012
	<p>confidence courses, Volunteering in your child's school (accredited and non-accredited), Healthy Living and creative programmes. Parent Volunteer programmes have been established in 2 secondary schools. Parents are now volunteering in the classroom and on visits and extra-curricular activity.</p> <p>Further programmes and development negotiated for the autumn term.</p>		

Reducing Worklessness Amongst Young Adults 18-24				
Recommendation	Response / Comments	Responsibility	Update June 2012	
R1	<p>That the Prosperous Community Plan Delivery Group (CPDG) accelerates progress on Apprenticeships by setting annual targets which are agreed by partner organisations and should explore using any locally available funding</p>	<p>14-19 team to ensure</p> <ul style="list-style-type: none"> Integration with 16-19 commissioning plan which includes local Apprenticeship numbers Support from the National 	<p>Wendy Forrest (Director, The HUB)</p>	

	<p>Apprenticeship Service and agreement with Group Training Agencies to engage employers offering Apprenticeships up to 19</p> <p>CPDG to secure from each strategic partner an annual commitment to new apprenticeship starts, 16-19 and 19+ for 2011/12 and annually thereafter <i>No additional resource required to maintain ongoing relationship with Apprenticeship providers and NAS.</i> <i>Grant request submitted to NAS to pilot improved Apprenticeship delivery programme and engagement with those sectors (principally financial services) that do not currently participate in the Apprenticeship programme</i> An annual target of 70 apprenticeships within the council has been set by the Work based Learning Service as part of the Workforce to</p>	<p>Linda Crawford (Organisational Development and Positive Action Schemes Manager)</p>	
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		<p>Reflect the Community Strategy <i>No additional resources required to meet this target which is now increased to a minimum of 83</i></p>		
R2	<p>That annual targets for work experience commitments are secured by the Human Resources Team for 14-19 year olds and the Employment and Enterprise Team for 19-25 year olds. There should be a clear emphasis on targeting groups with high levels of economic inactivity such as vulnerable young adults, women and ex-offenders</p>	<p>As part of the Local Economic Assessment and review of the employment strategy, the Employment & Enterprise team will be identifying and consulting on the key activities targeting different client groups. Following this comprehensive quantitative, qualitative and analytical process, action plans will be developed in association with available investment. <i>Financial implications: None. LEA process is near completion and within current budget allocations</i> <i>Strategy development and presentation are ongoing pieces of work within the Employment and Enterprise team, development of action plans will follow strategy through employment enterprise task groups and Prosperous communities group</i></p>	<p>Andy Scott (Employment and Enterprise Manager)</p> <p>Wendy Forrest (Director, The HUB) Mike Tyler (Director, Education Business)</p>	<p>In Progress</p> <p>Following the adoption of the Employment Strategy the action plan looked at short medium and long term actions. The Strategy introduced the “Routeway to Work“ concept; and work experience opportunities is a key task within that journey. The DWP have introduced funded programmes by external contractors which generate and provide work experience placements across the private sector and the council has worked proactively with these organisations to ensure residents maximise the opportunities. Work experience opportunities have taken place within the council and there is an action to develop a more robust council wide work experience scheme contained within the 2012/13 strategic plan.</p>

	<p>Opportunities and barriers to be scoped with HR by June leading to action plan to deliver 14-19 targets. Action Plan to include Directorate targets and ensure some opportunities ring fenced for young people most at risk <i>No additional resource required to maintain ongoing relationship with EBP</i> An annual target of 90 work experience places (15 in each directorate) has been agreed. Placements are being developed between April – July and are due to com on steam from July/August until the end of the financial year.</p>	<p>Partnership) Linda Crawford (Organisational Development and Positive Action Schemes Manager)</p>	
<p>R3 That NHS Tower Hamlets in partnership with the Council and other local health partners continue to develop specific schemes in professional health related fields with shortages to develop a workforce that reflects the community</p>	<p>Skillsmatch is working closely with the health sector and health cluster businesses to ensure motivated job ready individuals are being linked to the vacancies which exist and have signed an SLA with Barts and the Royal London Hospital Trust to maximise the number of health sector jobs secured by residents <i>Financial implications: None. Agreement with Barts and</i></p>	<p>Andy Scott (Employment and Enterprise Manager) Andrew Attfield (Associate Director</p>	<p>COMPLETED The Skillsmatch service works closely with Bart's and London Trust to promote, advertise and match residents to local Health sector opportunities. Further development on a health routeway to employment is being developed alongside the Trust, the Host Borough Unit project of Growth Boroughs and the BIS department programme of Skills for Growth.</p>

	<p><i>London contains financial income for the Council to compliment the work of Skillsmatch. Promotion of health sector will be through communications plan developed alongside strategy work.</i></p> <p>A Health Careers Board has been established by NHS Tower Hamlets that includes all the NHS Trusts in Tower Hamlets, City University, Tower Hamlets College and the Local Authority. The Board will put into place Action Plans that will aim to attract more young people and adults into clinical careers. NHS Tower Hamlets will continue to provide work placements; graduate and apprenticeship roles to local people as part its plan to have a workforce that reflects Tower Hamlets communities.</p> <p><i>Whilst the NHS is undergoing reorganisation and reduction of management costs at present, it is committed, through the Health Careers Board, to increasing local employment in clinical areas,</i></p>	Community Employment, NHS Tower Hamlets)	
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		<i>especially in relation to underrepresented BME communities. The full action plan is planned to be adopted in September, and will include marketing to parents and children on nursing roles, taster placements for school students and an extended apprenticeship programme.</i>		
R4 Page 280	The Prosperous Community Plan Delivery Group (CPDG) explores extending existing Graduate Programmes in the borough to devise a summer internship programme for Undergraduate Tower Hamlets residents	<p>An internship scheme is being organised to start in August. It will offer 3 month placements with training / coaching support. The scheme will be for 20 graduates.</p> <p><i>No additional Resources required to meet this target , however we may have to reduce this intake to 13-14 places</i></p> <p>A number of organisations including Skillsmatch, ELBA, Young Foundation, Adaab Trust, University East London and the London Metropolitan University will be setting up an action group to look further into graduate unemployment and aspects of job brokerage for new graduates.</p>	<p>Linda Crawford (Organisational Development and Positive Action Schemes Manager)</p> <p>Andy Scott (Employment and Enterprise Manager)</p>	<p>COMPLETED</p> <p>Graduate recruitment has risen as part of the growing challenge of employment during an economic downturn. This subject has been explored and discussions have taken place to promote graduate recruitment programmes but effects are limited due to reductions in funding. A number of Graduate programmes exist and are continuing including the ELBA ‘Eagles’ project and the Councils graduate programme through the Skillsmatch Service.</p>

		<i>Financial implications: None. Staff resource to attend steering group meetings is contained within current allocations.</i>		
R5	That the Prosperous Community Plan Delivery Group (CPDG) explores either developing or supports in extending an existing mentoring project where unemployed young adults have an opportunity to be mentored by officers from the Partnership	<p>This recommendation will be considered further in the Employment Strategy refresh during 2010/11</p> <p>The action group mentioned in R4 will also look at a partnership approach to mentoring local graduates and advising them on employment related issues.</p>	<p>Andy Scott (Employment and Enterprise Manager)</p> <p>Andy Scott (Employment and Enterprise Manager)</p>	<p>COMPLETED</p> <p>Mentoring has been explored as an additional support mechanism to local residents. Many new employment programmes now have targets for sustainable employment and mentoring and support is a key element to achieve longer term employment and progression. The Councils own programmes and Government programmes have all utilised buddies and mentors to support their customers. The partnership has been on hold pending the introduction of the new Mayors employment and enterprise Board and therefore has not been taking part in mentoring through this route. It is however known that many partnership participants are mentors and promote mentoring across their organisations.</p>
R6	That the Employment and Enterprise Team develops innovative methods to inform young adults about job and training opportunities; this should include the use of social networking sites and text messaging	<p>Skillsmatch have in place a text messaging service to inform those that are registered about opportunities for employment and training and maximising innovation is already planned into the future work.</p> <p>Skillsmatch also have a client database where clients receive emails on potential vacancies. The Employment</p>	<p>Andy Scott (Employment and Enterprise Manager)</p>	<p>COMPLETED</p> <p>The Skillsmatch service has introduced a texting service to enhance its communication with young people and to maximise the use of modern technology.</p>

	<p>Strategy refresh will also include a communication strategy which will explore innovative methods of communication.</p> <p><i>Financial implications: None. Any additional development of marketing through new technology will be developed through Strategy action plans. Any changes to marketing delivery will be costed and explored for value for money.</i></p> <p>The development of the new Children, School's and Families Directorate youth website and the 18+ options brochure to be available online and in print should contribute to this work</p> <p><i>No additional resource required to provide 10/11 website and print-based IAG</i></p>	<p>Wendy Forrest (Director, The HUB) Streve Grocott (Area Manager Tower Hamlets, Futures)</p>	
<p>R7 That the Third Sector Team develops a communication strategy to publicise third sector employment support available to residents locally</p>	<p>Third Sector WNF team will work with Employment and Enterprise Team to develop a Communication Strategy and publicise third sector employment support available.</p> <p><i>There are financial implication on this as this has not been budgeted for but there could be potential</i></p>	<p>Abid Hussain (Third Sector and External Funding Manager)</p> <p>Andy Scott</p>	<p>COMPLETED</p> <p>Communications channels have been developed to ensure that opportunities are promoted across the widest area possible, this includes linkages to JCP and resident facing organisations. Further exploration of this will be a part of the development of sector based routeways to work</p>

	<p><i>European funding for this which we are exploring</i></p> <p>The Employment and Enterprise Team are developing a communications strategy to publicise employment support.</p> <p><i>Financial implications: None. Communications strategy will be developed as part of ongoing economic strategy development work</i></p>	(Employment and Enterprise Manager)	
<p>R8</p> <p>Page 283</p> <p>That the Prosperous Community Plan Delivery Group (CPDG) use the Connexions model to explore developing a detached and outreach strategy to reconnect with unemployed 18-24 year olds</p>	<p>As part of the Local Economic Assessment process, evidence of different groups of unemployed and economically inactive residents will be identified and evaluated. This work will lead to development of partnerships and engagement proposals to deliver the most productive methodology of engagement producing the highest impact for investment. This will include engagement with disadvantaged, detached and marginalised groups.</p> <p><i>Financial implications: None. LEA process is near completion and within current budget allocations</i></p>	Andy Scott (Employment and Enterprise Manager)	<p>COMPLETED</p> <p>The Employment & Enterprise team have explored the increased use of outreach models to connect with 18-24 yr olds. Due to funding restrictions a new programme of focus outreach is unable to go forward. The Council has however developed strong partnership arrangements with Youth services, Connexions and NEET teams to ensure they can access the opportunities available. Further development of the targeted geographic programme which will be an outreach based programme will also include this work.</p>

	<p><i>Strategy development and presentation are ongoing pieces of work within the Employment and Enterprise team, development of action plans will follow strategy through employment enterprise task groups and Prosperous communities group.</i></p> <p>Employment Task Group reporting to the Prosperous Community Plan Delivery Group to develop a localised multi-agency outreach pilot providing intensive support to young people transferring from NEET to JSA/ESA linked to the Employment Strategy, 14-19 plan and Olympic borough Strategic Regeneration Framework. <i>This is linked to DWP resourcing request in R9</i></p>	<p>Mike Tyler (Director, Education Business Partnership & Chair of the Employment Task Group)</p>	
<p>R9 That the Prosperous Community Plan Delivery Group (CPDG) works with Jobcentre Plus, Connexions and Local Authority teams to ensure that NEET young people moving into adult unemployment receive consistent and seamless support</p>	<p>The Employment & Enterprise team working on behalf of the Employment Task Group are already exploring the opportunities within DWP funding streams to develop proposals that will link the work of connexions, JCP and local delivery</p>	<p>Andy Scott (Employment and Enterprise Manager)</p>	<p>COMPLETED</p> <p>Proposals were drafted to develop a transition programme and a pilot programme was delivered by Bromley by Bow Centre. Further funding was not available to scale up this work However since this work JCP have subsequently introduced a whole raft of support to young people about employability,</p>

	<p>agencies to develop transition arrangements between service delivery at different ages. It would be preferable to create an innovative intervention which focuses young people on employment before they move onto an unemployment benefit delivery agency. This is ongoing.</p> <p><i>Financial implications: None. Neet project is looking at external funding to go forward through ESF matched opportunities</i></p> <p>This will take forward work which has already been initiated and is a priority to be led through the Employment Task Group reporting to Prosperous Community Plan Delivery Group</p>	<p>Mike Tyler (Director, Education Business Partnership & Chair of the Employment Task Group)</p>	<p>motivation and job preparation.</p>
<p>R10 That the Prosperous Community Plan Delivery Group (CPDG) commit to organising at least two job fairs annually</p>	<p>CPDG and its partners will organise a minimum of 2 jobsfairs events per year which will include larger generic jobsfairs as well as smaller targeted events. CPDG are committed to working alongside the Employment task group and its strategic partners and will</p>	<p>Andy Scott (Employment and Enterprise Manager)</p>	<p>COMPLETED</p> <p>The Olympics 2012 has been a key focus of the years work and two major jobsfairs have taken place with over 1100 local customers attending. These events are in addition to localised sector based events at Skillsmatch to link local people to specific recruitments being advertised.</p>

gather and co-ordinate a jobsfairs and events calendar for the year to ensure that internal and external investment in these events is maximised. CPDG and the Employment Task group will also work alongside any new delivery organisations for the emerging government 'work programme' to promote job opportunities for local residents.

Larger events will be managed by Jobcentre Plus and the Councils Skillsmatch service whilst smaller targeted events can be geographic based like the recent Ask Coach LOCOG/ RSL roadshow event in Bow and the LAP based event being planned by WNF programme team. Key sector based events will be designed to promote local opportunities including health, security, hospitality and retail. These events will target specific work sectors linked to Barts and Royal London, Olympics, new developments in the borough, sector shortage

	<p>areas and growth sectors within the local labour market. Events can highlight different levels of jobs including from entry level through to graduate placements.</p> <p>Jobsfairs, events and publicising opportunities will also form part of the communications and publicity plan which is developing alongside the Employment and Enterprise strategies revision process.</p> <p>Financial implications: Medium Events with strategic partners will usually have funding attached to them. Specific events focusing on sectors or geographies will be planned into new programmes of work however additional funding allocations will need to be secured for current and ongoing programmes to ensure successful outcomes.</p>		
R11 The Third Sector Team liaises with third sector organisations to	Third Sector Commissioners' Group to:	Abid Hussain (Third Sector and	COMPLETED

<p>develop a clear and consistent commissioning framework that sets out at the outset what it intends to purchase and what the third sector is providing. In addition, the Third Sector Team explore methods to encourage the Third Sector to be more qualitative in approach rather than merely report on outcomes</p>	<ul style="list-style-type: none"> • Develop a framework (prospectus) • Work with the Third Sector Team and other colleagues to develop a capacity building Action Plan • Review the commissioning arrangements for MSG and CMF • Strengthen partnerships with third sector around commissioning and procurement by communicating opportunities to bid for LBTH contracts and facilitating a third sector provider day. <p><i>Might have future financial implications but at present this work is ongoing using existing resources</i></p>	<p>External Funding Manager)</p>	<p>A report on MSG & CMF went to Cabinet on 14th March outlining the broad framework/programme for next three years including funding, and monitoring / reporting processes.</p> <p>Quarterly training provided to local VCOs by the Procurement Team.</p> <p>Opportunities for third sector organisations to bid for LBTH contracts is currently promoted via TH CVS, however, a Commissioners Group does not currently exist.</p>
<p>R12 That the Third Sector Team capacity build and support umbrella organisations and Third Sector Partnerships such as the</p>	<ul style="list-style-type: none"> • Ensure support is available to local third sector organisations 		<p>COMPLETED</p> <p>A range of support is commissioned to the sector via MSG and directly via the CVS.</p>

<p>Third Sector Employment Network to carry out collaborative work, influence policy and advice and support mainstream agencies</p>	<p>including infrastructure/umbrella organisations</p> <ul style="list-style-type: none"> • Use third sector networks and advisory boards to seek advice and help influence and shape future and emerging policy. <p><i>Might have future financial implications but at present this work is ongoing using existing resources</i></p>		<p>Third Sector Advisory Board meets regularly [bi-monthly] and discusses issues affecting the VCS</p>
<p>R13 Page 289</p> <p>That the Employment and Enterprise Team devise a clear Enterprise Strategy which gives on going support to local social enterprises and encourages entrepreneurship amongst young adults</p>	<p>A scoping paper is already being drafted in preparation for the wider development of the enterprise strategy, which will go through a consultation phase and link to the enterprise statement in place. This has an element of entrepreneurial focus as well as a support to all enterprises. Funding will need to be secured to take projects forward. <i>Financial implications: Limited.</i> <i>Strategy development and presentation are ongoing pieces of work within the Employment and Enterprise</i></p>	<p>Andy Scott (Employment and Enterprise Manager)</p>	<p>COMPLETED</p> <p>The Enterprise Strategy was agreed at Cabinet in February 2012 and will go through full Council in April 2012 for adoption.</p>

	<p><i>team, development of action plans containing enterprise start up will follow the strategy through employment & enterprise task groups and Prosperous communities group.</i></p> <p><i>Any actions proposed but not yet funded will seek to apply for externally based funding.</i></p> <p>Delivery of enterprise based initiatives is on-going including projects through the Bishop Gate Section 106 funds and the East London Business Place. Once completed, delivery of the Enterprise strategy will also commence.</p>	Gay Harrington (Chair Enterprise Working Group)	
R14	<p>That the Third Sector Team explore developing a shared database between themselves and third sector organisations showing whose working with whom whilst retaining choice for individual clients</p> <p>The Third Sector Team will be working with the CVS interim Board and the ChangeUp Consortium to explore further.</p> <ul style="list-style-type: none"> • Scope the development of the database • Agree protocols for the use of database • Promotion of the database across the 		<p>COMPLETED</p> <p>TH CVS is developing a database of local voluntary and community organisations.</p> <p>There was a tracking database relating to the delivery of WNF. Developing this further had been explored however, there are no plans currently to role this out over other funding programmes.</p>

	partnership		
R15	<p>That the Children's, Schools and Families Directorate explore the possibility of introducing greater careers education at a Primary School age, as is currently being piloted through the governments <i>Young peoples information, advice and guidance strategy - Quality Choice and Aspiration</i></p>	<p>If the pilot for careers education in primary is going ahead we will this year:</p> <ul style="list-style-type: none"> • Identify a lead officer within the primary team • Ensure LA primary school improvement officers are familiar with DCSF documentation, the implications for primary school and the pilot programme for primary schools • Hold a dissemination event for primary headteachers on the pilot programme • Liaise with secondary colleagues to ensure alignment of approach • Use existing cross-phase clusters to develop the careers education pilot 	<p>Anne Canning (Service Head, learning and Achievement)</p>

		<ul style="list-style-type: none"> • Use SIP visits to audit existing careers provision in primary schools • Implement pilot 		
R16	That the Children's, Schools and Families Directorate work with all Schools in the borough to ensure young people have an opportunity to gain a qualification in Employment Skills	<p>Passport to Employability targets and action plan for academic year 10/11 to be agreed through Employment Task Group. Targets to specify:</p> <ul style="list-style-type: none"> • Number of Schools offering the programme • Number of pupils registered onto the programme • Number to qualify at L1 and L2 in year <p><i>Employability currently sponsored by Nomura until July 2011. No additional resource required if sponsorship continues</i></p>	<p>Wendy Forrest (Director, The HUB)</p> <p>Mike Tyler (Director, Education Business Partnership)</p>	

R17	That the Children's, Schools and Families Directorate work with Schools and Colleges to increase the availability of industry related qualifications with support from appropriate employers	Tower Hamlets Applied Curriculum Strategy to be agreed through Hub Board and frame the ongoing work of the EBP and 14-19 Employer Engagement Manager <i>No additional resource required assuming continued central government EBL grant and school support (through DSG) for 14-19 Plan</i>	Wendy Forrest (Director, The HUB) Mike Tyler (Director, Education Business Partnership)
R18	That the Children's, Schools and Families Directorate work with the Education Business Partnership and schools to improve quality and outcome of work experience, including a wider range of challenging opportunities with partner organisations	Work Experience improvement programme to be agreed by June for implementation by January 2011 <i>No additional resource required assuming continued central government EBL grant and school support (through DSG) for 14-19 Plan</i>	Wendy Forrest (Director, The HUB) Mike Tyler (Director, Education Business Partnership)
R19	That the Council supports Councillors and other community leaders in developing their community leadership role in reducing worklessness and in particular encouraging and supporting groups which are under represented in the labour market	A range of seminars focusing on Members' community leadership role and how this can contribute to reducing worklessness will feature in the 2010-11 Member learning and development programme. (This would be subject to sign off by the Member L&D Working Group and CMT). <i>Internal training sessions will be cost neutral, however if there is a need to bring in</i>	Andy Scott (Employment and Enterprise Manager)

	<p><i>external experts to deliver some workshops then there could be a possible cost involved with this.</i></p> <p>The Employment and Enterprise Employment Strategy will detail local employment champions. <i>Financial implications: None. Strategy development and presentation are ongoing pieces of work within the Employment and Enterprise team, development of action plans containing engagement methodology and community engagement will follow the strategy, developed through employment & enterprise task groups and Prosperous communities.</i></p>		
<p>R20 That the Prosperous Community Plan Delivery Group (CPDG) commission a piece of research to map out all services, within each LAP area, that deliver employment and training provisions and looks at ways in which this could be better managed and utilised in preparation for a reduction in public services</p>	<p>A Local Economic Assessment is currently being undertaken, which is a statutory requirement for local authorities. The outcome of this will give us a more comprehensive outlook of each LAP Area. <i>Financial implications: Limited . Strategy development and presentation are ongoing pieces of work within the</i></p>	<p>Andy Scott (Employment and Enterprise Manager)</p>	

Employment and Enterprise team, development of action plans containing particular focus on co-ordination of effort and targeting will follow the strategy through employment & enterprise task groups and Prosperous communities group. Totalplace approach projects will need to identify their scope and funds available to deliver. This could be from an alignment of partner agency funding.

The Council is currently running a Total Place Pilot which is looking at Child Poverty. A key aspect of this is mapping employment support organisations in the borough and in particular from the third sector. This piece of work will support the refresh of both the Employment Strategy and the Child Poverty Strategy. **Both of these reports will be considered by the Prosperous Community Plan Delivery Group.**

Raising Participation in Post 16 Learning in Tower Hamlets			
Recommendation	Response / Comments	Responsibility	Update June 2012
<p>R1</p> <p>That the borough review and revise their parental engagement policy and develop a more innovative and effective approach to engaging parents in their children's post 16 education.</p>	<p>Offer advice to parents as part of all post-16 progression information provided in print or on line</p> <p>Invite parents to Y11 options events in every school</p> <p>Ensure that the parental engagement team and parent advice services have current, accessible and engaging information about post-16 options and can provide informed advice</p> <p>Hold targeted parents' evenings for young people at risk of drop out through the Transition Mentor and Advanced Skills PA programmes</p>	<p>Wendy Forrest, Director, Hub</p> <p>Headteachers</p> <p>Wendy Forrest</p> <p>Wendy Forrest</p>	<p>COMPLETE</p>
<p>R2</p> <p>That all partners continue to work with employers to develop and deliver a range of Level 3 apprenticeships, providing young people with clear progression</p>	<p>Implement a joint approach to employer engagement through the Apprenticeship Task Group to target 50 large local businesses in</p>	<p>Wendy Forrest</p>	<p>COMPLETE</p>

<p>routes and increasing employment opportunities by involving more employers through a more effective partnership.</p>	<p>partnership with the National Apprenticeship Service</p> <p>Trial Advanced Apprenticeships with at least two local work-based learning providers</p>	<p>Learning for Growth Partnership</p>	
<p>R3</p> <p>That the borough target resources to the most vulnerable learners, which needs to ensure proactive engagement with those young people and identify their needs to provide integrated effective support.</p>	<p>Undertake an equalities impact assessment to report the impact of the current 16-19 offer in Tower Hamlets on participation by gender, ethnicity and ability</p> <p>Support 20 young parents return to learning or employment through a weekly learning and support programme delivered at Bromley by Bow Centre</p> <p>Support 20 young offenders leaving custody into learning or work, through implementing the London Resettlement Pledge</p> <p>Trail a new Level 1 traineeship, including work experience within the Council, with 5 young people with learning difficulties</p>	<p>Equalities team</p> <p>Wendy Forrest</p> <p>Wendy Forrest</p> <p>Wendy Forrest</p>	<p>COMPLETE</p>

<p>R4</p> <p>That the borough and Hub partners consider further developing personalised progression support, which help young people develop personalised 'road maps' to progression.</p>	<p>Continue to pilot Advanced Skills Personal Advisers in five schools, supporting over 320 Year 11s to progress into post-16 learning and complete external programme evaluation</p> <p>Publish interim evaluation of targeted support with 30 NEET young people in Bromley by Bow, ensuring that they don't fall between youth and adult employment services as they manage transition at 18</p>	<p>Wendy Forrest</p> <p>Wendy Forrest</p>	<p>COMPLETE</p>
<p>R5</p> <p>That the borough examine the effectiveness of the integrated plan for young people with a view to developing it further in consultation with appropriate stakeholders.</p>	<p>Review proposals to support full participation to 18 through</p> <ul style="list-style-type: none"> § Hub Board § Achieving Economic Well-being Theme Group § Employment Task Group 	<p>Wendy Forrest</p>	<p>SUPERCEDED BY RESTRUCTURES/BUDGET CHANGES</p>
<p>R6</p> <p>That the borough identify services that provide long-term effectiveness and consider shifting resources to such services.</p>	<p>Develop evidence of demonstrated impact in terms of</p> <ol style="list-style-type: none"> 1. learner success 2. learner progression to inform commissioning and monitoring of 	<p>Wendy Forrest</p>	<p>SUPERCEDED BY RESTRUCTURES/BUDGET CHANGES</p>

	§ youth provision § 16-19 learning § Under 20 employment support		
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Child Poverty			
Recommendation	Response / Comments	Lead Officer	Update June 2012
<p>R1 That the Tower Hamlets Partnership develops on-going programmes to support specific groups facing barriers to employment.</p>	<p>Performance against the LAA targets (NI 151, 152 and 153) is ahead of target.</p> <p>The Working Neighbourhood Fund programme is nearing completion and has targeted a range of different groups, including young people, homeless families and other vulnerable groups such as those with mental health problems and learning disabilities, to assist them into employment. At this stage of the programme 2,484 people have been helped into employment. A full evaluation of the programme is to be carried out which will help inform the Partnership's Employment Strategy.</p>	<p>Aman Dalvi, Corporate Director, Development and Renewal</p> <p>Louise Russell, Service Head Strategy and Performance</p> <p>Simon Kilbey, Service Head of HR and Workforce Development</p>	<p>COMPLETE</p> <p>Performance against final year LAA targets is on-track. The Working Neighbourhoods fund programme is approaching its end in March 2011. Unverified job outputs up to December 2010 are 3,496 against an overall target of 4,000 people into work.</p> <p>There is confidence that the overall target of 4,000 for the programme will be met. The Councils Skillsmatch service has an individual target of 1800 to achieve by March 2011, performance up to December 2010 shows the programme has placed 1,719 local people into work. There is confidence that the target will be achieved.</p> <p>Evaluation of the WNF programme is currently underway.</p>
<p>R2 That the Health and Employment Group consider the role of GPs in identifying ways of breaking the cycle of long term sickness for those with support needs.</p>	<p>The Jobs in Health project, part funded through WNF is targeting recruitment into entry level PCT positions through the mytowerhamletsjobs.com process. This is being widened and launched in autumn 2009 and will be</p>	<p>Simon Kilbey, Service Head of HR and Workforce Development</p>	

	<p>used to register health service users a clear route into employment advice. This will be marketed to GPs and other health care professionals as the main referral route for their patients. Patients of psychological services will benefit from this approach in the first instance.</p> <p>A pilot is also in place using the concept of a 'well-note' as an intervention to reduce the likelihood of long-term sickness.</p>		
<p>R3 That Children's Services ensures that assessments, including Common Assessment Framework and Core Assessments include debt management considerations and whether financial advice is required as part of action planning.</p>	<p>Children Centre Family Support Workers complete CAF's. Where appropriate action plans reflect the need for financial advice and where this can be obtained e.g. through BRAC UK, parents guide to money, Citizens advice or any local Children's Centre service</p>	<p>Helen Lincoln, Service Head Children's Social Care</p>	<p>Complete</p>
<p>R4 That Children's Services develop and train front line staff at Children's Centres to deliver debt management and financial advice in partnership with locally based organisations such as the Financial Services Authority and third sector organisations.</p>	<p>The Children Centre Community Involvement Officers have an indepth awareness of services available and are able to sign post as appropriate.</p>	<p>Amanda Hicks, Children's Centre Strategic Manager</p>	<p>Complete</p> <p>Children Centre Community Involvement Officers (CIO's)/lead workers have produced a contact list of providers that support this area of work. This is circulated to all CIO's/lead workers particularly when new people come</p>

	<p>Delivered training - (60 staff attended in total) Family Information Service (FIS) user survey carried out at the Working With Parents seminar - (50 attended) Parent Support Partner staff and representatives from voluntary and statutory services attended. Further development to include launch of Family Information Service, 'show and tell' to PSP network groups. FSA delivered a one hour session for staff with follow up 1-1 sessions.</p> <p>HMRC until recently were attending some Children Centres the following gives a flavour of outcomes (it should be noted that this is London wide feedback from HMRC)</p> <ul style="list-style-type: none"> • Increased awareness of tax credits • Increased awareness of tax credit not claimed • Increased awareness of childcare element of Working Tax Credit 	<p>Shanara Matin, Interim Head of Participation and Engagement & Layla Richards, Partnerships and Equalities Manager</p>	<p>into post. Other centre staff signpost to the CIO/lead worker as appropriate</p> <p>The Children's Centres have worked in partnership to deliver advice such as with Toynee Bee, ELFI, Quaker, Limehouse, BRAC, Money Matters, Bromley By Bow Centre</p> <p>Staff have attended training and sessions on: Working Benefits. Money Mentoring debt management/financial advice</p> <p>HMRC Ceased when the present government came in</p>
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	<ul style="list-style-type: none"> • Increased awareness of childcare element of Working Tax Credit • Better understanding of eligibility • Encouragement to apply for tax credits • Encouragement to notify about changes of circumstance • Encouragement to return to work <p>This type of work is considered across a range of groups within the Children and Families Trust to ensure that families are provided with appropriate advice and so that staff are well equipped to be able to do this. We have also undertaken some consultation with families who live in poverty which has given us information about how families want to access services - this is feeding into the child poverty commissioning plan</p>		
R5 That the External Funding Team consider how financial inclusion and	Currently fortnightly notice in EEL on Where to go for debt	Everett Haughton,	COMPLETE

<p>debt management might be further promoted through wider publicity in East End Life and through the publications of key local agencies.</p>	<p>advice . Credit union advert continues to be placed every two weeks .Also regular information articles on debt advice ,financial inclusion and benefit take up in EEL and RSL publications</p> <p>A new leaflet and poster highlighting Where to Go for debt and benefits advice circulated March 2010 through key stakeholder partners.</p>	<p>Funding and Development Manager & Maura Farrelly , Community Resources Office</p>	<p>Regular information articles on debt advice ,financial inclusion, affordable credit and benefit take up continue to be publicised in EEL and RSL publications and on the internet and intranet</p> <p>In response to demand a further 10,000 Where to Go for Advice leaflets were printed and distributed to front line agencies in Dec 2010</p> <p>The scrutiny recommendation have been implemented fully and</p> <p>a financial inclusion steering group with representatives from key statutory and voluntary sector agencies was established in Oct 2010 to ensure that this work is maintained and taken forward</p>
<p>R6 That Tower Hamlets Partnership re-considers its position and use of data to review the support needed to get women into employment with a particular focus on supporting Bengali women.</p>	<p>A number of actions around this have now been included in the Gender Equality Scheme, which is awaiting final sign-off.</p> <p>Work should be underway following the finalising of the Scheme. Specific work is also taking place on women and worklessness outside of the Scheme.</p>		<p>COMPLETE</p> <p>In depth research into women and worklessness in Tower Hamlets has been commissioned. This will involve a quantitative and qualitative element looking at the potential reasons behind worklessness amongst Bangladeshi and Somali women specifically.</p> <p>Final report to be completed in April 2011 - intended to feed into key strategies such as the Employment Strategy and Child Poverty Strategy</p>
<p>R7 That the ESOL Providers Action Group (EPAG) explores ways to</p>	<p>Mapping activity completed in January 2010 and</p>	<p>Fiona Paterson, Head of Adult and</p>	<p>Mapping completed for 2010/11 and disseminated to partners to support</p>

<p>improve the referral process to employment advice and opportunities for students who have completed courses.</p>	<p>disseminated between partners</p> <p>Progression routes have been discussed, identified and learners given referral opportunities.</p>	<p>Community Learning</p>	<p>referrals</p> <p>An ESOL work placement project is under consideration as a legacy from WNF activity.</p>
<p>R8 That Children's Services strengthen the promotion of the role of Children's Centres and childcare support through East End Life and the publications of other partner agencies.</p>	<p>Case studies of families to feature in East End Life in October 2010.</p> <p>Ongoing promotion of childcare and the Family Information Service in local press.</p> <p>Two advertisement wraps of East End Life produced – one promoting childcare in general, the other promoting holiday playschemes, a time of particular need for working parents. Four more wraps planned for rest of year.</p>	<p>Jacqueline Harthill, Stakeholder Engagement Officer</p> <p>Jo Green, Planning and Information Manager, Early Years Service</p>	<p>Complete</p> <p>Features highlighting the work the council is undertaking appeared in East End Life during 2010:</p> <p>Family Information Service 24.05.10</p> <p>Children's Centres 18.10.10</p> <p>Improving Schools 01.11.10</p> <p>Young People into Training/Employment 15.11.10</p> <p>Housing 29.11.10</p> <p>Benefits of Childcare 26.03.10</p> <p>Holiday Fun 12.07.10</p> <p>Starting School 13.12.10</p> <p>One more ad to appear but postponed due to team reorganisation.</p>
<p>R9 That Tower Hamlets Partnership should continue to support ESOL financially and identify targeted funding for women who may not meet the</p>	<p>Currently there is a £1.3m ESOL programme funded through WNF until 2011. The Partnership does not</p>	<p>Shanara Matin, Interim Head of Participation and Engagement</p>	<p>SUPERCEDED BY BUDGET RESTRAINTS</p> <p>Working Neighbourhood Funding has now</p>

<p>financial threshold for assistance and where they are not able to gain access to the household income.</p>	<p>have any further funds beyond this period. ESOL will continue to be a priority for the Partnership.</p> <p>Implementation of Recommendation 6 could lead to the identification of support for vulnerable women.</p>		<p>finished, and no further funding has been identified by the Tower Hamlets Partnership to support ESOL financially.</p>
<p>R10 That the Cabinet in partnership with the Learning Skills Council lobby government to increase funding for ESOL.</p>	<p>The LSC was disbanded at the end of March 2010. The run up to and the election in May 2010 meant that a proposal to send a joint letter to the then BIS Secretary of State was not implemented.. Since then the new government policy, in relation to skills and learning has led to two consultation papers on the future and funding of learning and skills. While ESOL remains a high priority locally, constructing a case to the new BIS Secretary of State for additional investment needs to wait until the policy position is clearer, possibly after the October CSR announcements. This will be kept under review.</p>	<p>Heather Bonfield, Service Head of Cultural Services</p>	<p>BIS has consulted on the Skills for Sustainable Growth strategy which outlines the future for ESOL provision in terms of funding, Funding rates have declined by 32% and new eligibility criteria targets those on work related benefits. This is part of the governments' strategy to support individuals who are close to gaining work..</p>

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<p>R11 That Jobcentre Plus review customer experience and case management with a view to improving the experiences of local people.</p>	<p>A range of recession busting measures were introduced in April 2010 not least Future Jobs Fund, Backing Young Britain and Day One/Six Months offers. These have had some success and have gradually been removed as the impact of recession has reduced and as the new Government's Welfare Policy and fiscal reforms have developed.</p> <p>Flexible New Deal will no longer be introduced, instead a new single Work Programme will come on line in summer 2011 that will encompass all existing provision, including Pathways to Work . The Work Programme will be individually tailored work focused support of up to two years irrespective of benefit claimed or customer group. The Work programme will have some mandatory attendance requirements and in return offer support to Incapacity Benefit (IB)/Employment Support Allowance (ESA), Income</p>	<p>Derek Harvey, External Relations Manager, Jobcentre Plus</p>	<p>COMPLETE</p>
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Support (IS) and Jobseekers Allowance (JSA)

The Work Programme will be supported by work experience/apprenticeships/volunteering offers involving third and voluntary sectors organisations.

In addition existing IB customers will be reassessed through the Work Capability Assessment to determine whether they are fit for some work now, some time in the future or unlikely to be job ready. After which they will be respectively supported into claiming JSA, ESA (Work Related Activity Group) or ESA (Support Group).

Our Advisers are being and have been upskilled to better deal with more vulnerable groups ie those with mental health issue, those with drug related issues, carers, etc.

Additionally they are embarking on a development programme to assess and upskill to NVQ level standards. This is a longer

term objective spanning 3 years.
We have advisers working out of 6 Children Centres in Tower Hamlets and are seeking to expand. This is in addition to advisers attending 8 primary schools offering advice and jobsearch support under the School Gates project. We have restructured all of our offices to focus more closely on specific customer groups and in the case of JSA customers to enhance support at key stages of duration of unemployment

Local Employment Partnerships ceased as a branding in May 2010 however due to the success of the model, the concept and offer to employers will continue. The District exceeded LEP targets by 215%.

Lone Parents with children aged 10 and over have been migrated onto either JSA or ESA as can no longer be considered lone parents for IS purposes. This will reduce to age 7 this October with

	plans to reduce further to age 5.		
<p>R12 That the Cabinet lobby Department of Work and Pensions to review how the benefits payment system can be improved to make prompt payments and support people so as not to fall further into poverty.</p>	<p>Virtuality was introduced from April 10.</p> <p>Telephony was brigaded all under the Contact Centre Directorate handling calls for benefit enquiries as well as employment related services and claims taking.</p> <p>All claims can now be taken over the telephone and in 2010, JSA (conts based) was able to be claimed on line. This was extended to JSA (income based) in Aug 2010.</p> <p>There is now only one telephone number for all Jobcentres.</p> <p>In March 2010, Better of in Work calculations became available on line via the 'benefit adviser' on the 'Directgov' website as well as offering information on entitlement/eligibility of benefits.</p> <p>The In and Out of Work project was completely rolled out by March 10 which</p>	<p>Derek Harvey, External Relations Manager, Jobcentre Plus</p>	<p>COMPLETE</p>

	<p>speeded up the claiming of in and out of work benefits. Information is captured at the outset of the claim and shared with Housing Benefit/Council Tax teams and when starting work information is updated and sent to HB/CTB and HMRC to initiate the Working Tax Credit claim</p>	<p>Steve Hill, Benefits Service Manager</p> <p>Steve Hill, Benefits Service Manager</p> <p>Steve Hill, Benefits Service Manager</p>	
<p>Page 31 1</p> <p>13 That the Partnership explores ways to improve employment opportunities for the Somali community including the use of outreach work.</p>	<p>The Partnership is carrying out a detailed piece of work to improve understanding of the needs of the Somali community. This work will be completed by the end of September. The recommendations will be presented to the Partnership Executive.</p> <p>It is also to be noted that there are 2 WNF programmes commissioned to improve employment opportunities for the Somali community including the use of</p>	<p>Shanara Matin, Interim Head of Participation and Engagement</p>	<p>Complete</p>

	outreach work, the Somali Network is in place, and has representatives on the governance structures of the Partnership.		
<p>R14 That the Council should sign-up to the London Child Poverty Pledge and encourage partners including the PCT, Canary Wharf and Olympics Authority to sign and use the Pledge to respond to the employment needs of local people.</p> <p>Page 312</p>	<p>Tower Hamlets has signed up to the London Child Poverty Pledge and is seen as a beacon for work in this area</p>	<p>Layla Richards, Partnerships and Equalities Manager</p> <p>Shanara Matin, Interim Head of Participation and Engagement & Layla Richards, Partnerships and Equalities Manager</p>	<p>COMPLETE</p> <p>Fully Implemented in the first six months of the plan in keeping with the deadline</p> <p>Fully Implemented in the first six months of the plan in keeping with the deadline</p>
<p>R15 That the Council explore ways of increasing the participation of new communities in the democratic process.</p>	<p>A Consultation and Participation Framework is being developed to increase participation, the New Residents and Refugees Forum will be included in the development of the Framework, this work will include:</p> <ul style="list-style-type: none"> • Production of a governance map to identify the links between existing groups in the community and 	<p>John Williams, Head of Democratic Services</p>	<p>COMPLETE</p> <p>Following completion of the pilot programme of Cabinet meetings in Community venues undertaken by the previous administration to October 2010, the Elected Mayor is now developing proposals for a programme of surgeries and other participative events in venues around the borough from March 2011 onwards</p> <p>A New Residents and Refugee Fourm is held every quarter. Part of its remit is to empower members of new communities. .</p>

	<p>the influencing groups of the Tower Hamlets Partnership.</p> <ul style="list-style-type: none"> • Formally linking the New Residents and Refugees Forum to the structures of the Partnership in a way that suits the needs of that group. <p>In addition, the Consultation and Involvement Team collect equalities data from each of their events and surveys conducted with communities to identify which groups are missing, and plan how they will improve participation in the future. This could be strengthened and collated Council and Partner wide.</p> <p>In its efforts to increase participation and engagement, the Council is currently exploring holding meetings outside the Town Hall.</p>		
<p>R16 That local BME media is used to increase awareness of how local democracy works and how it can address local issues for example unemployment and to champion</p>	<p><i>See recommendation 8 update.</i></p>	<p>Kelly Powell Communications Officer</p>	<p><i>See recommendation 8 update</i></p>

<p>positive stories about parental employment.</p>			
<p>R17 That the Overview and Scrutiny Committee undertake a Scrutiny Review exploring how the development of community leadership across the partnership could be improved and further explore how the One Tower Hamlets Interview model can be used to support this.</p>	<p>The Scrutiny Lead for One Tower Hamlets undertook a review last year focussed on strengthening local community leadership. The recommendations focus on three key areas; need to develop a new model of community leadership to support Members to engage with local residents more fully. They also show a need for the Council to increase resident participation in the democratic process and to improve the partnership process.</p>	<p>Afazul Hoque, Scrutiny Policy Manager</p>	<p>COMPLETE</p> <p>The Overview and Scrutiny Committee undertook a review on the role of Scrutiny under an executive Mayor. This considered strengthening local community leadership to hold the Mayor to account.</p>
<p>R18 That the Strategy and Performance Team further develop the THIS Borough system to improve support to Members.</p>	<p>The THIS Borough strategic review has been completed. It was felt that involving members at this stage was not appropriate, given that it was during the period leading up to the local and General elections.</p> <p>The THIS Borough system is currently going through a major upgrade. Once completed, it would improve the speed of access to data.</p>	<p>Ashraf Ali, Local Information System Manager</p>	

The functionality of the system will be simplified and improved so that Members can access ward level data from one page, as supposed to multiple pages, which is currently the case. Ward level maps will also be available for downloading. ward profiles will be produced which can be downloaded into PDF for Members to use.

Once the system is fully functional training sessions for Members will be arranged, possibly late November. We can use this opportunity to get Members views of the system and identify further improvements needed to support Members.

Strengthening Local Community Leadership			
Recommendation	Response/Comments	Responsibility	Update June 2012
<p>R1 That the Council develops a programme to raise awareness amongst Members, residents and other stakeholders of the Councillor Call for Action (CCfA) process.</p>	<p>CCfA process will be communicated to all stakeholders through a number of communication mechanism including the Council website, East End Life and internal bulletins. Discussions have already been held with partner organisations through the Community Plan Delivery groups. While there will be a chance to promote CCfA through the Ward Panels.</p> <p>Members will be briefed using the Members Induction Session on Scrutiny.</p> <p>A tool kit for CCfA will be produced which will clearly outline to members how to raise a CCfA.</p>	<p>Afazul Hoque (Scrutiny Policy Manager)</p>	<p>COMPLETE</p> <p>There is already sufficient provision for members to raise issues – this will be expanded through the outcomes of the Localism Act</p>
<p>R2 That the Council create a robust analytical tool to provide better understanding of the problems faced by residents to find longer term and effective solutions.</p>	<p>The Performance Digest report is currently being further developed following feedback from this Scrutiny Working Group. The first report is expected at OSC and the LAPs in October with the second six monthly report</p>	<p>Stephanie Ford (Interim Performance Manager)</p> <p>Afazul Hoque (Scrutiny Policy Manager)</p>	<p>COMPLETE</p> <p>This was not seen as effective by Members</p>

Strengthening Local Community Leadership			
Recommendation	Response/Comments	Responsibility	Update June 2012
	due in April 2011.		
R3 That the Partnership develops local scrutiny with a problem-solving focus through LAP Steering Groups and links this in with the Council's Overview and Scrutiny Committee.	<p>In response to Steering Group feedback the Partnership has developed LAP task-groups. These are time limited and issue focussed groups who work with Neighbourhood Managers to identify solutions to specific issues. Elected Members are able to lead or hold task groups to account as part of their role as co-chairs of the wider LAP Steering Group.</p> <p>Guidance on Task groups has been published and made available to LAP Steering Groups.</p>	Lorna Hughes, (Senior Neighbourhood Manager)	<p>Ongoing</p> <p>Superseded by the abolition of LAP Steering Groups – will follow up recommendation when Ward Panels are in place.</p>
R4 That the Council develops a programme to improve Councillors' links with third sector and partner organisations, focusing on enhancing their ward level leadership role.	<p>A list with existing third sector networks will be sent to all Members.</p> <p>A Database is currently being developed with details of all third sector organisations which can be used to identify organisations by area and themes. LBTH have commissioned Tower</p>	Alice Wallace (Third Sector Development Manager)	<p>COMPLETE</p> <p>The Communications Team is actively using social media - a new way of reaching out to and engaging communities in the borough. It's also a more innovative way of communicating given current financial pressures. The council's Twitter feed has more than 2,000 followers.</p> <p>We have also developed My.TowerHamlets,</p>

Strengthening Local Community Leadership			
Recommendation	Response/Comments	Responsibility	Update June 2012
	<p>Hamlets CVS to develop a database.</p> <p>As part of the work on Voice and Representation a thematic health forum is being developed which will support the Member's Community Leadership role on the Health Scrutiny Panel. The ChangeUp Consortium is leading on – and resourcing - the development of the Health and Wellbeing Forum.</p>		<p>an interactive media tool accessed via the council's website that enables individuals to access information about key issues they select, in the way the wish to receive this information (ie texts or emails).</p> <p>In addition, we continue to issue media releases through all our media outlets (local, regional, trade, translated in Bengali and distributed to all interested media outlets) promoting messages around One Tower Hamlets, including specifically the following one developed with colleagues in Equalities and included in East End Life about the issue of engaging with new communities.</p>
R5 That the Council continues to develop programmes to support Community Leaders at all level including targeted work with minority and new communities.	The Council's Community Leadership Skills Programme has recruited 35 local community leaders. The programme will develop and enhance the community leadership skill of these residents. The programme started in December 2011 and is run by the Ocean Somali Community Association (OSCA) and the School of Oriental and African Studies (SOAS), University of London. The	<p>Nasim Ahmed (WNF Programme Manager)</p> <p>Alice Wallace (Third Sector Development Manager)</p>	<p>COMPLETE</p> <p>The Council's Community Leadership Skills Programme has recruited 35 local community leaders. The programme will develop and enhance the community leadership skill of these residents. The programme started in December 2011 and is run by the Ocean Somali Community Association (OSCA) and the School of Oriental and African Studies (SOAS), University of London. The participants will gain a post graduate diploma in Community Leadership. The programme is due to end in August 2012.</p>

Strengthening Local Community Leadership

Recommendation	Response/Comments	Responsibility	Update June 2012
	<p>participants will gain a post graduate diploma in Community Leadership. The programme is due to end in August 2012.</p> <p>The Council's Community Leadership Skills Programme has recruited 31 local community leaders. The programme will develop and enhance the community leadership skill of these residents. The programme started in August 2010 and is run by the Council of Ethnic Minority Voluntary Sector Organisations (CEMVO) and the School of Oriental and African Studies (SOAS). The participants will gain a post graduate diploma in Community Leadership.</p> <p>The CVS will also be delivering the "Skilling Up Programme" which is a course to support those involved in representing the third sector.</p> <p>Based on the previous</p>	<p>John Williams (Service Head, Democratic Services)</p> <p>Shazia Hussain (Project Director – Service Integration)</p>	

Strengthening Local Community Leadership

Recommendation	Response/Comments	Responsibility	Update June 2012
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 320</p>	<p>programme a Future Councillor's programme will be developed to encourage and support under represented communities to stand for office. This will be developed within existing Council and/or London Councils resources.</p> <p>Service Integration is leading on developing the Corporate Framework for Community Champions, which is where residents volunteer (Community Champions) to monitor the services provided by the Council. Initially Community Champions are focused on Communities, Locality and Culture's services, with the potential to expand the current 'upskilling' offered to the Champions (allowing them the ability to monitor a larger range of services).</p>		
<p>R6 That the Council develops Member Champion roles for the six equalities strands to ensure those areas are promoted at strategic and local level.</p>	<p>This year's Member Diversity and Equality Group (MDEG), chaired by Cllr Saunders, the lead Member for Equalities, will identify a Member champion for each of the</p>	<p>Frances Jones (Acting Service Heads, Scrutiny & Equalities)</p>	<p>Superseded by events.</p> <p>Equality Strands no longer in existence – have been superseded by the Single Equality Framework which is embedded in to the Strategic Plan. MDEG no longer in existence –</p>

Strengthening Local Community Leadership			
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	equality strands. Through the MDEG Members will provide support and challenge to the implementation of the Council's six equality schemes.		equality falls under the Deputy Mayor's remit.
R7 That the Council develops a comprehensive Induction Programme for new Councillors including allocating Senior Officers to each Councillor to help them navigate around the Council.	A comprehensive Induction Programme has been developed for new Councillors and delivered from May 2010. New Councillors have also been offered the opportunity to 'buddy up' with a Senior Officer.	John Williams (Service Head, Democratic Services)	COMPLETE
That the Council develops innovative communication mechanisms such as use of social media and developing councillors website to highlight their work including how local residents can work with Councillors to shape their area.	As part of the development of the Corporate Communication Strategy it will explore how social media can be used to publicise Members and support digital engagement with citizens. The Council's website will be updated and opportunities will be sought around development of the Members Web pages. A Members Seminar will be organised outlining support available from Corporate	Takki Sulaiman (Service Head Communications)	Ongoing

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	Communications and how Members can improve their communication with local residents.		
R9 That the Council rolls out a programme of formal meetings at different community locations within the borough.	<p>A pilot programme of Cabinet and other Committee meeting will be organised at community venues from Autumn 2010.</p> <p>An evaluation of this pilot will explore the benefits of full roll out. A pilot programme of 4 Cabinet meetings in outside venues is underway. This is being funded from within existing Democratic Services budgets. Any extension of the programme beyond this pilot - either to further Cabinet meetings or to meetings of other Committees will give rise to additional costs for venue hire and staff resources, estimated at an average of £400 per meeting, for which there is currently no budget provision.</p>	John Williams (Service Head, Democratic Services)	Pilot is now complete. As a development of this pilot event there has been a number of Cabinet led events that have taken place in the community. These include recent Budget Congresses. These were held at local schools and community centres.
R10 That the Council reviews the way petitions are managed and develops a more comprehensive	The regulations for petitions have been published and a scheme for managing	John Williams (Service Head, Democratic	Ongoing

Strengthening Local Community Leadership			
Recommendation	Response/Comments	Responsibility	Update June 2012
system for receiving and responding to petitions.	<p>petitions will be developed.</p> <p>E-petition facility will be developed by December 2010.</p> <p>Both these will be publicised amongst residents and other stakeholders.</p>	Services)	
<p>R11 That the Partnership reviews how the Local Area Partnership (LAP) structures involve Councillors more effectively by utilising their democratic mandate and relationships with their constituents, for example helping to accessing 'hard to reach' sections of the community and communicating with residents in more open ways.</p>	<p>The Partnership has taken part in the scrutiny review and used some of the emerging findings during the review process to inform wider work. For example the Partnership held a LAP Steering Group conference in January 2010 to explore improvements to LAP processes. Some immediate changes have been made to improve resident and councillor engagement within these structures. Further detail is set out in response to Recommendation 12.</p> <p>As part of the development of the Citizen Engagement Strategy we will be looking at how Members fulfil their community leadership role through the Partnership and</p>	<p>Shanara Matin (Head of Participation and Engagement) Jon Underwood (Total Place Programme Manager)</p> <p>Shazia Hussain (Project Director – Service Integration)</p>	Superseded by the abolition of LAP Steering Groups – will follow up recommendation when Ward Panels are in place.

Strengthening Local Community Leadership			
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	are enabled to engage local communities and hard to reach groups. The consultation plan for the Strategy includes an induction / development session with Members.		
R12 That the Partnership reviews the way work programmes and agendas are being set at LAP Steering Groups to ensure it has a more local focus and encourages other residents to attend.	<p>LAP Steering Group agendas have been revised. They are now designed to allow half the meeting to focus on a Community Plan theme and the remaining half on local issues.</p> <p>The meetings have been programmed into a forward schedule to ensure there is a rotation of Community Plan Themes and will enable LAP input to be reported up to Community Plan Delivery Groups of the same theme. The locality focussed section of the agenda will be determined by Steering Group members.</p>	<p>Afiya Begum (Governance Team Leader)</p> <p>Afiya Begum (Governance Team Leader)</p>	Superseded by the abolition of LAP Steering Groups – will follow up recommendation when Ward Panels are in place.
R13 That the Council undertakes a feasibility study to explore allocating ward budgets to local Councillors.	In light of the current economic climate, there are no resources available to provide ward budgets and therefore any cost in	None	<p>Superseded by events - No Resources available.</p> <p>The current Total Place Pilot includes a commitment to deliver a Budget Matrix, which</p>

Strengthening Local Community Leadership			
Recommendation	Response/Comments	Responsibility	Update June 2012
	<p>undertaking a feasibility study would not be cost effective.</p> <p>However, the current Total Place Pilot includes a commitment to deliver a Budget Matrix, which aims to embed participatory budgeting into the service planning cycle.</p>	<p>Shazia Hussain (Project Director – Service Integration)</p>	<p>aims to embed participatory budgeting into the service planning cycle.</p>

English for Speakers of other Languages (ESOL)			
Recommendation	Response/Comments	Responsibility	Update June 2012
<p>R1 That the Trading Standards service investigate allegations of bogus issue of Skills for Life certificates and pursue prosecution or other sanction, and ESOL providers across the borough through External Partners Advisory Group (EPAG), are encouraged to report any instances of fraudulent ESOL qualifications to Trading Standards that come to their attention.</p>	<p>EPAG meetings have included discussions about private colleges offering ESOL qualifications and citizenship tests.</p> <p>Mapping of private colleges is planned for October 2010</p> <p>Focus groups with private college representatives will follow once the mapping has been completed</p>	<p>Colin Perrins (Head of Trading Standards and Environmental Health Commercial)</p> <p>Eugene Walters (Community Partnerships Manager, Life Long Learning Service)</p>	<p>Complete/Ongoing</p> <p>Reviewed regularly at EPAG meetings. No instances have been reported.</p> <p>Mapping of ESOL provision in the borough carried out annually by Idea Store Learning (formerly Lifelong Learning Service) in conjunction with EPAG members. However, it is difficult to obtain information on the provision of ESOL by private colleges.</p> <p>Private colleges provide full cost provision to those who can afford to pay to obtain ESOL qualifications. In response to that particular group Idea Store Learning is now offering Cambridge qualifications in Advanced English</p> <p>We have also conducted research into attitudes and needs of male learners in relation to ESOL provision, a group that traditionally uses Private Colleges, findings of which have informed curriculum development and outreach strategy for this hard to reach group.</p>
<p>R2 That a further joint letter from the Council and Tower Hamlets College and all interested stakeholders is submitted to Secretary of State for Innovation,</p>	<p>A letter was drafted and shared with Tower Hamlets College, however it was not sent due to the impending General Election. Since then</p>	<p>Fiona Paterson (Head of Life Long Learning Service)</p>	<p>Government funding for ESOL has remained static although tweaks to the eligibility criteria have affected some learners the impact was lessened due to a Government u – turn on the</p>

English for Speakers of other Languages (ESOL)			
Recommendation	Response/Comments	Responsibility	Update June 2012
Universities & Skills (DIUS) and the Mayor of London lobbying the government for further funding for entry -level ESOL provision and highlighting the need in Tower Hamlets.	the new government policy, in relation to skills and learning has led to two consultation papers on the future and funding of learning and skills. While ESOL remains a high priority locally, constructing a case to the new BIS Secretary of State for additional investment needs to wait until the policy position is clearer, possibly after the October CSR announcements. This will be kept under review.		<p>policy to charge ESOL learners who were not in receipt of work related benefits</p> <p>Demand continues to outstrip supply within the borough and the Local Authority is currently in the process of allocating more funds directly to fund ESOL provision</p> <p>BIS has consulted on the Skills for Sustainable Growth strategy which outlines the future for ESOL provision in terms of funding, Funding rates have declined by 32% and new eligibility criteria targets those on work related benefits. This is part of the governments' strategy to support individuals who are close to gaining work.</p>
That the New Approach to ESOL plan prioritises entry level ESOL courses and includes action to identify further funding for entry level ESOL provision.	<p>Entry level ESOL remains a priority and makes up the largest % of ESOL provision in the borough.</p> <p>A refreshed ESOL plan has been overtaken by events but local planning between providers continues and progression arrangements to the next level for learners who had been WNF participants is being organised.</p>	Clare Welburn (Preparation for Life and Work Manager , Life Long Learning Service)	The New Approach to ESOL policy has been dis-continued by BIS. However, the EPAG group is refreshing its local ESOL strategy and action plan. Entry level remains a priority.
R4 That EPAG ensures students displaced by the closure of the	Completed	Tower Hamlets College	Completed

English for Speakers of other Languages (ESOL)

Recommendation	Response/Comments	Responsibility	Update June 2012
<p>11 ESOL courses in community centres are supported and redirected to other accredited providers that are able to meet their needs.</p>		<p>EPAG Providers</p>	
<p>R5 That Job Centre Plus is encouraged to participate fully in EPAG to share information about provision and exchange best practice so that the planning of ESOL provision and the standard of delivery meets the needs of local residents.</p>	<p>JCP representatives have been invited to EPAG meetings.</p> <p>This has not been included in the 2010/11 work programme, however, Members may decide to review this in the next six-monthly monitoring report.</p>	<p>Clare Welburn (Preparation for Life and Work Manager , Life Long Learning Service)</p> <p>Derek Harvey (Job Centre Plus)</p> <p>Afazul Hoque (Scrutiny Policy Manager)</p>	<p>Complete</p> <p>JCP representatives have attended recent EPAG meetings and given a presentation on the government’s new Work Programme. Discussions have also taken place exploring any potential funding opportunities for ESOL provision via JCP’s Innovation Fund.</p>

End of Life Care			
Recommendation	Response/Comments	Responsibility	Update June 2012
<p>R1 That the Care-Plus project be commissioned by NHS Tower Hamlets and London Borough of Tower Hamlets for a minimum of a further two years. The scope for disseminating learning from the project locally should be explored within the commissioning of the project.</p>	<p>LBTH and NHS Tower Hamlets initially agreed interim funding for this project until March 2010 pending the completion of an evaluation of this project.</p> <p>The evaluation was completed (and identified by the Kings Fund as good practice) and based on this evaluation the service has been re-commissioned by the partners, initially for 2010/2011 and using just clinical staff.</p> <p>The future of the Project will be included within the Integrated Commissioning Programme currently being developed by LBTH and NHS Tower Hamlets.</p>	<p>Health Lead – Alison Roberts (Head of Commissioning, NHS Tower Hamlets)</p> <p>Social Care Lead – Barbara Disney (Commissioning Manager for Older People)</p>	<p>COMPLETED</p> <p>Funding has been embedded in baseline and will be included in the implementation of the three year Carers Plan 2012-2015</p>
<p>R2 That the needs and rights of carers, partners, single sex partners and friends be recognised within the context of end of life care. In particular the tools used to facilitate discussion with families at end of</p>	<p>NHS Tower Hamlets already applies the principles and aspirations set out by the panel in this recommendation in relation to end of life care using the Gold Standard</p>	<p>Social care lead – Barbara Disney</p> <p>Health Lead – Alison Roberts</p>	<p>Completed</p>

End of Life Care			
Recommendation	Response/Comments	Responsibility	Update June 2012
life be extended to cover these groups.	Framework and Liverpool Care Pathway process of identifying the main carer and have appropriate discussions with them. It will continue to use this process so that all groups are included.		
R3 That the Council and NHS Trusts work in partnership with St Joseph's Hospice to extend palliative care in the community and train health and social care and care home staff on managing end of life care	<p>One of the work streams for the Delivering Choice programme is looking at workforce development and training which includes both health and social care.</p> <p>Representatives from social care are already on other work streams which include elements of education and training need identification and care home work.</p>	Health, social and voluntary sector Health lead – Alison Roberts Social Care lead – Barbara Disney	<p>COMPLETED</p> <p>Training is ongoing at periodic intervals. Tower hamlets palliative care centre lead Tracy Cunningham has been leading the previous commissioned training across settings Tracy Cunningham requested further training to be commissioned and is awaiting result.</p> <p>EOLC to be re-examined in context of the integrated pathway for older people (HWBB sponsored project).</p>
R4 That the NHS Trusts in Tower Hamlets and London Borough of Tower Hamlets prioritise co-ordination across health and social care during discharge from hospital and as a part of this work that the major Hospitals in Tower Hamlets explore options to prioritise the transport needs of those at end of	As part of DCP ¹ this is an area that is being currently investigated and scoped	<p>Health lead – Alison Roberts</p> <p>Social Care lead – Barbara Disney</p>	<p>COMPLETED</p> <p>The Tower hamlets palliative care centre (THPCC) has continuing funding until Dec 2012. Whilst further scoping work is being undertaken across organisations THPCC is working and liaising across settings.</p>

¹ DCP is the NHS Tower Hamlets / Marie Curie Delivering Choice Programme which was launched in August 2008 and works with partners including LBTH.

End of Life Care			
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life.			EOLC to be re-examined in context of the integrated pathway for older people (HWBB sponsored project). The monitoring of this will pass to HWBB so propose recording this as
R5 That the Council provide signposting and advice services on how to make wills and put in place Advance Directives and that these should be linked to information provided by the Births, Deaths and Marriages Registry services in the Borough.	<p>There is a booklet designed by NHS Tower Hamlets "What to do in event of a death in Tower Hamlets" which as details around signposting and putting in place advance directives.</p> <p>This recommendation will be incorporated into the Council's Channel Strategy. Immediate actions include:</p> <ul style="list-style-type: none"> • To make sure the current literature is disseminated widely but sensitively including placement in Idea Stores • Reviewing and updating information put out by the Council including the use of East End Life • Ensuring Call Centre Staff are able to 	Social Care – Andrew Shirras (Strategic Services Manager, LBTH)	Complete

End of Life Care			
Recommendation	Response/Comments	Responsibility	Update June 2012
	signpost residents appropriately		
<p>R6 That health and social care services develop a common definition of end of life care to be understood by all staff working with older people in particular. The definition should agree the trigger for health and social care services to consider the end of life care needs of the individual.</p>	<p>The definition used is set out in the DCP and we are not able to use our own local definition. However the point is accepted in so far as this is about consistent training and common understanding of what end of life care is.</p> <p>Regarding the use of triggers, there is the Gold Standards Framework for Palliative Care in the Community and in Care Homes that partners are seeking to adopt.</p>	<p>Health lead – Alison Roberts</p> <p>Social Care lead - Barbara Disney</p>	Completed
<p>R7 That a joint health and social care post be created to lead on the integration of health and social care services for end of life. The remit of the role would include creating a joint protocol for information share across health and social care including for the Older People's Panel and for co-ordinating care at the key points where health and social care interact.</p>	<p>Part of this function may be covered within the coordination centre</p> <p>The End of Life Board is overseeing a programme of work to promote a more integrated delivery of care building on the more general integration of provider services that is currently in progress.</p>	<p>Health and social care (Delivering Choice Programme)</p> <p>Integrated Commissioning Executive</p>	<p>COMPLETED</p> <p>The creation of a specific joint post is not likely to happen and is superseded by the roll out of the EOLC programme more widely over the last two years.</p>

End of Life Care			
Recommendation	Response/Comments	Responsibility	Update June 2012
	<p>The Commissioning aspect of this work will be taken forward in context of the Integrated Commissioning Executive which oversees the integration arrangements in place between NHS Tower Hamlets and the Council.</p>		
<p>R8 That the NHS Trusts and the Council review their provision of rapid death certification services to take account of local community needs including that of faith and explore the options for an inter-borough service to ensure 24 hour coverage. The service that is developed as a result of this will need to include a community engagement plan to publicise and improve access to the service.</p>	<p>NHS Tower Hamlets has already begun work on this issue and is in the process of setting up a working group to look at death certification and related issues for the community and hospital.</p> <p>The Council also already operates a joint bereavement office service with Newham Council, ensuring that burial forms are issued during public holidays. When delays to burial do occur it is because a doctor has not signed a death certificate.</p> <p>There are some legal constraints which make this recommendation difficult to achieve. A death can only be certified by the doctor who</p>	<p>Health lead Alison Roberts</p>	<p>COMPLETED</p> <p>This is an on-going area nationally but locally all arrangements are in place as far as is possible .</p> <p>There is joint work with the GP out of hours services and relevant services (THPCC) in operation to reduce any delays in various processes for palliative care patients who are expected to die. GPs will visit every 14 days and complete information for GP out of hours service.</p>

End of Life Care			
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	has seen the patient in the last 14 days. Out of hours/weekend death are covered by the Out of Hours GP service who will not have seen the patients before and therefore cannot certify the death and this causes a delay, especially at weekends and over bank holidays when the normal GP is not available. It may cause distress for Muslim patients who need a quick burial.		
R9 That the Council consider piloting a programme of community based discussions on end of life care.	<p>NHS Tower Hamlets welcomes the potential to enhance community dialogue and understanding through this approach. We believe it should be done with sensitivity and must include follow up and provision of training for staff involved and responding to requests that might come from the discussions.</p> <p>Social Care and NHS Tower Hamlets have previously participated in jointly hosted public discussions and</p>	<p>Barbara Disney and Alison Roberts</p> <p>Integrated Commissioning Executive</p>	<p>Complete</p> <p>Various public forums local groups have taken place and this is continually on-going</p>

End of Life Care			
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	<p>welcomed this approach. A recent public engagement around acute hospital care for people with Learning Disabilities – “Six Lives” – has shown how successful this type of approach can be.</p> <p>We are working under the DCF programme on how we can adapt such an approach to End of Life Care. This will build on the relationships between equalities in the Council and local faith groups.</p> <p>An update will be provided to Members as part of the six-monthly monitoring of this Action Plan.</p>		
R10 That on the basis of a common definition of end of life care being agreed by the Council and NHS Trusts, individuals should be assigned a single point of contact for co-ordinating all subsequent care.	Please see response to Recommendation 4.	Health and social care	Complete
R11 That a strategic approach to commissioning care homes be	A service specification for end of life care in residential	Social Care – Barbara Disney	COMPLETED

End of Life Care			
Recommendation	Response/Comments	Responsibility	Update June 2012
developed taking into account the need to deliver high quality and efficient services but also in a way that ensures there are sufficient resources and flexibility for care home staff to take up training to meet the end of life care needs of residents.	care homes to be developed and incorporated into the Commissioning work programme for the review of care home contracts - across both Council and NHS contracts.	Overseen by Integrated Commissioning Executive	No tendering of care homes has happened as yet but when they are this will be considered. Covered in the Dom Care specs and the recent retendering of the services.

REDUCING CHILDHOOD OBESITY				
Recommendation	Response / Comments	Responsibility	Update 2012	
R1	<p>That the Children, Schools and Families Directorate find additional resources to provide free school meals for all pupils in Tower Hamlets.</p>	<p>If free school meals were offered to all pupils and the take up was 90%, the additional cost would be the lost income from pupils and schools of £2.990m and the additional costs of providing 8,650 more meals daily of £3.456m. This produces a total estimated cost of £6.446m, which would rise by a further £1.421m if the take up were to be 100% (full costings are explained at Appendix C). Children Schools and Families Directorate do not currently have the resources to provide free school meals to all pupils. However, if financial circumstances change and members still wish to make this a priority for the borough, Children, Schools and Families directorate will re-visit this recommendation. Whilst the coalition government has abolished plans to extend free school meal eligibility, Newham, who were a pilot area for the</p>	<p>Layla Richards Service Manager, Strategy, Partnership and Performance</p>	<p>Financial constraints continue to prohibit providing all pupils in Tower Hamlets with free school meals.</p> <p>National criteria for free school meals are being revised and it is anticipated that less pupils will qualify for free school meals in the future. .</p>

		proposal, have pledged to continue funding for their free school meal scheme when the pilot ends in 2011.		
R2	That the Children, Schools and Families Directorate in collaboration with schools explore the possibility of introducing a cashless lunch payment system for all pupils to use when purchasing school lunch.	<p>There are many benefits for installing a cashless system into schools especially when combined with an online payments system for parents.</p> <p>The report suggests that if a free school meals policy for all were to be adopted then this option would be obsolete however cashless systems have other benefits, for example tracking usage and uptake and managing the free school meals administration which is still likely to be required.</p> <p>For an online payments system, annual costs would be around £330 per primary and £900 per secondary school, with first-year set up costs of £250 per school.</p> <p>For a cashless system, the costs are approximately £3500-4500 per primary and up to £20,000 per secondary, dependent on the number of tills required. Transaction</p>	Michael Hales, Head of Children Schools and Families Contract Services	No response

charges of approximately 1.2% to 1.6% should also be budgeted for.

Cashless payment systems are already operating in a number of schools in the borough and more schools are keen to adopt the system. Children's, Schools and Families will update the Overview and Scrutiny Committee on which schools have already installed the system and provide some analysis on whether this is successful.

The cost of moving towards a cashless system is not something that has been provided for through delegated budgets to schools. The funding would either need to be found from individual school surpluses or from a corporate fund. The Children's, Schools and Families trading account would not be able to cope with this expenditure. This recommendation will be revisited in 6 months to see whether it is feasible to carry out the cashless payment

		system in more schools.		
R3	That Children, Schools and Families Directorate work with schools to develop a staggered lunch hour, so that pupils are not queuing for long periods over lunch.	Head teachers to be asked to review lunch arrangements to ensure that lunchtime queuing is kept to a practical minimum. School council members could be involved in collecting students' views on this issue. In schools where queuing is an issue they are to be encouraged to consider alternative arrangements, for example, timetable adjustments and staggered lunchtimes. These arrangements can be very disruptive and sometimes not practicable so creative and clear planning would be needed.	Layla Richards Service Manager, Strategy Partnership and Performance.	No response
R4	That Children, Schools and Families Directorate work with all secondary schools in the borough to adopt a closed gate policy preventing all pupils from routinely leaving school premises during lunch hours.	Most secondary schools adopt this policy for 11-16 but it is not practicable for post-16 as many students travel to other institutions (e.g. Wessex Centre). We need to identify which secondary schools have an open gate policy and then School Improvement Service	Layla Richards, Service Manager, Strategy Partnership and Performance.	No response

	can work with heads to encourage them to adopt a closed gate policy and to discuss with them reasons why this is not the case.		
R5 That Children, Schools and Families Directorate provide updates on progress of the BSF programme to the Overview and Scrutiny Committee. This should outline the effects new lunch room areas are having on the uptake of school meals.	<p>BSF investment can support a reduction in levels of Obesity in schools across a range of areas including:</p> <ul style="list-style-type: none"> § The design approach for the preparation and serving of food in schools; § The use of modern and fit for purpose PE facilities § Additional support in curriculum areas relating to health and well-being including flexible spaces and an enhanced use of ICT. <p>LBTH BSF has followed the principles of the DfE “Inspirational Design for Kitchen & Dining Spaces” (2007) which provides guidance to authorities on</p>	<p>Ann Sutcliffe, BSF – Service Head</p> <p>Katie McDonald, Scrutiny Policy Officer</p>	No response

	<p>ensuring design quality in school dining which should foster good social interaction and provide a more interesting context to enjoy and promote healthy eating.</p> <p>The BSF Programme team can provide further updates to the Overview and Scrutiny Committee as required and this has been programmed for the January 2011 OSC Meeting.</p>		
<p>6 That the Environmental Health Team requests all fast food outlets to have calorie contents on menus</p>	<p>This recommendation is a good idea in theory, in practice it can't work. Anybody preparing and cooking food for consumption will not be in a position to accurately state what the calorific content of their food will be. If they do they run the risk of misdescribing their food which could make them liable for prosecution under the Food Safety Act.</p> <p>However, the Environmental Health Team has been involved in initiatives to improve the food served in fast food outlets as part of the Healthy Borough</p>	<p>Collin Perrins Head of Trading Standards and Environmental Health (commercial)</p>	<p>Food posters promoting lower calorie foods through visual images posted around the Borough</p> <p>Pilot food calorie labelling project carried out for Department of Health with a small number of local businesses Dec 2011 confirms difficulty of getting businesses to do specific calorie labelling.</p> <p>157 food businesses have received a Food for Health Award (Bronze, Silver or Gold) since April 2009 with 39 businesses succeeding in making healthy changes to what customer eat in 2011-12.</p>

	<p>programme. All food businesses in the Borough are being targeted and advised how to provide healthier food. Training sessions have been given to fast food businesses on healthier frying and nutrition workshops have been given.</p> <p>Businesses are also being encouraged to apply for the Food for Health award. If they are successful, they are demonstrating that they are compliant for food hygiene and that they are providing healthier food choices.</p> <p>The Environmental Health Team can provide updates on the progress of the Healthy Borough programme initiatives as required.</p>		
<p>R7 That Development and Renewal Directorate develop an evidence base to underpin emerging policy on managing fast food outlets in Tower Hamlets as outlined in the 'Healthy Borough Programme' report with a view of developing a means to restrict the over-concentration of fast</p>	<p>Following the completion and subsequent examination of the Core Strategy the Strategic Planning Team has begun work on the Site & Place making and Development Management Development Plan Documents (DPDs). The Development</p>	<p>Owen Whalley (Service Head, Planning & Building Control).</p>	<p>Independent research into takeaways was completed in 2011 – <i>Tackling the Takeaways, a new policy to tackle fast food takeaways in Tower Hamlets</i>, Dr Foster Intelligence and Land Use Consultants</p> <p>The new <i>Development Management Plan Documents</i> include guidance that could help manage the proliferation of fast food outlets.</p>

<p>food outlets in the borough, particularly those outside of town centres and within close proximity to schools.</p>	<p>Management DPD is exploring the extent to which the Planning system can manage the over-concentration of Hot-food takeaways, for example through restricting these uses to town centres, and only in town centres where there is no over-concentration. Other policy tools to restrict the over-concentration of uses are being explored and tested.</p> <p>As part of developing policy and testing identified implementation tools the Council is working in partnership with the PCT to develop an evidence base which will support these policies. Funding has been identified to undertake this research.</p> <p>In addition other policies and strategies which will encourage healthy lifestyles include the Green Grid Strategy, aiming to provide better connections between open spaces, and the forthcoming Local Implementation Plan, which aims to promote cycling and walking as means of active</p>		<p>They will be submitted to the Secretary of State before Christmas 2012.</p> <p>Food for Health Awards Scheme working with fast food outlets and other food businesses to make reduce fat, salt and sugar content of fast food where possible.</p>
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	travel.		
<p>R8 That tackling childhood obesity will require the Council, Tower Hamlets Homes and RSLs to work more closely with fast food outlets. The Group suggest the following recommendations that will enable this:</p> <ul style="list-style-type: none"> • The Council, Tower Hamlets Homes and RSLs review the way they lease their properties ensuring that encouraging healthy eating is a pre-requisite for any new food business • Consider increasing levy charges to those that do not offer a healthy option, and reduce charges and business rates for those that do • Recognising owners of fast food outlets who are changing their menus towards healthy eating and rewarding those businesses 	<p>The report of this working group and this requirement was outlined to RSLs at the Development sub group on the 1st July 2010.</p> <p>It was discussed briefly and has since been circulated to each RSL. It was agreed that organisations should comment individually on the practicalities of implementing the recommendations by the next meeting which is scheduled for the 2nd September 2010.</p> <p>The council is currently in the process of finalising its RSL Preferred Partner Agreement and will seek to ensure that partners adhere to the Councils policy direction in this area as part of that programme.</p> <p>There are no resulting financial implications for the Council from these actions as RSLs will seek to implement as part of their ongoing business planning and will cost accordingly</p>	<p>Jackie Odunoye (Head of Strategy, Innovation & Sustainability)</p>	

	<p>PCTs response:</p> <p>Public Health is supporting LBTH on developing 'healthy spatial planning' as part of the Healthy Borough Programme. This includes health impact assessments on 3 housing estates and the production of guidance for LBTH planners on integrating health into planning decisions.</p> <p><u>Financial implications</u> There are no resulting financial implications for the Council from these actions as RSLs will seek to implement as part of their ongoing business planning and will cost accordingly.</p>		
R9 That all vending machines found at Council and Partner buildings have healthy options.	Facilities Management are currently reviewing the existing vending contract and are hoping to go out to tender soon. The specification given includes having healthy options available to staff on vend as well as Fair Trade products, so we should see a healthier range of products available in the four Council administration buildings	Amanda Baird (Strategy & Performance Manager, Facilities Management)	Some scoping work carried out but needs follow through under umbrella of the developing Food Policy once it has been agreed by the Health and Well Being Board.

	<p>supplied.</p> <p>The current contract does give the option to vary the products being sold apart from having two Fair Trade products (drinks). Unfortunately we cannot make changes to the machines at this present time but it is something that can be considered in future planning.</p> <p>NHS TH agree that the Council and NHS need to lead by example in tackling healthy eating and physical activity at work. NHS TH will ask its Healthy Workplace scheme to audit food provision in vending machines on NHS premises and advise on the possibilities and barriers for improving the health content.</p> <p>We would support a similar approach by LBTH e.g. to review provision of chocolates and crisps in leisure centres. In response to this NHS TH will lead in setting up a working group to look at this issue in the</p>	<p>Esther Trenchard Mabere. – Acting Joint Director Public Health, NHSTH</p>	
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		Autumn.		
R10	That the Council leads on developing a London Wide Network of practitioners to share best practice and develop strategic solutions to childhood obesity.	<p>NHS Tower Hamlets agree the Council and partners should share best practice. We propose this could best be achieved by:</p> <ul style="list-style-type: none"> a) Dissemination of the Healthy Borough Programmes work. NHS TH and LBTH are already planning a conference for early 2011 and the dissemination of significant evaluation reports. b) Bringing together NHS, Local Authority and Voluntary sector organisations in London which have an interest in obesity, possibly as a follow up to our HBP conference. 	<p>Cathie Shaw Senior Public Health Strategist, NHS TH</p> <p>Mary Durkin Service Head of Youth and Community Learning</p>	<p>Tower Hamlets sharing best practice in different ways including:</p> <p>Tower Hamlets Healthy Borough Programme; Phase 1 Progress Report: Executive Summary, Sept 2011</p> <p>Participation in developing London Mayor's obesity framework</p> <p>Sharing information with London Boroughs</p>
R11	That the Council and Registered Social Landlords utilise land for community food growing	This activity is now well established, CLC have engaged with registered	Jackie Odunoye (Head of Strategy, Innovation &	<p>Community food growing being supported by:</p> <p>Quarterly led by <i>food growing networks</i></p>

<p>initiatives, encouraging residents to actively learn and enjoy techniques for growing their own food.</p>	<p>landlords through THHF, and 8 RSL projects have been established, with a further 2 projects being established by THH .</p> <p>Further planned activities for 2010 are :-</p> <ul style="list-style-type: none"> • Develop a “Growing Network” set up for LAP projects • Food show • Photo exhibition <p><u>Financial implications</u> This programme is already funded through DoH: Healthy Community Challenge Fund plus local match funding. In December 2008 Tower Hamlets was chosen to be one of 9 Healthy Towns nationally and was the only London Borough to be successful. Tower Hamlets is receiving £ 4,680,000, the second highest level of funding nationally, over 2 years and 4 months (from December 2008 up to April 2011).</p>	<p>Sustainability)</p>	<p>Women’s Environmental Health working with RSLs and public health</p> <p>Food growing <i>grants and support</i> from different sources inc capital growth (London wide), ‘can do’ community grants scheme in Tower Hamlets</p> <p>Healthy Lives Team through the <i>Great Grub Club</i> in schools under which 12 primary schools and 1 secondary school participated in food growing projects</p>
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<p>R12 That THEOs allocate resources towards targeting fast food outlets that are responsible for waste and litter around their shops.</p>	<p>The method of tasking THEOs is via the joint tasking process. It is difficult to target one issue with limited resources for this reason.</p> <p>As part of the Youth Participatory Budgeting, activity towards this objective will be undertaken as part of the after school patrols which are planned to take place from Sep – Dec 2010. The THEOs will patrol o/s problem locations across the borough close to schools to prevent ASB and reduce litter.</p>	<p>Gavin Dooley Head of Enforcement and Community Safety</p>	<p>Part of THEOs role</p>
<p>R13 That a report be presented to the Overview and Scrutiny Committee detailing the success of the Healthy Borough Programme. This paper should form the basis for strengthening proposals for requesting further funding beyond March 2011.</p>	<p>Through the Partnership we are developing proposals for continuation of the elements of the Healthy Borough programme where we can show a positive impact with robust evidence. This work will be ongoing over the next few months with key dates in September and October for decisions to be made about work that can be mainstreamed or supported in other ways. There may be a funding gap that would still need to be addressed.</p>	<p>Keith Williams Head of the Healthy Borough Programme & Katie McDonald (Scrutiny Policy Officer)</p>	<p>Tower Hamlets Healthy Borough Programme; Phase 1 Progress Report: Executive Summary, Sept 2011 - available</p>

	<p>A report to update the Overview and Scrutiny Committee could be presented in January 2011. By that time the overall position should be reasonably clear.</p>		
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Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Update June 2012
<p>R1 That the Tower Hamlets Partnership arrange a consultation exercise with young people and use this to inform research that recognises the level of alcohol consumption amongst young people. This research needs to include data on;</p> <ul style="list-style-type: none"> – Young people’s attitudes to drinking – Information about young people to include the six Equality Strands – Data by Ward or Local Area Partnership (LAP) if Ward data is not feasible – Hospital data relating to youth drinking issues 	<p>A Joint Strategic Needs Analysis is being finalised looking at the needs of young people and alcohol. The JSNA will include</p> <p>Demography: age/gender, ethnicity, population projection</p> <p>Alcohol related needs: risk factors, deprivation, vulnerable groups, prevalence of unmet need</p> <p>Impact on services: A&E audit of under 18 year olds, Ambulance, Police (to include ASBOs, alcohol related violence), Licensing (proxy purchases, underage sales), FIP, Admissions data, Social services</p> <p>Alcohol specific services – provision and utilisation YOT, CSSS, Lifeline</p> <p>Mortality data; Young People’s Voices (findings from surveys and focus groups) Pulse, TIP, Schools, Rapid Response Team, Tellus3, Pupil Attitude Survey</p>	<p>Angela Lewis</p> <p>Community Resource Manager, Strategy Commissioning and Partnerships</p> <p>Emma Bond Hidden Harm Coordinator DAAT Team</p>	<p>We have revised the Alcohol and Substance misuse needs assessment for 2012/13. The analysis incorporates both qualitative and quantitative data.</p> <p>The preceding JSNA has now expired and work has commenced on a revised JSNA for 2010/11 to include a focus on drugs and alcohol in young people and incorporating both qualitative and quantitative data. As part of the needs assessment process, insight has been sought from young people both engaged in services and naïve to treatment to obtain their views on services including education and suggestions for how to improve services locally.</p> <p>The preliminary social marketing work on young people street drinking and drinking in public spaces uncovered some useful insight into the reasons for drinking in public spaces in the context of young people’s lives in the borough generally, young people’s aspirations for the future, their thoughts on life in the borough, perceptions of diversion activities and service provision for this group. The preliminary findings led to the extension of the work to map the various community assets available to young people and discover local best practice values and ethos for effective</p>

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Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Update June 2012
	<p>As part of a social marketing programme managed by Public Health, research was commissioned into alcohol use amongst young people and adults and how to best implement interventions within A&E.</p> <p>These social marketing programmes are currently implementing interventions to address issues identified .</p>	<p>Marie-Carmen Burroughs Public Health Strategist Tower Hamlets NHS</p> <p>Angela Lewis Community Resource Manager, Strategy Commissioning and Partnerships</p>	<p>diversion and potential adoption by services for this group.</p>
R2	<p>That Trading Standards and the Police ensure more regular test purchase operations are being made across the borough by recruiting additional actors to</p>	<p>There have been 82 under age test purchases conducted since the 1st April.</p> <p>Of those premises visited 10</p>	<p>COMPLETE</p> <p>There have been 137 test purchases carried out to date (7/2/11) and of those, 19 premises sold to under-age test purchasers.</p>

Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Update June 2012
<p>reduce burden on police cadets.</p>	<p>sold alcohol to the under-age test purchaser. 6 fixed penalty notices were issued by the Police. 3 Licensing Reviews have been triggered by Trading Standards and 6 further reviews by the Police were supported by Trading Standards. Other reviews are under consideration. Arising from that Trading Standards closed an off licence using powers under Section 169A(2) of the Licensing Act 2003 for 48 hours.</p>	<p>John McCrohan Trading Standards Manger Trading Standards</p> <p>Nigel Nottidge, Chief Inspector, Metropolitan Police</p>	<p>Fixed penalty notices were issued to the sellers and written warnings were sent to the designated premises supervisors and premises licence holders.</p> <p>One case file has been submitted to Legal Services and a summons has been issued against the premises licence holder, with the first hearing at Thames Magistrates Court on 11th February</p>
<p>R3 That Trading Standards consider additional actions needed to prevent the purchase of alcohol by adults for young people. This should include more publicity about the prosecution of adults who purchase on behalf of young people, and those licensees who sell to, under-age drinkers.</p>	<p>Press releases have been issued.</p> <p>Also, there have been 4 intelligence led partnership operations with the Police and HMRC visiting off licence premises in the borough.</p> <p>Quantities of fake and smuggled alcohol have been seized.</p>	<p>John McCrohan Trading Standards Manger Trading Standards</p>	<p>COMPLETE</p> <p>Press releases have been issued.</p> <p>There have been five partnership days with HMRC to date.</p> <p>One off licence had its licence revoked following a review triggered by Trading Standards arising from seizures of smuggled alcohol and under age sales. The revocation was upheld by Thames Magistrates' Court.</p>
			See previous comments

Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Update June 2012
<p>R4 That Trading Standards develop useful working relationships with licensees in reinforcing their responsibilities in addressing alcohol related disorder and also ensure licensees are supported and encouraged to become involved in local problem solving.</p>	<p>This was suggested by consultant who prepared the original report that led to the strategy.</p> <p>Tower Hamlets is a very different from St Neots a small market town in Cambridgeshire..</p> <p>The off licence trade in the borough is more varied than that of St Neots.</p> <p>Unfortunately, Trading standards have encountered a willingness to buy fake alcohol, smuggled alcohol, smuggled tobacco and other fake goods, particularly condoms from, “ white van men “ itinerant sellers amongst the Borough’s off licence trade . There have been a number of seizures from Off licence premises. In this financial year, the majority of the high risk premises for Trading Standards purposes are off licences.</p>	<p>John McCrohan Trading Standards Manger Trading Standards</p>	

Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Update June 2012
	<p>Trading Standards's view is that the St Neots model is not suited to the Borough</p> <p>Refusals books have distributed and form part of Licensing conditions on a number premises licences</p>		
<p>R5 That Children's Service looks to support Healthy Schools programmes expanding its remit to include programmes in youth clubs and reviewing funding, staffing levels and project delivery.</p> <p>Page 356</p>	<p>A Drug & Alcohol Education Adviser has been appointed</p> <p>The Drug & Alcohol Education Adviser works closely with schools and relevant external agencies within the Borough to encourage the monitoring and evaluation of Drug and Alcohol Education</p> <p>All schools are able to access support from the Drug & Alcohol Education Adviser with staff INSET, policy development, model lesson delivery, curriculum guidance and parent/carers education sessions</p> <p>The Life Education programme is no longer</p>	<p>Lorraine Hachou Joint Head, Extended Services</p> <p>Lorraine Hachou Joint Head, Extended Services</p>	<p>COMPLETE</p> <p>Since this scrutiny action was formulated, we have: -</p> <ul style="list-style-type: none"> • addressed alcohol in 2 programmes on Channel S, • annually on Ramadan radio (08, 09, 10) • Activities around Drug Awareness week and Alcohol Awareness Week press released to BME media • Adverts on drug treatment services in borough • Articles in Somali eye • A large number of press releases to BME media including about the DAAT, the alcohol strategy, alcohol abuse, family intervention work and human interest stories such as how THEOs played a role in helping street drinkers to recover. Particular coverage in London Bangla and Janamot ahas been secured.

Alcohol Misuse amongst Young People				
Recommendation	Response/Comments	Responsibility	Update June 2012	
	<p>operating within the borough</p> <p>The Drug & Alcohol Education Adviser is conducting ongoing training for school staff, which addresses all aspects of the drug and alcohol education curriculum, use of the Lifeline screening tool and the Hidden Harm agenda</p> <p>During the academic year 2009-2010, 7 candidates successfully completed the PSHE CPD course</p>	Lorraine Hachou Joint Head, Extended Services	Please note that whilst early work was funded from a dedicated budget within the DAAT, this funding is no longer in place	
R6	That the Council uses BME media to highlight the dangers of alcohol misuse.	The Council continue to use BME media and other methods of communications to highlight the dangers of alcohol misuse.	Poppy Turner CS Engagement Manager	COMPLETE
R7	That commissioned specialist agencies working with young people need to address alcohol problems with as much vigour as drugs in terms of information and advice, harm reduction and treatment.	Work has been continuing on alcohol themed workshops with the Early Intervention Team and groups have taken place over the previous year. Further groups need to be developed with an increase	Lorraine Hachou Joint Head, Extended Services	The YOT continues to work with young people to address there alcohol problems. They has been integrated with the NDTMs case management system and the YOT substance misuse worker is now managing a Tier 3 caseload.

Alcohol Misuse amongst Young People

Recommendation	Response/Comments	Responsibility	Update June 2012
	<p>in attendance required. A new system of 'triage' is now in place for first time entries in the Youth Justice System. Developments are occurring here in relation to establishing procedures for referrals to the YOT drug service for alcohol themed interventions.</p> <p>YOIS (Youth Offending Information System) is not capable of electronically collating specific, alcohol misuse factors outside of a generic 'Substance Use' category though alcohol use is monitored through assessment. An application for NDTMS recording systems to be put into place for all Care Planned, Tier 3 level referrals to the YOT drug service has been made in May 2009. This system will enable alcohol factors to be collated accurately and swiftly.</p> <p>This application is currently being reviewed by the NTA</p>	<p>Kevin Jones Substance Misuse Worker, Youth Offending</p> <p>Angela Lewis Community Resource Manager, Strategy Commissioning and Partnerships</p> <p>Kevin Jones Substance Misuse Worker, Youth Offending</p> <p>Marie-Carmen</p>	

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Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Update June 2012
	and local commissioner. YOT are able to currently provide alcohol misuse stats through manual analysis.	Burroughs Public Health Strategist Tower Hamlets NHS	
R8 That commissioned specialist agencies need to investigate and develop culturally appropriate responses for young people to ensure that alcohol interventions are effective and acceptable for all the communities and faith groups in the borough.	Although a proposed collaboration with NAFAS was not realised, Lifeline continue to work with a range of partners to ensure that the needs of all service users are met. A family worker has recently been employed to work with the families of young people with drugs and alcohol related problems.	Angela Lewis Community Resource Manager, Strategy Commissioning and Partnerships	Further restraints have been placed on the YP substance misuse budget. With the removal of the Early Intervention Grant, the service is now dependant on the pooled treatment budget to deliver Tier 3 services. We now have a one service provider model and are working within the current constraints.
That the Youth and Community Service ensure staffs have adequate training and support to address alcohol related issues within mainstream youth provision. This should include a drug and alcohol policy addressing training for staff, alcohol/drug related needs and tackling alcohol/drug related incidents.	Last year we delivered training to 50+ youth work staff on Alcohol abuse through partnership work with agencies such as Lifeline and UK Youth. This year we have a target to train 60+ youth work staff members across the service and we will be seeking funding to delivering the UK Youth Alcohol Peer Education training in each	Dinar Hossain Head of Youth and Community Service	Tier 2 alcohol and substance misuse services are provided through the targeted support service within the youth and connexions service. The majority of staff have received training to deliver services with the support of our Tier 3 provider.

Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Update June 2012
	LAP area with young people.		

Public Perceptions of Parking			
Recommendation	Response / Comments / Action	Responsibility	Update June 2012
<p>R1. That the Sustainable Transport Team liaises with the top five most visited venues in the Borough and work in partnership with them to promote alternative forms of transport to their visitors.</p>	<p>Strategy & Resources and Transport teams to identify top five most visited venues. Sustainable Transport Team to liaise with these venues and work with them to promote alternative forms of transport</p>	<p>Head of Service, Transportation & Highways</p>	<p>Complete</p> <p>Travel Plans have been developed with major trip generators in the Borough, including East London Mosque, Mile end Hospital, Royal London Hospital and the Council's own Travel Plan.</p>
<p>R2. That the Parking Service work closely with the Development and Renewal Directorate to develop a strategy that minimises negative implications on residents near new Car Free Developments.</p>	<p>As per the response to recommendation 6 the Parking Service will undertake an extensive consultation exercise. This will include the possibility of changing the hours of control, which will potentially effect restriction on parking around car free development.</p> <p>We will further publicise our whistle blowing scheme to allow residents to report suspected fraud taking place with parking permits associated with car free</p>	<p>Parking Policy & Performance Officer</p> <p>Service Head, Planning & Building Control (D&R)</p>	<p>Complete</p> <p>Fraud reporting information has been moved to a more prominent position</p> <p>Complete. The Council (D&R Plan Delivery, Lettings, Strategic Housing and CLC Parking Services) has been working to improve the understanding of car free developments through Eastend Life, including promoting the car club and TfL Cycle Hire Scheme networks in the borough.</p> <p>Working with Tower Hamlets Homes and Registered Providers on the benefits of car free developments and the travel options</p>

	<p>developments.</p> <p>Development and Renewal to strengthen information provided to Developers and letting partners to ensure they clearly inform their tenants about car free developments around specific sites. Within this communication there needs to be an incorporation of alternatives to car ownership – most specifically the promotion of car clubs.</p>		<p>available to residents in the borough, including those living in car free homes.</p>
<p>R3. That the Parking Service develop a communication strategy to inform residents about the Council's policy on parking surrounding places of worship. They should also continuously review any concerns raised by local residents. This investigation should be conducted with sensitivity and transparency to ensure that any policy change is not seen as favouring any particular faith.</p>	<p>The wider consultation exercise as set out in R6 will include questions on this issue. Following this:</p> <ul style="list-style-type: none"> - a paper will go to MAB/Cabinet which includes the results of the consultation exercise, in order to seek Member clarification on the policy - after MAB/Cabinet decision, the confirmed policy will be publicised using the various communication methods available including the website and East End Life 	<p>Parking Policy & Performance Officer</p>	<p>See recommendation 6</p>

<p>R4. That the Parking Service improve communication with customers by ensuring payments and complaints are processed within a set deadline and any reimbursements and replies are given within these deadlines.</p>	<p>The Parking Service will set service standards, response times, develop performance indicators to assess these, and set out the process by which these indicators will be monitored. This will be published on the Council website and other communication mediums. The service will also work with the Payment teams to set specific targets around length of time taken for reimbursement</p>	<p>Appeals Manager / Parking Policy & Performance Officer</p>	<p>Complete</p> <p>Standards have been published on the website. 5 day processing of payments has been monitored and is sound.</p>
<p>R5. That the Parking Service develops a 'Citizens Parking Charter' in partnership with the Resident Parking Forum.</p>	<p>The Citizen's Parking Charter will be developed by the Parking service which will outline the key standards service users can expect and as per recommendation 4 this will be clearly communicated.</p>	<p>Parking Policy & Performance Officer</p>	<p>Complete</p> <p>Citizen's Parking Charter completed and placed on website.</p>
<p>R6. That the Corporate Director of Communities, Localities and Culture commission a comprehensive review of parking controls in the Borough.</p>	<p>The Corporate Director of CLC has agreed to commission a comprehensive consultation exercise on borough wide parking policies. The exercise will involve engagement with local residents throughout the process and this will be reported to Cabinet for the Mayor's consideration.</p>	<p>Head of Parking Services / Consultation & Engagement Advisor</p>	<p>Consultation</p> <p>questions have been agreed. Consultation to take place in June.</p>

<p>R7. That the Parking Service produce a short Annual Report which details breakdown of revenue income, costs and expenditure on local projects. This report should be publicised widely.</p>	<p>The Parking Service has a statutory duty to produce an annual report and the next report is expected to be completed in September. In producing this report we will consider best practice example from other authorities including how we publicise the information contained within the report.</p>	<p>Parking Policy & Performance Officer / Head of Parking Services</p>	<p>Complete.</p>
<p>R8. The Working Group noted the importance of Civil Enforcement Officers (CEOs) as a key agent for improving perceptions and resident involvement in parking services. It is recommended that the Parking Service place a greater focus on customer relations and resident engagement in the training of their CEOs.</p>	<p>The Parking Service will review customer training in relations to all areas of customer contact with the Council in relation to parking. A key aim of the review will be to improve resident engagement and customer service. Training of CEOs will be reviewed. Training and information relating to the call centre, One Stop Shops and cashiers will also be reviewed.</p>	<p>Parking Enforcement Manager / Head of Parking Services</p>	<p>Complete Training review found customer service training to be integral. Individual training records have been implemented to monitor ongoing training for all CEO staff.</p>
<p>R9. That the Parking Service should continue with the beat average system and this should not be replaced by target driven system for parking enforcement.</p>	<p>The Parking Service will continually monitor CEO performance against current targets.</p>	<p>Parking Enforcement Manager</p>	<p>Complete.</p>
<p>R10. That the Parking Service works closely with health service providers in the</p>	<p>This will link in with R1 to identify the most frequently visited places.</p>		<p>Complete</p>

<p>Borough to consider parking and accessibility implications of new and current building projects.</p>	<p>When upgrading the internet content, The Parking Service will ensure that there is joined up communication through linking relevant websites – including NHS Travel Plans.</p> <p>The Parking Service will also arrange monthly meetings with colleagues in Planning and Transportation & Highways in order to ensure timely information sharing on Parking issues in upcoming developments.</p>	<p>Parking Policy & Performance Officer</p> <p>Parking Development Manager</p>	<p>Established NHS Communications Team links. Webpages with links on NHS parking information.</p>
<p>R11. That the Parking Service work in partnership with Tower Hamlets Homes, Registered Providers of Social Housing and other local landowners with the aim of harmonising parking policy in the Borough. They should also clearly communicate the demarcation parameters and differing areas of responsibility.</p>	<p>The Parking Service will hold a 'Parking Seminar' bringing together all relevant parties (including housing associations and RSLs) which will discuss 'Parking for the Future' in Tower Hamlets.</p> <p>The Council's website will be updated to contain information on precise areas that come under the Council's jurisdiction. There will be greater links on the Parking Service internet sites to Tower Hamlets Homes and other Registered Social</p>	<p>Head of Parking Services</p> <p>Parking Policy & Performance Officer</p> <p>Parking Policy & Performance Officer</p>	<p>Complete.</p> <p>Parking Seminar currently being arranged.</p> <p>Ongoing. First 4 documents approved for circulation: 1) Member involvement in appeals 2) Loading/Unloading Restrictions 3) Public Highway and Private Land 4) The TMO process - making changes to the parking layout. Pack will evolve with further releases.</p>

	<p>Landlords parking website pages.</p> <p>The Parking Service will produce a 'Parking Pack' for Members, to include a step-by-step guide to parking policy.</p>		
<p>R12. That a Sustainable Transport page is added to the Council's website and that it is interlinked to the Parking Service web pages.</p>	<p>Sustainability Team and Parking Team will liaise with web team to put links in place</p>	<p>Travel Awareness Officer – Safety & Sustainability</p>	<p>Complete.</p>
<p>R13. That the Parking Service produce a document called 'ten simple rules to avoid a ticket' which is publicised through all available forms of communication by the Council.</p>	<p>Document to be produced</p> <p>The Parking Service, together with the corporate Communications Team, will develop a communications strategy to promote the document through East End Life, website, leaflets in council buildings and Parking Forum</p>	<p>Parking Policy & Performance Officer</p> <p>Parking Policy & Performance Officer / Communications Officer</p>	<p>Complete Produced and distributed.</p>
<p>R14. That the Parking Service offers a more customer focused web content on the Council's website, and adopt more diverse and innovative forms of communication to engage with residents.</p>	<p>This is covered by activities from R3, R4, R5, R7, R13 and R15.</p> <p>The Parking Service will also consider alternative methods of communication with residents including text/email alerts for suspensions.</p>	<p>Parking Policy & Performance Officer</p>	<p>Complete</p> <p>Updates to all pages with clearer 'Further Enquiry' details. Facebook used for Residents Forum.</p>

<p>R15. That the Parking Service develop a Resident Parking Forum that utilises different communication tools to engage with residents.</p>	<p>The Forum will be made up from those residents that partook in the resident involvement sessions for the review. The group will be communicated to through email. This Forum will be part of, a wider engagement strategy, and measures will be taken to ensure that the Forum's membership is representative of the community.</p>	<p>Parking Policy & Performance Officer / Head of Parking Services / Consultation & Engagement Advisor</p>	<p>Complete</p> <p>LBTH Parking Forum set up on Facebook, first issue of Citizen's Parking Charter put up for discussion.</p>
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SUPPORTING NEW COMMUNITIES

Recommendation	Response / Comments	Responsibility	Update June 2012
<p>R1 That the Chief Executive’s Directorate supports the Council and Partnership to better understand the needs of new and small communities by:</p> <ul style="list-style-type: none"> Developing more sophisticated data gathering techniques so we know the demographics of our communities better. This data should then be used to plan policy and service developments. 	<ul style="list-style-type: none"> Publish Research Briefing on data on Overseas National Insurance Registrations. Publish Updated Population Statistics Research Briefing. Publish findings of the 2011 Population Count. Agree programme of analysis for the 2011 Census data once this is 	<p>Juanita Haynes Senior Research Officer, Corporate Research Unit</p>	<p>Research briefing in National Insurance Registrations published and accessible via the intranet. Population Key facts briefing published but will be updated once 2011 Census is released from July 2012 onwards Data from the Population Count has been used to inform a wide range of service delivery priorities. The finalised report will be uploaded on to the Corporate Research Team intranet pages.</p>

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<ul style="list-style-type: none"> • Undertake consultation exercises to pick out common needs between new and small communities and use this when planning mainstream services. • Amend the equalities analysis template and guidance to include how mainstream services will meet the needs of new and small communities in the borough. 	<p>published by the Office for National Statistics in August 2012.</p> <p>Although we don't have a specific section around new and small communities, we do have sections around socio-economic inequalities, race and religion and belief. This would cover the needs of new and small communities and ensure we have shown 'due regard' in terms of the equality act 2010.</p>	<p>Paul Gresty Strategy, Policy and Performance Officer, One Tower Hamlets Service</p>	
<p>R2 That the Employment Strategy and subsequent action plans specifically outline how it will support new and small communities access employment with key public sector organisations</p>	<p>The recently adopted Employment Strategy outlines the direction for the council and its partners. The indicative action plan contains specific actions regarding projects which will support new and small communities. Where services are available from mainstream, the council will signpost individuals to</p>	<p>Andy Scott Employment and Enterprise manager</p>	<p>The Employment Strategy action plan contained some early actions to work with disengaged Women from diverse background and age groups to identify aspiration, knowledge and individual needs with regard to entering the labour market. It also highlighted a major underserved group of those residents who are workless but not claiming a work related benefit .</p> <p>The Employment & Enterprise team has worked alongside the voluntary and community sector to: Develop and introduce a pilot programme "Women and</p>

access them. Additionally projects focusing on women and worklessness, key disadvantaged groups and geographic areas are in development to ensure that accessible services are available to communities that experience multiple barriers to skills and employment.

Worklessness” to explore the disengagement, barriers to skills and work, and the routeway to jobs for 5 groups of Bangladeshi and Somali Women. An evaluation of this programme will inform further programme development toward diverse women’s groups and also feed into the Councils wider Equalities research. The Employment & Enterprise team have developed and introduced the “Working Start” Programme to specifically focus on residents who are detached from mainstream services and find it challenging to engage with job advice services. This programme launched in December 2011 and will place over 150 local resident into jobs. Over two years. Lastly the Council are currently developing a geographic based multi-agency programme which will focus on the central area of the Borough to maximise the engagement of disadvantaged individuals and communities whilst minimising duplication of delivery services. It is expected this programme will launch in the Summer of 2013. The UK economy is not in a strong place currently and the access to public sector jobs idea was written when the public sector could be a useful source of job vacancies. With the onset of austerity this is not a practical volume solution, however vacancies will be generated as part of the economic

			recovery and we shall continue to access and promote those to local residents. recession
R3	<p>That the Third Sector Team and the Council for Voluntary Services supports advocacy work in the borough aimed at new and small communities. This should include mapping which organisations currently deliver advocacy work and how this can be improved through greater joined up and partnership working.</p>	<p>The Third Sector Team will undertake a mapping of Advocacy Services provided by local voluntary and community organisations</p> <ul style="list-style-type: none"> • The Third Sector Team will contact TH CVS to ascertain: <ul style="list-style-type: none"> - Whether they are aware of any other organisations providing advocacy services - What support is available to local organisations to encourage joined-up and partnership working • Provide the O&S Committee with an 	<p>Maura Farrelly Community Resources Officer - Advice and Anti-Poverty</p> <p>Ali Ahmed Third Sector Strategy Officer</p> <p>COMPLETE</p> <p>A mapping of Advocacy Services provided by local voluntary and community organisations .was completed in July 2011</p> <p>THCVS is currently working with AHWB to support front line organisations to improve collaboration and develop partnerships and consortia to help meet the information and advocacy needs of vulnerable residents in the Borough</p>

	update		
<p>R4 That the Corporate Communications Team refreshes how it engages and reaches out to new and small communities and explores innovative methods of communication considering a reduction in public finances.</p>	<p>The service has limited resources to invest in new activity however we are able to review our existing activity and adjust our approach where appropriate.</p> <p>The service will review its approach to obtaining media coverage to ensure publications associated with smaller and new communities are included in our media plans.</p> <p>In addition East End Life will work closely with the Equalities and Third Sector Teams to ensure the activities of a wide range of community groups are reflected in the news output of the paper.</p>	<p>Takki Sulaiman Service Head Communications and Marketing</p>	<p>COMPLETE</p> <p>The Communications Team is actively using social media - a new way of reaching out to and engaging communities in the borough. It's also a more innovative way of communicating given current financial pressures. The council's Twitter feed has more than 2,000 followers.</p> <p>We have also developed My.TowerHamlets, an interactive media tool accessed via the council's website that enables individuals to access information about key issues they select, in the way they wish to receive this information (ie texts or emails).</p> <p>In addition, we continue to issue media releases through all our media outlets (local, regional, trade, translated in Bengali and distributed to all interested media outlets) promoting messages around One Tower Hamlets, including specifically the following one developed with colleagues in Equalities and included in East End Life about the issue of engaging with new communities.</p>

Recommendation	Response / Comments	Responsibility	Update June 2012
<p>R1 In order to ensure those at risk are aware of what constitutes abuse, how to report it and access support, the Adults Health and Wellbeing Directorate will:</p> <p>Continue to work in partnership with Toynbee Hall, or any other similar organisation, and provide further funding to extend the Dignify Programme, or any similar programme, to include not only older people, but also other adults at risk of abuse such as people with mental health problems or learning disabilities.</p> <p>Explore accrediting the training pack developed by Dignify, or any other similar programme, to equip other local organisations with the ability to deliver their workshops.</p> <p>Provide a progress report in six months to the Overview and Scrutiny Committee</p>	<p>Toynbee Hall is working with Tower Hamlets MIND to extend the project. There is core funding for the project until 2013/14.</p> <p>Consideration of continued or extended funding will be in the context of a difficult financial context.</p> <p>AHWB cannot accredit training but can look at accreditation from Safeguarding Adults Board and support Dignify to seek accreditation from external organisations.</p> <p>This will be done.</p>	<p>Strategic commissioning manager, AHWB.</p> <p>Adult Safeguarding Co-ordinator</p> <p>Service Head Adult Social Care</p>	<p>a) AWHB considered funding the Dignify Programme.</p> <p>b) Over the last 12 months the Dignify project has run 65 workshops and information sessions for vulnerable adults and training for staff. There were 420 individual attendances at workshops and trainings.</p> <p>The Dignify project has run 2 sets of workshops with Mind for mental health service users. The project is in the process of setting up more. The project is planning to recruit a part time worker in the autumn to run a 6 month pilot around mental health. The project have provided support to staff at Mind in how to run groups and raise awareness so that they went on to run their own groups around safeguarding and mental health independently, this was well received and useful.</p> <p>The project has also been working with the Learning Disability team to discuss awareness raising for people with learning disabilities, and will be taking work forward in partnership with Excel care for this client group in May.</p> <p>Some of the workshops have been delivered in Sylheti using a volunteer</p>

			<p>translator, and the project has recently also made contact with Somali groups to take this work forward with the Somali community.</p> <p>The project is in the process of accrediting the Dignify training programme with Open College Network.</p>
<p>R2 In recognition of the urgent need to provide a seamless transition to the personalisation agenda for adults at risk, given the new risks inherent in self-directed care through personal budgets, the Adult Health and Wellbeing Directorate will increase access to advice, guidance and advocacy by:</p> <p>a. Providing funding for general advocacy programmes through the commissioning process, to increase the level of advocacy support available in addition to statutory provision from Independent Mental Health Advocates and Independent Mental Capacity Advocates, working with providers to deliver these services</p>	<p>At present AHWB provide advice and advocacy above and beyond the statutory requirements, however consideration of continued or extended funding will be given in the context of a difficult financial climate.</p> <p>We feel that the 'No Place for Hate' service is well established and should be</p>	<p>Strategic commissioning Manager, AHWB</p> <p>Adult Safeguarding Co-ordinator</p>	<p>The option to establish a Freephone telephone line was considered within the context of the Council's review of free-phone help-lines. At this time, it is not considered to be a useful addition to our existing forms of contact.</p> <p>We have not been able to identify any local authority in the UK that provide a free phone for adult safeguarding referrals – there are no London Local Authorities that have a separate adult safeguarding number to that of their usual referral number.</p>

<p>b. Exploring how to use the “No Place for Hate” method to set up a freephone helpline as an independent point of contact for adults suffering abuse to report their concerns via a third party, so they are not dependent on a family member, carer, assistant, health or social care professional who may be perpetrating the abuse</p>	<p>explored to ensure that adults suffering abuse or at risk of abuse are able to access the service. Creating another separate freephone helpline for the group(s) identified creates duplication and requires additional funding as AHWB currently have a dedicated phone line for referrals and reporting of the allegations of abuse. However, consideration of this will be given but there will be an additional cost implication, we will explore the evidence from other Council Services and other London Boroughs having free phone access.</p>		
<p>R3 In order to guarantee that the Safeguarding Adults Board is more representative and takes account of the perspective of adults at risk, the Adults Health and Wellbeing Directorate will ensure that it includes representation from a wide range of stakeholders including housing (RSLs and Tower Hamlets Homes), the Police, Social Services, Transport, and, most importantly, local third sector organisations serving adults at risk and</p>	<p>Housing, police, adult and children’s social care are currently represented on the Board. There is currently third sector representation on the Board and part of the Board’s workplan for the coming year is to ensure this is representative of third sector organisations generally.</p>	<p>Independent Chair-Safeguarding Adults Board</p>	<p>The Safeguarding Adults Board already has representation from the Police, Social Services, and Registered Social Landlords. The Board continues to make every effort to ensure that third sector organisations are more representative of a wide range of organisations are better represented as a whole rather than individual interests. The London Fire Brigade and the Ambulance Service now attend the Safeguarding Adults Board meetings.</p>

<p>service users themselves.</p>			<p>Transport is not specifically represented in the Board although Children's services who run transport are represented at the Board.</p> <p>Work is currently underway to ensure that service users/adults at risk are invited to future Board meetings. The Safeguarding Adults Board is scheduled to meet in early summer to discuss and finalise its work programme, and the issue of how to involve service users at the Board meetings will be considered as an agenda item.</p>
<p>Page 4 76 That the Safeguarding Adults Board ensures robust and transparent quality assurance procedures are in place across all agencies which are standardised and streamlined across the agencies where possible.</p>	<p>There is a quality assurance framework already in place within AHWB. Work is underway to look at how this might be considered alongside NHS partners.</p>	<p>Chair of Quality and Performance Sub-group</p>	<p>The Safeguarding Adults Board continues to consider where synergies can be found in the Council's and the NHS's quality assurance frameworks. This is a standing agenda item and an ongoing challenge.</p> <p>Adequate monitoring of safeguarding issues takes place through the commissioning of services process.</p> <p>The Safeguarding Quality and Performance Subgroup examines performance successes and areas for improvement.</p> <p>The Sub-group works more closely with key partners; namely Barts' & the London NHS Trust, and the East London Mental Health Foundation Trust in respect to serious incidents and safeguarding procedures.</p>

<p>R5 That the Adult Health and Wellbeing Directorate produce an analysis of best practice methods used by NHS East London and others to adopt a new policy to ensure inclusion of service users at the earliest possible stage and throughout the process, when implementing the personalisation agenda and any other strategies which may affect adults at risk, including the elderly, disabled and those with learning difficulties or mental health problems.</p>	<p>Work to engage with a range of service users has been a core part of the Transforming Adult Social Care programme. Service users have been involved in developing a DVD about personalisation and there have been a number of events to support this, including:</p> <ul style="list-style-type: none"> - 40 customer forums including for the groups identified - Five resident roadshows - Feedback on safeguarding such as financial abuse used to inform communications, planning and Safeguarding training 	<p>Safeguarding Adults Co-ordinator</p>	<p>During any development or amendment of a strategy or policy, officers are encouraged to refer to the Staff Toolkit for Customer engagement. This is available from :</p> <p>http://towernet/Intranet/business_areas/adults_health_and_wellbeing/quality_and_performance_team/quality_and_involvement.aspx</p> <p>This toolkit was written in Dec 2010 and provides a practical guide to customer engagement in adult social care services in the development or amendment of a policy.</p> <p>Adults Health and Wellbeing Directorate 2010 – 2013 Service User and Carer Involvement Strategy, written in April 2010, provides a plan for how we will involve service users and carers in social care. A copy of this strategy can be found on the intranet via the same link as above.</p> <p>The Transforming Adult Social Care (TASC) Customer Engagement Plan (dated 30 Jun2010) is available to staff.</p> <p>This is different from the toolkit in that the plan lays out what the Adults Health and Wellbeing Directorate will do to ensure that all customers (people with support needs, carers and Tower Hamlets residents) are able to influence the development and implementation of the transforming adults</p>
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			<p>social care programme.</p> <p>Additionally, the scope of this plan covers people with support needs who receive or have received services where the AHWB Directorate has lead commissioning responsibilities, all adult carers, and other Tower Hamlets residents.</p> <p>The Strategy and Development Policy Toolkit (Dec 2011). It outlines the approach to strategy development that the Strategy, Policy and Performance Function advocate and work to (where possible). The toolkit is benchmarked against Government guidelines and provides five stages to policy development. This toolkit is available from Adult's SPP function.</p> <p>Following on from the last update outlined in the previous column, this update is still relevant.</p> <p>Work is underway specifically looking at making sure that service users keep safe and that this is properly considered as part of support planning. A project is underway to engage service users in quality assessing their experience of support planning and safeguarding.</p>
<p>R6 That the Adults Health and Wellbeing</p>	<p>AHWB currently work to the 2010 – 2013 Service User and Carer Involvement</p>	<p>Safeguarding</p>	<p>An initial analysis was recently undertaken to examine the annual return for safeguarding referrals by breakdown of in</p>

<p>Directorate undertake a thorough and robust mapping analysis of the gaps which may existing the current service, particularly for people who are not in touch with statutory services and therefore may not be identified as at risk and referred to safeguarding procedures. The gap analysis should cover:</p> <p>Engaging with hard to reach communities, in particular BME groups, people with mental health needs and/or physical or learning disabilities.</p> <p>A strategy which outlines how they will be engaged and how their needs will be met in the future.</p>	<p>Strategy. One of the key aims of this is to target and involve hard to reach groups, our mechanisms and aims to engage hard to reach groups are therefore built into our Service User and Carer Involvement Strategy. In engaging with users we have reviewed our list of customer forums, undertaken outreach work with identified groups, carried out surveys with housebound people, surveys have been sent out in different languages and we work closely with THINK.</p> <p>An initial analysis will be undertaken within AHWB but the very nature of the work may mean there is a need for additional financial commitment in any attempt to engage those not presently engaged with the Council as a whole</p>	<p>Adults Co-ordinator</p>	<p>terms of equalities strands such as age, ethnicity, mental health needs, physical and learning disability. The performance data was compared to the Directorate's demographics and the borough demographics. Initial findings suggest that there may be an over-representation of safeguarding referrals in some groups and further analysis is being carried out to understand this.</p>
<p>R7 That the Adults Health and Wellbeing Directorate introduce extra training for frontline staff in the Council and partner agencies that work with adults at risk including:</p>	<p>Adults at risk are rarely removed from vulnerable situations. All decisions taken in these circumstances are taken with the full involvement and consent of</p>	<p>Training Sub - Group</p>	<p>90% of all the recommendations/objectives as per the workplan based on the 3year tower hamlets training strategy have been successfully completed.</p>

<ul style="list-style-type: none"> • Training all staff that work with adults at risk to empower and build the confidence of individuals rather than to take them out of situations which expose their vulnerability. This training should be embedded into existing Council training and refresher programmes and the cross-agency training plan overseen by the Safeguarding Adults Board. • Ensuring all staff working with adults at risk in care settings, residential accommodation or in their homes have been trained to empower service users to disclose abuse <ul style="list-style-type: none"> • Provide a report in six months to the Overview and Scrutiny Committee of what options have been explored and how these have been taken forward, including an explanation of why any are rejected. • 	<p>the adult at risk. Where an adult at risk is unable to give consent the Mental Capacity Act is used and decisions taken in line with Best Interests guidelines.</p> <p>Training around empowering service users is already part of training programmes but will be made more explicit. The training programme continues to develop.</p> <p>This will be provided</p>	<p>Service Head Adult Social Care</p>	<p>Outstanding areas relate to personalisation and involvement of local higher education establishments, this is work in progress.</p> <p>The one day multi agency (level 3) safeguarding adults training course for senior managers commissioned by TH workforce development is one example of progress made to better learning.</p>
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EMPOWERING SMALL AND MEDIUM-SIZED ENTERPRISES			
Recommendation	Response / Comments	Responsibility	Update: April 2012
<p>Recommendation 1 That the Employment and Enterprise Team of the Council use the Local Economic Assessment and other sources of information to collate and publish a clear picture of the small and medium-sized business sector in Tower Hamlets, its interdependences with big business and other sectors, and its diversity. This should form part of the Enterprise Strategy</p>	<p>This has been done already through the Local Economic Assessment and will be taken forward through the development of the Enterprise Strategy. It is important that this information is continually updated and disseminated. The Enterprise Team will be sending out quarterly updates to those interested in order to create a shared understanding of the business sector within the borough.</p>	<p>Huw Morgan-Thomas</p>	<p>Complete Clear information on business sectors and their interdependancies. The Enterprise Strategy is in final draft form, has been approved by the Cabinet and will be considered for approval by full Council in April 2012. Information from the LEA and from other sources has been used in the analysis of the Tower Hamlets enterprise economy contained in the strategy. Regular updates will be disseminated as Enterprise Strategy implementation activity.</p>
<p>Recommendation 2 That the Employment and Enterprise Team consider the rate of business death, its impact, and how to encourage support and advice services that can support businesses to continue in the current difficult economic climate.</p>	<p>This is an important part of the Enterprise Strategy, particularly given that the range of business support services in the borough has changed. For example, Business Link is now just an information service. The Enterprise Team are planning to co-ordinate with other local business support services to establish a coherent offer to local</p>	<p>Huw Morgan-Thomas</p>	<p>COMPLETE Employment & Enterprise team have considered business death rate during analysis of preparing the Enterprise Strategy, tasks in the proposed action plan (subject to full Council approval in April) provide for: the development of an effective network of business support agencies: and improved access to advice on debt, equity and new forms of finance.</p>

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<p>Recommendation 3 That the Employment and Enterprise Team consider how we can broker relationships that benefit SMEs, taking advantage of Canary Wharf and our proximity to the city. The Council should negotiate on areas including supply chain, professional advice, provision of business mentors and access to lending for local businesses. The banks, professional services firms and others based in east London will benefit themselves if they contribute further to the building of strong local communities</p>	<p>businesses.</p> <p>This will again be part of the Enterprise Strategy, which has taken on board the recommendations of the O&S Committee in its development. The Enterprise team already do a lot of work in relation to supply chains and improving procurement opportunities for local businesses, so that they can supply the Council and other large businesses. The Enterprise team work closely with the procurement team to achieve this.</p> <p>The provision of professional advice and mentoring is also part of the Enterprise Strategy, with bigger businesses acting as a resource for smaller, local firms. The Enterprise Team are working to establish pro bono relationships between bigger and smaller companies, for example around the provision of free legal advice.</p>	<p>Huw Morgan-Thomas</p>	<p>COMPLETE</p> <p>The Employment & Enterprise team have considered how the council can maximise economic benefit through supply chain. Tasks in the proposed action plan (subject to full Council approval) provide for improvement of local supply arrangements for the Council and other large organisations in the borough and the development of mentoring services for the benefit of smaller businesses.</p>
<p>Recommendation 4 That the Citizen Engagement Strategy clearly identifies the business community as a key stakeholder, and addresses how to engage and consult</p>	<p>The Citizen Engagement Strategy identifies the business community, and particularly SMEs, as key stakeholders. The strategy</p>	<p>Michael Keating</p>	<p>In Progress</p> <p>Cabinet at its meeting on 8th February agreed a new Partnership Structure which includes the establishment of a Employment and Skills Board.</p>

<p>businesses effectively, especially when a change of a policy and/or programme is introduced.</p>	<p>does not though set out how different stakeholders will be engaged. This will be taken forward by the action plan which is still in development.</p>		<p>As part of the development of this Board it will be important to ensure the voice of different stakeholders are represented and this will include the business community.</p>
<p>Recommendation 5 That the Employment and Enterprise Team facilitate setting up a business forum in Tower Hamlets, to discuss borough-wide business issues, including business space, co-ordinating business support, feedback on planning and licensing, change of Council and partners' policies and programmes, such as planned road works and waste management, or regeneration proposals.</p>	<p>A forum along these lines will be established as part of the Enterprise Strategy. It is likely to be called an 'Enterprise Challenge Forum'. Initially it will be used to get the views of local businesses in relation to the Strategy, but also have an advisory role.</p> <p>The Enterprise Team will also gather the views of local businesses through surveys, by engaging with other local business fora, and through general business networking events.</p>	<p>Huw Morgan-Thomas</p>	<p>In Progress</p> <p>Subject to full Council approval of the Enterprise Strategy and the action plan, a business forum event will be organised by March 2013, and consideration given to other types of business representation.</p>
<p>Recommendation 6 That the Employment and Enterprise Team review and identify areas of business information support including:</p> <ul style="list-style-type: none"> • Ensuring information is widely available through the Council website and other media; • Coordinating business advice services in the borough and ensuring that it is adequately signposted, and; • Establishing a business advice section at all Idea Stores to support 	<p>The Enterprise Team will ensure that information is widely available through the Council website and other media, and will co-ordinate business advice services in through borough, ensuring they are adequately signposted. These activities are currently in the Enterprise Strategy. The establishment of a business advice section</p>	<p>Huw Morgan-Thomas</p>	<p>In Progress</p> <p>Subject to full Council approval of the Enterprise Strategy and the action plan, there will be a revision of the information available to local businesses on the Council website, and discussions will take place on how information can be made available in other formats (including those relating to Ideas Stores)</p>

<p>businesses in the borough.</p>	<p>in each Ideas Store is not currently in the Enterprise Strategy, but the Enterprise Team will liaise with Idea Store colleagues to support this.</p>		
<p>Recommendation 7 That the Employment and Enterprise Team work in partnership with the Parking Services to review how parking restrictions affect local businesses, especially in Town Centres to support the borough's economic development, especially in areas where local businesses benefit from trade that comes from outside the borough.</p>	<p>Joint work with Parking Services is not currently part of the Enterprise Strategy, but the Enterprise Team will take this forward. In particular they will consider how local businesses could better engage with Parking Services. This will be added to the Enterprise Strategy Action Plan.</p>	<p>Huw Morgan-Thomas</p>	<p>In progress Tasks in the proposed action plan (subject to full Council approval) provide for: implementation of the Town Centre Spatial Strategy by encouraging initiatives which will develop the local enterprise economy; and making sure that enterprise considerations are at the heart of town centre regeneration. Parking issues will be taken into account in these tasks as a matter of much-expressed business concern.</p>
<p>Recommendation 8 That the Planning and Building Control Service of the Council closely work with developers at all stages of development, including the pre-application stage, for the effective use of space and review vacant premises in housing developments and develop planning guidance to encourage the development of spaces that can be used by light industry or other local businesses, and secure appropriate space for SMEs from new development.</p>	<p>The recommendations of the O&S Review are being taken into account in preparing the Development Management Policies relating to Employment. There will be a particular focus on providing space appropriate for SME provision. The policies will also seek to ensure that existing businesses are not adversely affected through redevelopment proposals, which was an issue raised during our initial consultation on the new planning documents.</p>	<p>Michael Bell Strategic Planning Manager Planning & Building Control Service</p>	<p>COMPLETE 3 Development Management Policies (within the Development Management DPD) have been formulated to safeguard and encourage the development of space for light industry and business. The Development Management DPD went to December cabinet and is due to go to Full Council in May</p>

Officers already seek to ensure the provision of appropriate space for SMEs during the pre-application stage, using the adopted Core Strategy. The additional Development Management policies will provide more detail and will strengthen the ability of Officers to secure this type of space.

Officers have been working with colleagues in the Employment & Enterprise Team in the preparation of the draft Planning Obligations Supplementary Planning Document (SDP) which was approved by Cabinet in July 2011 for public consultation. This includes a target for 20% of the total value of contracts, which procure goods and services during the construction phase of the development, to be achieved using firms located within the Borough. It also re-enforces the Council's intention to secure the provision of flexible workspace within commercial developments, to mitigate the loss of such space through the

development process and to support new and existing SMEs within the Borough. The draft SPD is now being used by Planning Officers in pre-application negotiations with developers.

Officers are aware of the opportunities arising from vacant properties across the Borough where there may be existing restrictions on the range of uses imposed through the planning permission e.g. a vacant unit may be restricted to retail use and can not be utilised by a local business. In some circumstances the units may not be of the required specification for a business or there may be amenity issues with residential uses that can not be overcome. However, with the Core Strategy focussing retail and community uses within town centres, there may be increased opportunities to enable change of use of some of these units to provide flexible workspace for SMEs.

<p>Recommendation 9 That the Mayor continue to lobby the central government and work with private companies to further develop the borough's infrastructure, including super-fast broadband and transport.</p>			<p>COMPLETE</p> <p>The Borough has already benefited from the announced accelerated delivery of super-fast broadband in the development of Tech City, and the Mayor will continue to lobby for further infrastructure improvements. The Mayor has also strategically lobbied the Government for additional funding regarding the transport infrastructure in the borough. The Mayor has taken a particular interest in the cycling infrastructure in the borough, especially improvements to the Bow Roundabout, and we have had confirmation from Transport for London that additional investment will be made into the borough. This was enforced by the announcement in the National Government's 2012 Budget of £15m for cycling infrastructure in London. The Mayor and officers, through the Enterprise Strategy, will continue to lobby to ensure that the Borough continues to maximise the benefits from the Olympic Legacy and investment from central government into London.</p>
<p>Recommendation 10 That the Asset Management Team review its letting policy and consider letting Council properties, including currently unused ones, to small businesses on a short-term basis.</p>	<p>This absolutely makes sense as it brings the property back into use pending longer term proposals for the same. The only caveat should be that we are happy to consider but each case will be looked at based on merit and appropriateness of undertaking such a short term letting. Furthermore, any such letting should be on an 'easy in easy out' basis subject to appropriate</p>	<p>Toks Osibogun Head of Valuation & Estates, Asset Management.</p>	<p>In Progress</p> <p>Some initial work has been undertaken to review the Shops policy. Some consultation has also taken place. As part of the further work, the needs of Small businesses will be considered.</p>

	commercial terms being agreed		
<p>Recommendation 11 That the Planning and Building Control Service, through the Local Development Framework Core Strategy, explore possibilities of establishing micro-scale business parks in the borough.</p>	<p>The adopted Core Strategy identifies a number of designations to protect and promote employment space suitable for SMEs, in particular:</p> <ul style="list-style-type: none"> - Local Office Locations (small scale and flexible office space) - Local Industrial Locations (light industrial units and flexible workspace) - Town Centres (small scale and flexible office space) <p>The new Development Plan Documents currently being prepared will define the extent and detailed boundaries of these areas and provide detailed policies to protect and promote employment floorspace within these designations.</p> <p>It is not possible to introduce a new designation at this stage now the Core Strategy has been adopted. Officers are confident however that</p>	<p>Michael Bell Strategic Planning Manager</p> <p>Planning & Building Control Service</p>	<p>COMPLETE</p> <p>A policy (SP02) is present in the adopted Core Strategy and DM DPD encouraging opportunities for SMEs and micro businesses. The Development Management DPD went to December cabinet and is due to go to Full Council in May</p>

	<p>the framework of the Strategy, and subsequent Development Plan Documents, will provide a basis for a range of employment units to meet the needs of local SMEs.</p> <p>Officers will monitor this and it may be something that can be introduced when the Core Strategy is reviewed over the coming years.</p> <p>There may also be opportunities arising from the establishment of the London Mayoral Development Corporation (MDC) which will include existing employment land in Fish Island and Bromley-by-Bow. The MDC is due to come into being from April 2012 and will have land assembly, planning powers and potentially the ability to attract inward investment to facilitate the provision of innovative new forms of employment provision as part of the wider Olympic Legacy Proposals.</p>		
<p>Recommendation 12 That the Procurement and Corporate Programmes Service investigate how</p>	<p>This work is currently underway, as part of an overall programme of</p>	<p>Procurement Service</p>	<p>In Progress The Employment & Enterprise team shall be</p>

<p>we better utilise R2P to develop our understanding of SMEs in the borough to implement the objectives in the corporate procurement strategy.</p>	<p>measures to support local SMEs. Opportunities that will be explored include a prompt payment target of 10 days for SMEs.</p>		<p>working with procurement team toward a much stronger "economic benefit through procurement" strategy to inform contactors of expectations.</p>
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Developing Efficient Customer Services			
Recommendation	Response / Comments	Responsibility	Update June 2012
R1 That the Council continue to offer customers online services and promote web use to access the Council services.	Parking permit renewals available on-line Customer web portal in development – allowing single sign-in access to range of appropriate services	John Chilton Claire Symonds	Approximately one third of permit renewals now carried out on line. Parking visits to One Stop Shops down from 5000 to 3500 monthly. Business case still in development. Increased take up of sign-in services on line, eg Council Tax.
That the Council continue to encourage customers, including those who do not currently use the internet, to use efficient means of accessing services.	One Stop Shop meet & greet floorwalking service to continue to encourage and assist with web use Joint One Stop Shop/Idea Store at Watney Market will present opportunities for encouraging greater web and PC use	Claire Symonds Claire Symonds/Judith St John	Work continuing on increasing web take up Work on ISWM has commenced on site for early 2013 opening
R3 That the Council continue to find solutions to customers' problems in cooperation with relevant	Customer Access to continue to measure customer satisfaction and	Claire Symonds	New touchscreens now in place in One Stop Shops to improve take up of satisfaction surveys. Ongoing surveys now

<p>stakeholders and publicise the Council's role to manage customers' expectations.</p>	<p>to encourage feedback on services</p> <p>Customer Access to continue to work closely with back office service teams to develop services</p>	<p>Claire Symonds</p>	<p>in place for telephone, face-to-face and web access channels.</p> <p>Customer Access working actively with THH, Parking Services and Public Realm on service improvements.</p>
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Agenda Item 9.4

Committee: Overview and Scrutiny	Date: 19 th June 2012	Classification: Unrestricted	Report No.	Agenda Item No. 9.4
Report of: Cllr Ann Jackson, Chair of Overview and Scrutiny Committee		Title: Overview and Scrutiny Committee Annual Review 2011-12		
Originating Officer: Sarah Barr – Senior Strategy Policy and Performance Officer One Tower Hamlets Service Chief Executive’s Directorate		Wards: All		

1. SUMMARY

- 1.1 This report provides a summary and review of the Overview and Scrutiny Committee’s work in 2011-12. It forms the draft of a report which will go to full council early in the new municipal year.

2. RECOMMENDATIONS

- 2.1 The Overview and Scrutiny Committee is recommended to:
- Consider and comment on this draft annual scrutiny review for full council.
 - Authorise the Service Manager, One Tower Hamlets, to agree the final report before its submission to council, after consultation with the chair and scrutiny leads.

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

LIST OF “BACKGROUND PAPERS” USED IN THE PREPARATION OF THIS REPORT

Background paper	Name and telephone number of and address where open to inspection
None	n/a

3. CHAIR'S FOREWORD – COUNCILLOR ANN JACKSON

- 3.1 This was the year when Tower Hamlets OSC had to continue to improve on its work and find a way to operate robustly within the mayoral model. We wanted to ensure we promoted the interests and wellbeing of the borough's residents at all times, and attempt to move away from the politically driven agendas that often characterise scrutiny in local government. I believe we've developed a positive and constructive way of working, which means the committee can provide effective and insightful scrutiny of the borough's independent executive mayor.
- 3.2 There was an increased number of call-ins this year which led to a number of interesting and considered debates in meetings. Decisions were often referred back to Cabinet with recommendations that we felt were in the best interests of residents and the organisation. Whilst the committee were sometimes frustrated by the lack of response to these recommendations, we are encouraged by the Mayor's recent commitment to considering these in more detail in the future.
- 3.3 In the year ahead, OSC would like the opportunity to contribute more to policy decisions, being consulted earlier in the policy development process earlier where possible. We hope that our scrutiny review work will also contribute to this process. We hope that more opportunities for non-executive councillors to engage in the decision-making process, and public debate at OSC on the key policy questions will have the additional benefit of reducing the number of decisions called-in...
- 3.4 Our model for the scrutinising the budget worked well and we intend to continue with it this year. I am keen that we develop other methods of scrutinising council services in as cost effective way as possible, improving value for money from scrutiny as well as services. I also want to us to focus on finding more creative ways to engage with residents, encouraging them to interact with OSC and contribute to policy development through our work. My own priority for the year ahead is to think about how the council can support enterprise and employment given the challenging economic circumstances the borough is facing. I hope we can involve residents in finding innovative solutions to these issues.
- 3.5 Finally, I would like to give thanks to officers and OSC members for all their hard work this past year; we achieved a really good outcome as a team, an excellent budget response and gained a lot of expertise in many portfolio areas as well. My thanks to you all.

4. INTRODUCTION

- 4.1 The Overview and Scrutiny Committee (OSC) has a range of functions which enable it to be a key part of local democratic accountability by

holding the executive leadership and other local partners to account. The committee scrutinises key decisions referred by other councillors through the call-in process; reviews all the main strategic documents, and contributes to policy development through the scrutiny review process. One of its most important roles is in reviewing the budget put forward by the executive, ensuring value for money and equality of opportunity for all residents.

- 4.2 2011-12 was a challenging year for OSC. Having already made significant savings in 2010-11 in response to the Comprehensive Spending Review, the council had to make another round of unprecedented cuts to its budget. It therefore became even more important that OSC assist the overall process by scrutinising the savings proposals of individual directorates. The committee dedicated a significant proportion of its time to this task.
- 4.3 At the same time, the implementation from June 2011 of the restructure of the council-wide strategy, policy and performance function meant a reduction in the level of officer support available to OSC. This meant the committee had to review its working methods and the nature of its work programme. For example it was unable to do as many large scrutiny reviews as in previous years.
- 4.4 Developing an effective model for scrutiny in the mayoral model of governance continued to be a key challenge. Members have expressed concern that there is not sufficient public discussion of issues by the executive, which may have contributed to an increase in the number of call-ins.
- 4.5 To help draft this annual review, all OSC members have reflected on those things that have gone well, and those less well, as well as their key challenges and priorities for 2012-13. Their responses have been incorporated in this report.

5. MEMBERSHIP

- 5.1 Reflecting the overall political balance of the council the committee's membership comprised six Labour councillors, and one councillor each from the Conservative, Respect and Liberal Democrat parties.
- 5.2 As well as councillors there are six education co-optee positions on the committee including three positions for parent governors, and one each for the Church of England Diocese, the Roman Catholic Diocese and the Muslim community. In 2011-12 all the positions were filled with the exception of the Roman Catholic Diocese representative.
- 5.3 Six committee members were designated scrutiny leads and assigned a portfolio aligned to each directorate. The committee membership for 2011-12 was as follows:

- Cllr Ann Jackson (Labour), Chair
- Cllr Rachael Saunders (Labour), Vice-Chair and scrutiny lead for Adults Health and Wellbeing
- Cllr Amy Whitelock (Labour), scrutiny lead for Children Schools and Families
- Cllr Helal Uddin (Labour), scrutiny lead for Development and Renewal
- Cllr Sirajul Islam (Labour), scrutiny lead for Resources
- Cllr Zenith Rahman (Labour), scrutiny lead for Communities, Localities and Culture
- Cllr Tim Archer (Conservative), scrutiny lead for Chief Executive's
- Cllr Stephanie Eaton (Liberal Democrat)
- Cllr Fozol Miah (Respect)
- Rev James Olanipekun (parent governor)
- Jake Kemp (parent governor)
- Memory Kampiyawo (parent governor)
- Canon Michael Ainsworth (Church of England Diocese)
- Mushfique Uddin (Muslim community representative)

6. OVERVIEW AND SCRUTINY WORK PROGRAMME 2011-12

6.1 The committee agreed its work programme following a workshop to discuss a range of options. Given the reduction in officer support, the committee agreed to undertake three scrutiny reviews, and then to use different, less resource intensive, methods to investigate other issues of concern and interest.

Budget

6.2 The committee agreed that their main priority was comprehensive and effective scrutiny of the budget setting process. Through discussions with the mayor, the lead member for Resources and corporate directors, and with the support of the Corporate Finance team, a process was agreed. OSC held separate meetings with each of the main service directorates (CLC, AHWB, CSF, D&R) to gain an overview and scrutinise their current budget and financial situation, and look ahead to their priorities and cost pressures for the next few years. Members therefore gained a more informed understanding of which service areas would be able to make savings or generate more income.

6.3 Each of the four meetings were chaired by the scrutiny lead for each directorate and attended by other OSC members. The respective lead member and/or the corporate director, supported by their lead finance officer, presented the following issues for question and debate:

- spending across different service areas, and by different category of expenditure (staff, premises, supplies, third party payments etc);

- cost drivers and pressures, for example, any anticipated increase in demand, impact of Government reforms or cost of supply including inflationary pressures;
- information on third party payments made in relation to commissioned services including the potential to make savings from these contracts;
- details of income, potential to generate further income, and any threats to this including changes to government grants;
- overall risks and opportunities faced by the directorate and any implications for the budget;
- progress against previously agreed savings targets.

6.4 The sessions were productive and by the end of each one, members had a thorough overview of each directorate's budgets, its challenges and the potential to make further savings. They were also keen to ensure the unintended consequences and equality impacts of spending decisions were fully explored. Members have said this greatly improved their ability to scrutinise the budget proposals once they were published, and led to improved public debate at OSC. With specific directorate scrutiny leads OSC was able to focus on key concerns which were submitted in writing for the mayor's consideration, with scrutiny leads pursuing them in detail throughout the process. This then equipped the chair to provide a sophisticated OSC perspective at the council budget-making meetings.

Children Schools and Families

- 6.5 Two issues were prioritised in relation to this portfolio – the impact of the recent restructure of children's centres and reports that there had been an increase in referrals to Child and Adolescent Mental Health Services (CAMHS). Cllr Whitelock's scrutiny review provided insight into the children's centres' restructure, and tested the perceptions amongst residents and members about its impact. By engaging senior managers and children's centre staff as well as parents the review was able to make recommendations about communication with members and parents, support for back office functions and staff resilience and proposals for protecting the service from further cuts.
- 6.6 The CAMHS service attended Health Scrutiny Panel to discuss referrals and its performance in general. Although the service was undergoing a restructure and was expected to find savings, members were reassured that performance remains good. The rise in referrals was attributed to a seasonal change at the end of the school year. As this was not unusual it was not a cause of concern to the service and therefore it was decided there was no need for HSP or OSC to investigate further.
- 6.7 Given the challenges facing the Children Schools and Families directorate and the scale of Government reforms in this area, Cllr Whitelock also held regular meetings with the corporate director to monitor pressing issues and provide information scrutiny or input where

appropriate, for example in relation to new academies and free schools, adoption rates and school inspections.

Communities Localities and Culture

- 6.8 The scrutiny lead for CLC, Cllr Zenith Rahman, identified street cleaning and arts and events for investigation. The directorate had made efficiency savings in the Veolia contract and there had been some changes to street cleaning services. Cllr Rahman therefore visited the street cleaning team and discussed the committee's concerns. She was reassured that there had been no significant impact on service delivery and chose not to pursue the issue further.
- 6.9 Cllr Rahman wished to understand the different cultural events that the Arts and Events team funded and supported. Initially, Cllr Rahman met with the team and received a presentation about their work. This then led to a challenge session, facilitated by the One Tower Hamlets team, which enabled members to explore the ways in which the arts and events service helped promote the principles of One Tower Hamlets: reducing inequality, promoting community cohesion and building community leadership. The session highlighted the wide ranging nature of the team's work and recommendations were about strengthening this work further.

Development and Renewal

- 6.10 Three key issues were identified as priorities. The first was the new affordable rent model, proposed as part of the Localism Act, which encouraged Registered Providers (RPs) to increase local rents to unaffordable levels. It was clear that a lot of work was being done by the directorate, working with RPs to mitigate the impact in the borough. Cllr Uddin therefore ensured he was regularly updated in his 1:1 meetings with the directorate senior managers. Continued scrutiny of this could form part of further work on welfare reform, already suggested as a key concern for 2012-13 by members and officers.
- 6.11 Secondly, members raised concerns about the council's lettings policies in relation to people with mental and physical health problems and their ability to access appropriate housing. To explore this issue, Cllr Uddin, together with Cllr Saunders, met with the Service Head for Housing Options, Colin Cormack.
- 6.12 Finally, asset management was identified as an area for review. Cllr Islam led a scrutiny review about how to achieve value for money and energy efficiency in the management of the councils' assets. The review's recommendations included proposals for moving towards a corporate landlord model, incentives for users of assets to reduce their energy use and increasing transparency of energy costs.

Adults Health and Wellbeing

- 6.13 There continues to be considerable change in the health and social care landscape, which Cllr Saunders and the Health Scrutiny Panel

(HSP) have sought to understand and scrutinise throughout this year. HSP is discussed in more detail below, but the focus in relation to adult social care was to look at the engagement and voice of service users in the commissioning of services. Cllr Saunders therefore led two different pieces of work to explore this. The first was held at Toyne Hall and service users, the groups which represent them, and other stakeholders were invited to discuss the changes in social care, particularly personalisation, and the extent to which service users felt engaged in the process. The outcomes were presented at OSC in March 2012, and will inform the health scrutiny work programme for 2012-13.

- 6.14 The second piece of work mapped all consultation and engagement activities in relation to adult social care to understand any issues or gap. Cllr Saunders met officers from the directorate and the One Tower Hamlets team and discussed the challenges and opportunities presented by the current complex model of consultation and engagement. They found that the system was dependent on feedback from formal groups and organisations known to the council but it was more challenging to gather the views of a broader range of people, particularly when considering services which are not based in specific buildings. Scrutiny's role in challenging the effectiveness of consultation and engagement mechanisms was discussed by HSP in April 2012 and it was agreed to consider incorporating this into the work programme for 2012-13. This could also include scrutiny of patient involvement structures of local health providers such as Barts Health NHS Trust.

Chief Executive's

- 6.15 Cllr Archer explored the costs associated with the production of East End Life (EEL) through meetings with the Head of Communications, Takki Sulaiman, and corporate finance. Cllr Archer considered the production budget for EEL and the income and expenditure assumptions the budget is based on. The costs and benefits of EEL were then considered in relation to the relevant law and guidance including the Code of Recommended Practice on Local Authority Publicity.

Resources

- 6.16 Although the budget was the key scrutiny issue, as discussed above, Cllr Islam also identified the continuing implementation of the workforce to reflect the community policy as a priority. He met with the lead member and officers responsible and agreed to collaborate with the current review and refresh of the strategy.

Call-ins

- 6.17 There was an increase in the number of call-ins with ten compared to five in 2010/11. The following reports were called-in:
- East End Life Review
 - Mela: Transfer to community management

- Recording and webcasting of council meetings
- Victoria Park Live Site contract
- Olympic Games parking and traffic management
- Housing stock options appraisal
- Corporate and commercial events in parks
- New partnership structures
- Statement of community involvement
- Youth services delivery

Whilst members agreed that the call-in process led to interesting and constructive discussions, in public, about important issues, the committee felt they had a limited impact on the executive decision-making process. Of the 10 call-ins, 9 were referred back to Cabinet for reconsideration, but no decisions were reversed, with limited alternative or mitigating actions taken on board which can be frustrating for OSC members.

- 6.18 In May Cllr Jackson met the mayor to discuss these concerns. They agreed to amend the process to allow the mayor and his office more time to consider the alternative actions and his response at Cabinet. Whilst the mayor may not want to reverse the original decision, he may wish to take on board some of the comments and suggestions made by OSC.

Policy Framework

- 6.19 The committee plays an important role in scrutinising policy framework items, making comments and recommendations in relation to such items before they go to Cabinet and then full council. The committee considered four items:
- Open Spaces Strategy
 - Planning Obligations Supplementary Planning Documents
 - Enterprise Strategy
 - Community Safety Plan

Scrutiny 'spotlights' and presentations at meetings

- 6.20 The committee were able to scrutinise and comment on a range of key policy and service issues through specific presentations and discussions, as well as the regular scrutiny 'spotlights', question and answer sessions with the mayor and lead members, senior officers and partners. In 2011-12 the committee heard from the following:
- lead member and Corporate Director for the Resources directorate on the upcoming Future Sourcing project which has now begun;
 - lead member and Corporate Director for Children Schools and Families on education and attainment and the new Children and Families Plan;
 - Service Head for One Tower Hamlets on the Equality Act 2010 and the new Public Sector Equality Duty;
 - Borough Commander on local crime and policing issues;

- Transport for London on their planning for the Olympics and local impacts.

Other regular items

- 6.21 The committee receives a series of regular reports which support its performance management function and provide an overview of council activities. These are an important source of information for the committee which inform future work planning. These reports include:
- Complaints and freedom of information request report, received six monthly;
 - Strategic performance and corporate revenue and capital budget monitoring report, received quarterly;
 - Annual residents survey results
 - Regulation of Investigatory Powers (RIPA) reports, received quarterly;
 - OSC tracking report to provide progress against previous scrutiny review recommendations.

7. HEALTH SCRUTINY PANEL 2011-12

- 7.1 Given the scale and pace of ongoing changes in the health sector, Health Scrutiny Panel faced a significant challenge in understanding what these will mean for local service provision. HSP therefore decided to keep a watching brief on the whole sector, focusing particularly on the ways in which councillors and residents can influence service development.
- 7.2 One of the most significant changes was the merger of the local NHS trusts: Barts and The London, Newham University Hospital and Whipps Cross. As details of the proposed merger appeared HSP members attended a series of stakeholder workshops which explained the drivers and the impact for residents. On three occasions senior managers from Barts and The London NHS Trust came to HSP to address concerns about the lack of consultation and engagement with residents and the impact on the quality of provision following such a large reorganisation. HSP considered other important changes in the health sector including:
- the development, role and priorities of the new Clinical Commissioning Group for Tower Hamlets;
 - the merger of Tower Hamlets Primary Care Trust with other boroughs to form NHS East London and the City and more recently, NHS North East London and the City;
 - the development of the Health and Wellbeing Board, its relationship with HSP and its engagement sub-group;
 - the transition of the public health function to the local authority;
 - the development of Healthwatch, locally and nationally.
- 7.3 The continued focus on structural change meant there was less time to consider individual health issues. However, in addition to the adult

social care issues highlighted above, the Panel also discussed the following:

- The Commissioning Strategic Plan for Tower Hamlets, produced jointly by NHS East London and the City and the Clinical Commissioning Group.
- The Quality Accounts for the newly formed Barts Health NHS Trust, Mildmay Hospital and the East London Foundation Trust.
- A presentation from the Care Quality Commission on its role in the local health and social care landscape and the ways in which they could work with HSP.
- The Joint Strategic Needs Assessment, a key document produced by Public Health which sets out current need in the borough and makes a series of recommendations.
- An overview of local sexual health services

7.4 Finally, as part of the work to consider how residents can influence decision making in relation to local health and social care services, HSP co-hosted a health promotion and consultation event for residents of LAPs 5 and 6, organised by Tower Hamlets Involvement Network and held at the Burdett Neighbourhood Centre. The key objective was to consult service users about specific local health needs by discussing their experiences of health services. A report went to HSP in January and OSC in March 2012.

8. CONCLUSIONS AND LOOKING AHEAD TO 2012-13

8.1 Feedback from OSC has indicated a broad agreement that, despite the challenges, 2011/12 has been a productive year with good quality debate on a broad range of issues. Allocating portfolios by directorates has enabled scrutiny leads to build up expertise and relationships with officers which should continue to improve the impact of scrutiny on the council's development.

8.2 In identifying priorities and challenges for the year ahead, members emphasised how important it will be for OSC to hold the mayor to account effectively and hope they will have more opportunities to discuss issues with him directly at OSC meetings in the new municipal year. The proposals outlined above in relation to call-ins, and the mayor's stated commitment to working with OSC, should hopefully lead to a more constructive relationship with the executive.

8.3 Members are also keen that OSC engage residents more and its work is publicised more widely. This could be done through different channels including the media, meetings and events around the borough as well as encouraging more residents to attend OSC meetings at the Town Hall. As part of its work programming process OSC will consider more creative ways of engaging members.

- 8.4 For 2012-13 a variety of issues and topics have already suggested by both members and officers for consideration by OSC and HSP when they agree their work programmes. These include:
- The Partnership's response to welfare reform, focusing on innovative solutions for mitigating its impact and its impact on child poverty
 - Olympics legacy
 - Merger of CSF and AHWB
 - Educational attainment post-16
 - Transition of Public Health to the local authority
 - Availability of funding for community organisations, including allocation of mainstream grants.
 - Prostitution and partnership working to tackle the issue
 - Community asset management and energy efficiency
 - Opportunities presented by the Localism Act
 - The scope and development of the Health and Wellbeing Board
 - Use of the New Homes Bonus
 - Impact of new Police commissioning model
 - Cost and role of Mayoral advisors
 - Monitoring the ongoing impact of the Barts Health merger

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

- 9.1 Article 6.03 (d) of the council's constitution provides that the Overview and Scrutiny Committee must report annually to full council on its work. The report submitted to council following this consideration will fulfil that obligation.

10. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 10.1 This report provides a review of the Overview and Scrutiny Committee's work in 2011-12. There are no financial implications arising from this report. However In the event that the Council agrees further action in response to this report then officers will be obliged to seek the appropriate financial approval before further financial commitments are made.

11. ONE TOWER HAMLETS CONSIDERATIONS

- 11.1 Reducing inequality, promoting community cohesion and building community leadership are all central to the work of the Overview and Scrutiny Committee. A number of pieces of work raised specific equalities issues including scrutiny of the budget, the scrutiny review of children's centres and the work to map consultation and engagement with service users in adult social care.

12. RISK MANAGEMENT

12.1 There are no direct risk management actions arising from this report.

13. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

13.1 The content of this report has no implications for a greener environment

14. EFFICIENCY STATEMENT

14.1 The Overview and Scrutiny Committee contributes to the efficiency of the council, particularly through its scrutiny of the budget process where the committee ensures services are achieving value for money.