

Meeting of the

OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 4 December 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):
<p>Chair: Councillor Ann Jackson Vice-Chair: Councillor Rachael Saunders, Scrutiny Lead, Adult, Health & Wellbeing</p>	<p>Councillor Khales Uddin Ahmed, (Designated Deputy representing Councillors Ann Jackson, Rachael Saunders, Sirajul Islam, Amy Whitelock and Helal Uddin)</p>
<p>Councillor Tim Archer, Scrutiny Lead, Chief Executive's</p>	<p>Councillor Marc Francis, (Designated Deputy representing Councillors Ann Jackson, Rachael Saunders, Sirajul Islam, Amy Whitelock and Helal Uddin)</p>
<p>Councillor Stephanie Eaton</p>	<p>Councillor Peter Golds, (Designated Deputy representing Councillor Tim Archer)</p>
<p>Councillor Sirajul Islam, Scrutiny Lead, Development & Renewal</p>	<p>Councillor Harun Miah, (Designated Deputy representing Councillor Fozol Miah)</p>
<p>Councillor Fozol Miah</p>	<p>Councillor David Snowdon, (Designated Deputy representing Councillor Tim Archer)</p>
<p>Councillor Amy Whitelock, Scrutiny Lead, Children, Schools & Families</p>	<p>Councillor Motin Uz-Zaman, (Designated Deputy representing Councillors Ann Jackson, Rachael Saunders, Sirajul Islam, Amy Whitelock and Helal Uddin)</p>
<p>Councillor Helal Uddin, Scrutiny Lead, Resources</p>	
<p>1 Vacancy</p>	
<p>[Note: The quorum for this body is 3 voting Members].</p>	

Co-opted Members:

Memory Kampiyawo	– (Parent Governor Representative)
Nozrul Mustafa	– (Parent Governor Representative)

Rev James Olanipekun	– (Parent Governor Representative)
Canon Michael Ainsworth	– (Church of England Diocese Representative)
Mr Mushfique Uddin	– (Muslim Community Representative)
1 Vacancy	– (Roman Catholic Diocese of Westminster Representative)

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

Angus Taylor, Democratic Services,

Tel: 020 7364 4333 E-mail: angus.taylor@towerhamlets.gov.uk

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LONDON BOROUGH OF TOWER HAMLETS

OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 4 December 2012

7.00 p.m.

SECTION ONE

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

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

3. UNRESTRICTED MINUTES - *TO FOLLOW*

To confirm as a correct record of the proceedings the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 6 November 2012.

4. REQUESTS TO SUBMIT PETITIONS

To be notified at the meeting.

5. REQUESTS FOR DEPUTATIONS

To be notified at the meeting.

6. SECTION ONE REPORTS 'CALLED IN'

There were no Section One reports 'called in' from the meeting of Cabinet held on 7 November 2012.

7. REPORTS FOR CONSIDERATION

7.1 Scrutiny spotlight - Borough Commander (Presentation)

7.2 Strategic Housing issues - Update 5 - 36

7.3 Strategic Performance and Corporate Revenue and
Capital Budget Monitoring Q2 2012/13 37 - 54

8. VERBAL UPDATES FROM SCRUTINY LEADS

(Time allocated – 5 minutes each)

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

(Time allocated – 30 minutes).

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

11. 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.

12. SECTION TWO REPORTS 'CALLED IN'

There were no Section Two reports 'called in' from the meeting of Cabinet held on 7 November 2012.

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

(Time allocated 15 minutes).

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

Agenda Item 2

DECLARATIONS OF INTERESTS - NOTE FROM THE MONITORING OFFICER

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

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

Interests and Disclosable Pecuniary Interests (DPIs)

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

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

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

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

Effect of a Disclosable Pecuniary Interest on participation at meetings

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

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

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

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

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

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

Further advice

For further advice please contact:-

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

APPENDIX A: Definition of a Disclosable Pecuniary Interest

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

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

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Agenda Item 7.2

Committee: Overview and Scrutiny	Date: Tuesday 4 th December 2012	Classification: Unrestricted	Report No:	Agenda Item: 7.2
Report of: Corporate Director - Aman Dalvi Originating officer(s) Martin Ling		Title: Strategic Housing issues – Update Wards Affected: All		

1.0 SUMMARY

- 1.1 The Council has been making progress in a number of areas in order to meet its strategic housing duties and on-going priorities.
- 1.2 A review of the 2009 – 12 Housing Strategy action was carried out and presented to the Great Place to Live Board in July 2012. Of the 67 actions agreed, 59 had been achieved with the remaining 8 either in progress or on hold.
- 1.3 As well as giving details of the 2009 /12 review, this paper sets out other key areas of activity which will inform on- going work in both the public and private housing sectors. The Committee is asked to comment on the progress to date and future activity.

2.0 RECOMMENDATIONS

The Overview and Scrutiny Committee is recommended to consider and comment on:-

- 2.1 The outcomes and achievements of the 2009 –12 Housing Strategy.
- 2.2 The key areas of activity to be taken forward in response to housing issues in the borough.

3.0 Housing Strategy 2009 – 12 Review

The Housing Strategy 2009 – 2012 was adopted by Tower Hamlets in 2009. This section of the report considers in detail the Housing Strategy Action Plan and identifies areas of success and areas where targets have not been fully achieved.

In many instances, the delivery of the Housing Strategy Action Plan requires joint working with a range of other agencies and partners. Many of the successes are

as a result of the formation of strong, positive working relationships that enable delivery and ensure positive outcomes for people in Tower Hamlets.

This part of the report covers the period from 1st April 2011 to 31st March 2012, the final year of delivery and compares progress to the previous year. This information was previously reported to the Great Place to Live Delivery Group in July 2012.

3.1 Strategic Housing Themes and Performance Overview

The Following tables give an overview of the five main priority themes within the Housing Strategy. The Strategy is accompanied by an action plan detailing sixty-seven commitments (objectives) in total. The performance summary below for 2011/12 shows steady progress with fifty nine objectives either on target or completed. The remaining eight are either showing slower progress or on hold. It should be noted that with the change in Government in 2010 and the introduction of social housing reforms and reductions and alterations in funding streams that it was inevitable that some targets would be affected.

3.2 Delivering and Managing Decent Homes

Every resident in the borough has a right to live in a home that meets a decent standard and is managed effectively. The standard of homes and management varies considerably in the borough and the Council wants to see all social sector housing and private housing occupied by vulnerable households raised to decent standard and wants all social landlords delivering at least a good management service.

	On target or completed	In progress /on hold	Overdue
2010/11	12 (71%)	5	2
2011/12	17 (100%)	2	0

3.3 Placemaking and Sustainable Communities

Housing has a key role to play in delivering better places to live and offering people opportunities to achieve a better quality of life. This involves ensuring that new and regenerated housing environments make a positive contribution to the places that people live in. In addition, new investment has to make a positive contribution to the opportunities available to people through access to services and amenities, helping to improve community well-being.

	On target or completed	In progress /on hold	Overdue
2010/11	8 (62%)	5	0
2011/12	9 (69%)	4	0

3.4 Managing Demand, Reducing Overcrowding

Existing and new affordable housing needs to be used as effectively as possible in order to manage existing and future housing demand. Specifically, a fresh approach is needed to reduce overcrowding in the borough.

	On target or completed	In progress /on hold	Overdue
2010/11	7 (88%)	0	1
2011/12	8 (100%)	0	0

3.5 New Housing Supply

The amount of affordable housing, particularly social housing in Tower Hamlets needs to be maximised. The quality of new housing needs to be higher, reflecting new priorities on climate change, lifetime standards and at the same time delivering housing that helps deliver more employment and training opportunities

	On target or completed	In progress /on hold	Overdue
2010/11	10 (71%)	3	1
2011/12	14 (100%)	0	0

3.6 Housing Investment Strategy

Additional investment from the Government – principally through the Homes and Communities Agency – needs to be maximised to fund schemes that will meet the Borough's housing priorities. The key areas for investment are new affordable housing, meeting the decent homes standard and delivering estate renewal. This is about identifying the resources necessary and putting in place a plan to ensure the resources are well spent.

	On target or completed	In progress /on hold	Overdue
2010/11	11 (85%)	2	0
2011/12	12 (92%)	1	0

Total (all 5 themes)			
	On target or completed	In progress /on hold	Overdue
2010/11	48 (72%)	15	4
2011/12	59 (88%)	8	0

3.7 **Overall Performance**

The action plan performance summary demonstrates the Council and its partners have achieved progress and success over the last twelve months building on the initial work arising out of the strategy.

The Council achieved 100% of targets in 2 of the 5 categories, over 90% in 2 others and 66% in the Placemaking and Sustainable Communities category. Overall nearly 90% of target have either been completed or on target or as a result of other circumstances on hold.

Attached at Appendix 1 is a summary of the achievements in the Housing Strategy Action Plan to 31st March 2012.

4.0 **Housing Outlook**

4.1 With regard to future housing activity, the review of the 2009 – 12 Housing Strategy was the starting point for identifying future interventions. The review identified areas that were still relevant and on-going, areas where there had been significant change and areas that would no longer require attention.

A full evidence base is also being assembled to inform future activity.

In addition there has been a significant development of other surveys, plans and strategies which will impact on future housing activity:

- Tower Hamlets Community Plan 2013
- Allocations Review
- Draft Homelessness review 2013
- Overcrowding Strategy - 2009
- Under Occupation Plan - 2012
- Private Sector Stock Condition Survey - 2011
- Older Persons –Need Assessment 2010
- Supporting People Commissioning Strategy 2011 - 2016
- Core Strategy and Managing Development – Development Plan Document – 2011/2012

4.2 **External Drivers**

Equally important will be the external drivers that will shape future Housing activity and the Council's ability to tackle the housing issues in the borough. The formation of the Coalition Government in 2010 and the passing of the Localism Act 2011 and the Welfare Reform Act 2012 are particularly important. The most significant external drivers can be summarised as follows:

- Social Allocations Reform
- Tenure Reform
- Reform of Council Housing finance
- Reform of homelessness legislation
- Abolition of the Tenants Service Authority
- Transfer of Homes and Communities Agency funding and responsibilities in London to the Mayor of London
- Reduction in capital funding for new build and introduction of affordable rent
- Changes in Housing Benefit entitlement
- Introduction of Universal Credit
- Welfare Reform

4.3 **Housing Need and Demand**

Set out below are the key areas of work related to housing need and demand:

Letting Affordable Housing

The Council's is conducting a review of the lettings scheme allowed for under the Localism Act and will be consulting on areas such as local connection, tenancy history, direct lets to wheelchair users priority for armed forces and possible revised approach to income levels and owner occupation.

Overcrowding / Under-occupation

The 2009 Overcrowding Plan needs to be refreshed and new targets set. The Under Occupation Plan is currently being considered by the Tower Hamlets Housing Forum Common Housing Register group.

Homelessness

A review of homelessness activity is being considered by Homelessness Partnership Board. Areas for development could include:

- Provide quality, timely and accessible information and advice focused on homeless prevention and support.
- Address the root causes of homelessness as part of a partnership approach to tackling worklessness and exclusion
- Support people to remain in their homes
- Develop innovative and sustainable housing options in the private sector
- Maximise the use of the existing social housing stock
- Ensure that there is a sufficient supply of appropriate temporary accommodation and reduce the time spent in temporary accommodation

- Prevent homelessness among families and young people as part of an integrated approach to youth and family services
- Improve the life chances of homeless children, families and young people
- Better identify the needs of vulnerable people through a personalised, multi-agency approach
- Address and reduce the support needs of vulnerable homeless people to enable them to live independently

Tenancy Strategy

The draft Tenancy Strategy sets out a preference for lifetime tenancies and safeguards for tenants who are given flexible tenancies by Registered Providers. A final version will be considered by Cabinet on the 5th December 2012. A copy of the draft Tenancy Strategy is attached at Appendix 2.

Supporting People

Housing activity will be shaped to ensure the priorities set out in the Supporting People Commissioning Strategy are taken into account in associated housing plans.

The Supporting People Commissioning strategy aims to:

- Support individuals to live as independently as possible;
- Rebalance services towards prevention and early intervention away from high cost less empowering longer term services;
- Expand the commitment to personalised services; and
- Drive up efficiency and effectiveness in the use of resources

In the provision of support, the programme helps the most vulnerable and excluded contribute to wider society by focusing on achieving positive outcomes for individuals.

This support will aim to:

- reduce rough sleeping or other forms of homelessness by providing emergency accommodation' such as hostels and supported accommodation,
- reduce repeat homelessness by providing support to individuals to move from hostels and supported accommodation to permanent independent living,
- prevent homelessness through eviction due to debt, harassment and lack of relevant support,
- reduce the need for institutional types of care, tackling social exclusion by improving access to paid employment, education and training opportunities, tackling substance abuse through appropriate housing related support services for people with a drug or alcohol related need and reducing re-offending
- promote community safety, by meeting the housing-related support needs of offenders and women facing domestic violence.

Older Persons

An Older Persons Housing Need assessment was carried out in 2010 and indicated a need to provide of different choices in housing for older people and improved support for them to stay in their own homes.

Initiatives could include:

- consideration of the requirements for a range of older person's accommodation on all new developments
- to plan for longer term provision of extra care sheltered housing schemes, review existing sheltered housing stock
- to continue to provide Disabled Facilities Grant,
- assess the viability of an affordable private leaseholder scheme in Tower Hamlets,
- promote the private sector handyperson service
- develop an affordable warmth strategy to help older people live comfortably within their existing homes.
- to continue to provide a range of support services to older people in their own homes,
- further explore the provision of hub facilities offering integrated social care, health and wellbeing services linked more closely with housing
- improve the quality of housing and health advice and information services older people,
- ensure the quality of day care services are fit for purpose review and develop existing housing policies with Tower Hamlets Homes and other social landlords that support older people to remain in their homes
- value older people's contribution to the delivery and running of services
- promote options and services in order to overcome preconceptions about specialist housing such as sheltered housing and extra care housing and promote joint working with Age Concern, Housing Providers and third sector organisations to make sure sheltered services are welcoming and appropriate for older BME and LGBT people.

4.4 Housing Delivery and Supply

Changes in national and regional planning policy will impact on the delivery of the supply of new housing. The Greater London Authority has set a target of 2885 new homes per annum which is set out in the London Plan.

Tower Hamlets Planning Policy

The housing elements of the core strategy including geographical locations for new developments.

Managing Development - Development Plan Document (MDDPD)

The key areas of the MDDPD cover quantity and tenure, affordability and affordable rent, housing type, intermediate housing, student housing, design and standards, lifetime and accessible homes, car free developments and gypsy and travellers provision.

Affordability will be subject to the outcome of the recent MDDPD Examination in Public held by the Planning Inspectorate and which is expected to report back at the end of November 2012.

4.5 Regeneration and Renewal

Decent Homes

The decent homes programme managed through Tower Hamlets Homes is now on track to deliver by 2015.

Regeneration Programme

Key regeneration schemes include Ocean, Blackwall Reach, Poplar Baths, Alfred/Malmsbury Estate, Cottall Street, Fish Island (Olympics site) and St Andrews.

Private Sector Renewal

A range of interventions will be considered in the private sector for the improvement of the stock drawing on the data from the 2011 Private Sector Stock Condition Survey. This could include private sector renewal and disabled facilities grants, energy efficiency and carbon reduction initiatives,

4.6 Management and Regulation

The Council's is required to respond to the new regulatory framework including the new democratic filter and complaints system.

Tenant Involvement

The Council's commitment to tenant participation including Tenants Panels, the Tenant Federation and Leaseholders groups will continue.

Regulation in the private rented sector

Options for private rented sector accreditation and regulation need to be considered.

5.0 COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 5.1 This report summarises the outcomes and achievements resulting from the Borough's 2009-12 Housing Strategy and seeks the views of the Overview and Scrutiny Committee on future housing activities that should be taken forward.
- 5.2 Whilst there are no specific financial consequences arising directly from the recommendations in the report, ultimately the key housing activities will underpin key decisions in relation to the allocation of the limited resources available within the Borough, and will influence the shaping of various other Council strategies.
- 5.3 The report sets out some of the challenges that the Authority and its partners face over coming years as a result of demographic and economic growth, and the need for affordable social housing. Investment in individual projects and initiatives will need to be subject to detailed planning at the appropriate time, including consideration of the financial impact on both partner organisations and on the Council.

6.0 CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL)

- 6.1 The Council is required by section 9F of the Local Government Act 2000 to have an Overview and Scrutiny Committee and to have executive arrangements that ensure the committee has specified powers. Consistent with this obligation, Article 6 of the Council's Constitution provides that the Overview and Scrutiny Committee may consider any matter affecting the area or its inhabitants and may make reports and recommendations to the Full Council or the Executive in connection with the discharge of any functions.
- 6.2 The Committee should be aware of the following requirements relevant to the Council's housing functions -
- The Council is required by section 166A of the Housing Act 1996 to have a scheme for the allocation of its housing accommodation (the Lettings Policy).
 - The Council is required by section 150 of the Localism Act 2011 to prepare and publish a tenancy strategy setting out the matters that registered providers of social housing in Tower Hamlets are to have regard to when formulating policies relating to: (a) the kinds of tenancies they grant; (b) the circumstances in which they will grant a tenancy of a particular kind; (c) the length of term if a tenancy is granted for a term certain; and (d) the circumstances in which a further tenancy will be granted on the coming to an end of an existing tenancy.
- 6.3 When exercising its housing functions, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to

advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't. This should also inform any comments made by the Overview and Scrutiny committee on these functions.

7.0 ONE TOWER HAMLETS CONSIDERATIONS

7.1 Housing activity contributes towards One Tower Hamlets objectives.

8.0 SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

8.1 The impact of reducing carbon emissions, improving energy efficiency and reducing fuel poverty will form a key part of future housing activity

9.0 RISK MANAGEMENT IMPLICATIONS

9.1 There are no specific risk management implications at this stage related to this report.

10.0 CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 Housing activity is linked into other Council objectives including contributing to safe and cohesive communities. The Council work with its housing partners and the police in order to assist in tackling crime and anti-social behaviour.

11.0 EFFICIENCY STATEMENT

11.1 There is no specific efficiency implications at this stage as the final document and action plan are in the first stages of development and specific funding arrangements are yet to be agreed.

Local Government Act, 1972 Section 100D (As amended)	
List of “Background Papers” used in the preparation of this report	
Brief description of “background papers”	Name and telephone number of holder and address where open to inspection
Older Persons Housing Needs Assessment 2010 Private sector stock condition survey 2011	Martin Ling Development and Renewal London Borough of Tower Hamlets Mulberry Place, 5 Clove Crescent London, E14 2BG Tel: 020 7364 0469

12. APPENDICES

Appendix 1 – Summary of actions from 2009 -- 2012 Housing Strategy Action Plan as reported to the Great Place to Live Delivery Group
Appendix 2 – Copy of Draft Tenancy Strategy

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Overview and Scrutiny Committee - 04/14/2012 – Appendix 1 – Housing Strategy Action Plan summary

Appendix 1 – LBTH Housing Strategy Action Plan – 31st March 2012 Update

KEY: Trend =improved =No change

	1. Delivering and Managing Decent Homes	Status	Commentary
	<p>1. Delivering and Managing Decent Homes *Note: Since April-10 the term as 'Registered Provider' commenced Here this means a registered housing associations or an ALMO</p> <p>1 Tower Hamlets will require all social landlords to meet the Decent Homes standard. 2 Registered Providers will report annually to the borough on progress towards the target.</p>	On target	Non Decency has reduced from 30% to 22.7% as at April 2011. ELASH has replaced the HIP and data collection is currently underway to gather 2011/12 data
3	Stock transfer housing associations Decent Homes delivery will be separately monitored in line with the Local Area Agreement targets	On target	DH delivery is being monitored and current figures are available up to April 2012. 8% non decent compared to 23% at the end of last year. LAA targets no longer in existence but Monitoring of DH is ongoing
4	Stock transfer housing associations 'Offer Document' promises and 'Transfer Agreement' contractual requirements will be separately monitored and (if necessary) enforced.	On Target (Annual activity)	Report on data submitted in September 2011 has been completed. Majority of promises have been delivered, or remain on track for delivery within specified timescales. The Council is now developing an approach to audit and 'sign off' completed programmes.
5	Tower Hamlets Homes will develop and put in place a programme that will deliver the Decent Homes Plus Standard to the social rented stock under its management.	On target	Decent Homes Pilot programme is now complete. In 2011/12 the Council spent £14.2m, made 802 homes DH under the GLA DH Backlog Funding, 87 homes using its own resources and 127 under the NDC. A total of 1451 homes have had Decent Homes works completed.
6	Tower Hamlets Homes and the Council will implement a business plan that will deliver the Decent Homes Plus programme of work. All sources of funding will be explored to fund the Decent Homes Plus Programme and any additional estate renewal work required to regenerate Tower Hamlets estates.	On Target	THH's Delivery Plan 2012/13 was agreed by LBTH and is being implemented. LBTH secured £94.5m from the HCA for DH Backlog funding. In September 2011 the Council agreed to secure a range of funding sources totalling circa £40m to bridge the gap between the DH bid of circa £1334m and the outcome from the HCA Alternative funding models have been identified to carry out Decent Homes works for Malmesbury, Blackwall Reach, and Ocean.
7	Tower Hamlets will expect all social landlords Registered Providers to develop and implement an Asset Management Strategy that sets out how the Decent Homes standard is to be maintained. The Asset Management Strategy will be available to tenants, the Council and other housing stakeholders.	On target	Most RPs have asset management strategies and some have sent summaries of these to the council. If a Councillor or a member of the public requests these documents we can access these through the contacts who attend our asset management sub group.

Overview and Scrutiny Committee - 04/14/2012 – Appendix 1 – Housing Strategy Action Plan summary

8	Tower Hamlets will develop a Decent Homes Plus Standard that will set out additional repairs and improvements that would be expected when Decent Homes works are undertaken.	Completed	<p>A costed Decent Homes standard has been developed and agreed by LBTH and THH, and the DH programme is being implemented to the standard within the cost envelop.</p> <p>Through the Council's localism agenda - in 2011/12 the DH programme had 67 local resident employed, secured 15 apprenticeships - and £3m and £4m accrued to sub-contractors and local supply chain respectively.</p>
9	Tower Hamlets will investigate the feasibility of additional selective licensing of private sector properties which are in multiple occupation	Completed	<p>This objective was essentially a tool for targeting ASB perpetrators in ex-RTB homes. The ex-RTB homes may not necessarily be of multiple occupied so selective licensing might be more appropriate.</p> <p>There are no current plans to extend the mandatory HMO licensing scheme – given the enforcement resources available, the mandatory scheme keeps the focus on the highest risk ie larger properties. The Council is reviewing its Housing Strategy and will be producing a Private Sector Housing Strategy which will be evidenced by the recent Private Sector Stock Condition Survey. This will enable there to be a more detailed and informed opportunity to consider any additional controls.</p>
10	Tower Hamlets will refresh the existing Private Sector Renewal Strategy that will deliver Decent Homes in the private rented sector and using enabling methods (such as grants, loans and equity release) to achieve a reduction of Category 1 hazards.	On hold	<p>Private sector stock condition survey was commissioned in 2011 and delivered in April 2012.</p> <p>The evidence will inform the 2012 – 2015 refreshed housing strategy. The future direction of private sector renewal will be contained in the housing strategy.</p> <p>Changes in funding mechanisms have removed both the Houseproud and handyperson services which has impacted on the Council's ability to achieve decent homes in the private sector.</p>
11	Tower Hamlets will make available information on Disabled Facilities Grants for residents and maximise use of available resources	On Target	<p>The Council continues to make available 100% of all Disabled Facilities Grants. The budget for 2011/12 was £1m and this was spent</p>
12	Tower Hamlets will expect all social landlords to make reasonable financial provision to fund adaptation works to meet changing residents' needs.	On hold	<p>A paper will be taken to the THHF executive in September 2012 outlining the basis for any provider contribution to the costs of aids and adaptations. This is seen as a more appropriate forum for this discussion than the asset management sub group.</p>
13	Tower Hamlets will develop an Energy Efficiency Strategy for all dwellings and make available additional information on energy and water conservation measures for households wishing to improve their homes	Completed	<p>Energy and water conservation measures guidance for households were made available to households.</p> <p>A Local Area Carbon Reductions strategy is in place.</p> <p>The Mayor launched T.H.E Community Power, the boroughs</p>

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			energy co-op for providing cheap power and ending fuel poverty. A strategy is now being developed.
14	Tower Hamlets will develop and implement a local Climate Change Strategy that will help reduce carbon emissions from existing and new housing	On target	Draft Climate Change Strategy Completed. The sub strategies, Local Area Carbon Reduction Strategy, Decentralised Energy Strategy, and Biodiversity Action Plan have been implemented. The Climate Change Strategy to go to cabinet with Co-op strategy in October 2012.
15	Social landlords when considering repairs, refurbishment and new build should have regard to the Mayor's climate change policies in the London Plan; Climate Change Action Plan; and local policies that will help reduce carbon emissions from homes in Tower Hamlets.	Completed	All developments needing planning approval are required to adhere to the energy and sustainability policies in Planning Policies (London Plan, LDF, and DPD's). A supplementary energy and sustainability guidance is now in place. LBTH require 35% CO2 reduction above 2010 Building Regs (compared to London Plan 25%). The feasibility of a Strategy covering Carbon Mitigation and Allowable Solutions is being investigated.
16	Tower Hamlets Council will work closely with Tenant Services Authority to ensure that tenants in Tower Hamlets receive an effective, efficient and fair management service and that all social landlords are seeking a minimum 'Two Star' service (or TSA new regulatory equivalent)	On Target	The TSA has now been abolished, however all RPs have implemented local offers. A set of Borough wide local offers have also been agreed, and the operation of these are monitored by a resident scrutiny group. By the end of 2012 a housing management framework will be in place which will ensure the Borough is able to effectively monitor housing management performance of partners.
17	Tower Hamlets Council will require all social landlords in the borough to have a resident involvement statement (or similar report) setting out how it involves Tower Hamlets tenants and leaseholders in the running of its organisation. Tenants' statements should build on emerging TSA principles.	Completed	All preferred partners and those RPs engaged with the Council on an ongoing basis through the Tower Hamlets Housing Forum have statements in place.
18	Tower Hamlets will commission an independent audit of processes that determined 2007/08 leasehold service charges and recommend changes that will improve the way estimates and actuals are calculated in the future.	Completed	In 2009/10 this was procured and let. Beevers & Struthers (the auditors) submitted a completed draft of the Audit to the Project Steering Group (PSG) in July 2010. The report was signed off by the PSG in April 2010 and an action plan is being implemented.

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19	Tower Hamlets in partnership with Tower Hamlets Housing Forum members will develop a Performance Management Framework that will track and drive improvement in social landlords' management performance.	Target	The THHF sub group structure has been reorganised. All the sub groups now have new Chairs who will report to each THHF meeting. The bench-marking sub group continues to monitor the performance of the main RPs in the Borough using Housemark data and will develop the performance framework further in conjunction with the Housing Management Sub Group which continues to be a "work in progress" but will be completed in 2012
Placemaking and Sustainable Communities			
20	Tower Hamlets Council will work in partnership with all stakeholders involved in the urban planning and development process to deliver the four Community Plan crosscutting themes	Completed	LDF Core Strategy was approved in September-10, it now sets out the future requirements to meet Community Plan themes.
21	Tower Hamlets Council will work in partnership with social landlords to ensure that Local Area Agreement targets on street and environmental cleanliness are met.	In Progress	This work is still ongoing. The Public Realm sub group continues to be the forum where the council works in partnership with RPs to ensure that targets are met on Street and Environmental Cleanliness are met. The target for household and organic waste disposal has been met whilst the remaining targets continue to be monitored and reported on.
22	Tower Hamlets will encourage the creation and retention of existing, local businesses in new and regenerated housing schemes	In progress	The Ocean Estate is an example of a major regeneration scheme currently underway in LBTH where the Council have liaised with the commercial unit holders to ensure that they have the right of return on the redevelopment. New schemes are negotiated on a scheme by scheme basis with the respective RPs (HAs). Discussions have taken place with shopkeepers at Malmesbury and Coventry Cross.
23	Tower Hamlets Council will work in partnership with locally based housing associations and Tower Hamlets Homes to bring forward regeneration proposals that help regenerate localities, which may include the development of new housing.	On target	Community consultation on the masterplans for both the Birchfield and the Malmesbury Estates was undertaken during the Summer of 2010. The brief was to develop new homes on both estates, assuming no grant and also to cross subsidise decent homes for the wider estate. The architects and viability consultants have been in pre-planning discussions with the Planners and have settled on two viable options for both estates. Members are currently being briefed on the options and then consultation with residents will resume. Number of units, sos and delivery mechanism not known at this point in time. There is significant regeneration planned for Blackwall Reach, St Clements Hospital site and the affordable housing on St Andrews Hospital site is completed. Work has commenced on the last (private) block Ocean Estate has now received an HCA allocation. The LHI is also now completed
24	Tower Hamlets will work in partnership with housing stakeholders to facilitate the delivery of a pilot area-based low carbon project	On target	RE: NEW funded by LDA provided energy efficiency advice and measures to 1,216 homes of all tenures in the Bow West ward. We have secured additional funding from the GLA/ODA to provide

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			<p>an additional support to another 1,000 homes in Bethnal Green wards this project is expected to finish in October 2012.</p> <p>Working with Partners we were successful in securing £10,000 of Big Lottery fund to deliver a strategy for communities living sustainably in the Bromley by bow & poplar area, this strategy has now been submitted for further funding of £1m</p> <p>The Public Realm sub group is the forum where the council work in partnership with RPs to ensure that LAA targets are met on Street and Environmental Cleanliness. The group receives performance information and reports on this area on a Bi monthly basis. They are still working towards achieving the target. Part of that process includes obtaining information that is more specific to each organisation to enable them to develop appropriate plans for improvement rather than the current Borough wide figure.</p> <p>The RPs and Community Involvement Network have an action plan in place to contribute to this objective. A number of initiatives have been implemented These include: - jobs fairs, apprenticeships, work placements and ongoing negotiations with major works contractors to guarantee local labour employment.</p> <p>The work of the healthy communities CPDG continues to be reported to THHF and a member of the THHF Exec is nominated to these meetings. Some of the RP's have taken forward the various health initiatives reported to the group although the outcomes are not monitored.</p> <p>LBAP adopted by cabinet in September 2009</p>
25	Tower Hamlets Council will work in partnership with social landlords to agree a target and activities to increase the proportion of household recycling undertaken in Tower Hamlets.	In Progress	
26	Tower Hamlets Council will work with Tower Hamlets Housing Forum members and other stakeholders to deliver more skills, employment training opportunities, and other intermediary options; drawing on resources available from the Working Neighbourhoods Fund and other sources	On target	
27	Tower Hamlets will seek to ensure that healthy living programmes and health infrastructure requirements are an integral part of social housing providers' activities.	In progress	
28	Publish a Local Biodiversity Action Plan for 2009/2013	Completed	
29	Tower Hamlets will work with social housing providers to ensure they take account of security issues when designing new homes and that they contribute to the Community Plan community safety objectives.	Completed	All new and regenerated schemes are designed with regard to Secure by Design principles. Architectural Design Officers provide recommendations on all new schemes which RPs (HAs) take on board as far as possible in the design of new build schemes. A certificate is issued on completion. The Council will comply with design guidance issued by the GLA within the London Plan.
30	Tower Hamlets will ensure that the Supporting People programme is integrated with the Homelessness Strategy and wider Housing Strategy objectives, together with priorities of the PCT and Probation Service	Completed	The strategic housing team is working closely with Adults Services to develop an Older Peoples Housing Strategy.
31	Develop an Older Peoples Housing Strategy which will implement the recommendations of the Best Value review, incorporate cross cutting housing initiatives and develop new ventures that will improve the quality of housing for older people in Tower Hamlets.	Ongoing activity	The Supporting people team will be consulted on the development of the Housing Strategy
32	Tower Hamlets Council will work closely with Tower Hamlets Housing Forum members to deliver the objectives set out in the	On target	The OPHS has been drafted and it will form part of the wider 2012-15 Housing Strategy. A separate action plan has been drawn up and will be taken forward over the next three years. The revised THHF action plan has meant the objectives of the group and the associated sub groups are now directly aligned to those

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	Protocol and the wider objectives of this Housing Strategy		within the Housing Strategy. The outcomes are monitored through the Exec group. This, together with the Local Offers and the impending Housing management performance framework being developed by the Housing Strategy Team will result in enhanced and more consistent management services.
Managing Demand, Reducing Overcrowding			
		Status	Commentary
33	Review Tower Hamlets Lettings Policy leading to firm proposals for an improved policy and choice based lettings scheme.	Completed	Following stakeholder consultation in 2010 the revised Lettings Policy was agreed by Cabinet on the 10th of March 2010. Work is currently underway for its implementation within the next few months – originally aimed for late June implementation, the policy went live on Oct-10
34	Tower Hamlets will encourage all housing associations that have or intend to develop stock in the Borough to become members of the Common Housing Register and the Tower Hamlets Housing Forum.	On target	The Borough has been actively promoting the Common Housing Register for many years in Tower Hamlets. Currently there are 23 RPs signed up to it. Out of the fifteen preferred partners only one (A2Dominion) have yet to sign up.
35	Tower Hamlets will develop and implement a new Overcrowding Reduction Strategy with annual targets	Completed	Six monthly monitoring reports go to the CHR forum on progress.
36	The Council will review the current Sub Regional Nomination arrangements to ensure that Tower Hamlets is gaining an appropriate share of homes developed in the borough and lobby for changes if required	Completed	Good Progress being made New protocol agreed
37	Tower Hamlets will develop and implement an Estate Renewal Decanting Strategy which will include housing association-led innovative solutions that will help speed up the decanting process.	On target	Decanting Arrangements for major regeneration projects is now embedded in the system. Although this has not been turned into a formal strategy, good practice is shared between partners and decant activity reported to the THHF CHR group.
38	Deliver the actions set out in the Council's 2008/13 Homelessness Strategy.	Completed	This is monitored/delivered through the Homelessness Forum. The 2011/12 key progress milestones were presented to the 2012 Homeless Partnership Board which signed off the progress on the Action Plan.
39	The Council will work with the Nominated Undertaker for the Crossrail Act, other agencies and stakeholder groups to ensure the Eleanor Street Travellers' Site is relocated in accordance with best practice design standards.	On target	Through the Crossrail Act Schedule 16 conditional consent has been given to the relocation of the travellers pitches at Eleanor Street. The relocation process is expected to be progressed over the next 12 months.
40	The Council will produce an over-arching strategy that will set out the Borough's approach to Gypsy and Traveller housing issues.	On target	The CLG Secretary of State removed targets for new housing provision as part of the process to remove Regional Government. The London Plan will be revised to reflect the changes once Central Government has published and these changes are

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			reflected in the London plan Revised Early Minor Alterations. The Council will wait to until the London plan has been agreed before agreeing its strategy
New Housing Supply			
		Status	Commentary
41	Tower Hamlets will seek as a strategic target up to 50% affordable housing on all housing developed in the borough, applying 35% on individual sites. * This may change following new evidence from the SHMA or as a result of the Core Strategy.	Completed	The LDF Core Strategy was formally adopted by Full Council in September 2010. It states that we will require 35% - 50% affordable homes on site providing 10 new residential homes or more (subject to viability)
42	Tower Hamlets will seek 45% of the social rented element of new developments to be for large family purposes (i.e. 3-bed+) either provided onsite, or where delivery proves unsustainable, provided offsite; 25% of the intermediate and market homes should have three bedrooms or more.	On target	Evidence base established. This Policy is explicitly incorporated into the Core Strategy which was found sound and adopted in September 2010. This is also clear in the Managing Development DPD. Formal adoption of the DPD will be after the Examination In Public in September 2012.
43	Following publication and review of the Mayor's Housing Design Guide, Tower Hamlets will make a decision on whether to adopt the document for housing and planning policy guidance purposes.	On target	This Policy is explicitly incorporated into the Core Strategy which was found sound and adopted in September 2010. This is also clear in the Managing Development DPD. Formal adoption of the DPD will be after the Examination In Public in September 2012
44	All affordable housing to comply with the Housing Corporation's guidance set out in <i>Design and Quality Standards</i> (Apr 2007 and subsequent)	Completed	All funded schemes must comply. The HCA are currently consulting on a new set of standards. Once implemented this will apply to new affordable developments going forward. Formal monitoring/reporting structures need to be put in place for schemes completing in 2010/11 to ensure HQI is met and evidenced, especially areas such as part M building regulations monitored by LBTH Building Control and other external building control companies.
45	Develop guidance that has regard for housing design requirements for black, Asian and minority ethnic groups with a particular focus on the needs of the Bangladeshi community	Completed	The Borough has developed an Action Plan to support the Preferred Partner Protocol that all Development Partners will be expected to sign up to. The Action Plan outlines specific design criteria applicable to meet the needs of Asian, black and minority groups. In the Managing Development DPD there is a requirement that all homes should have separate kitchen /living areas, this in part was in response to cultural requirements.
46	Tower Hamlets will examine family housing issues in its forthcoming High Density Living Supplementary Planning Document*. * Note: Design of high density developments will be incorporated into the Development Management DPD	On target	Resource allocation reprioritised. Further policy on design of high density developments will be incorporated into the Managing Development DPD. This will be subject to an Examination in public in September 2012 and subject to the outcome of the EIP will be adopted in late 2012 or early 2013.
47	Tower Hamlets will explore innovative approaches to facilitate the delivery of more family accommodation for households on low to	On target	Strategic housing is actively working with THHF partners to develop models for more family accommodation for households on

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	medium incomes, including Community Land Trust models of affordable housing		low to medium incomes. The council has worked on a pilot with Family Mosaic HG and the HCA on larger Shared Ownership properties, and is exploring a Community Land Trust on St Clements with the HCA.
48	Tower Hamlets will require all new housing developments to meet the Government's national target of zero carbon housing by 2016.	On target	The Government has maintained its target to achieve zero carbon emissions on all new builds by 2016. All new schemes funded by the HCA are expected to achieve the Code for Sustainable Homes Level 4 as a condition of funding. The Organisation receives a certificate on completion of the scheme. as confirmation of achievement..
49	Tower Hamlets Council will require all new housing developments to have appropriate space for waste and recycling storage giving residents maximum opportunities to recycle both within the home and in communal areas outside it.	On target	Policy needs to be incorporated into the Managing Development DPD. This will be subject to an Examination in public in September 2012 and subject to the outcome of the EIP will be adopted in late 2012 or early 2013. Waste plans are set out in Planning Standard 3: Waste.
50	Tower Hamlets test the feasibility of designating affordable housing partners for development sites in order to improve local management service delivery and maximise contribution to Community Plan objectives.	Completed	See below for details – also the housing management aspect of this project will apply to all housing associations operating in LBTH
51	Tower Hamlets will also examine the value of establishing a panel of preferred affordable housing developers that will work in partnership with the Council to deliver housing and wider Community Plan objectives and will have locally based housing management services	Completed	The Preferred Development was successfully completed in 2010/11
52	Tower Hamlets will seek to maximise Lifetime Homes Standards in new housing stock and seek at least 10% of all new homes to be wheelchair accessible (GLA London Accessible Housing Register Standards) or easily adaptable for wheelchair users.	On target	Working Group set up to ensure all developments meet accessibility standards. Also to tailor-match properties to meet allocated need. This issue will also be address in the Managing Development DPD. Project 120 will be launched in the Summer 2012 to address the needs of families with wheelchair users. Closer working relationship has been established to ensure the supply is coming forward and the homes can be pre-allocated to fit a family's needs on the Project 120 list.
53	Tower Hamlets to investigate alternative housing delivery vehicles that can best deliver corporate housing development objectives	On target	The Council continues to investigate the possibility of alternative delivery vehicles. Changes in the HCA/GLA funding regime have intensified the need to consider other financial solutions and these are being considered in the context of the Council's strategic sites and development of models emerging elsewhere in the region.
54	Tower Hamlets Council to prioritise its resources to the identified key corporate strategic housing projects.	On target	In 2009/10 the Council have worked up the Borough Investment Plan (BIP). Following the change of Government in 2010, a new funding process was announced through which resources are now channelled to RPs by the GLA through contracts, thus rendering BIPs redundant.

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			<p>The Council will work in conjunction with RPs and the HCA to secure new house building resources to meet its objectives</p> <p>The Council has also secured year 1 & 2 Decent Homes funding via the HCA and now the GLA.</p>
Housing Investment Strategy			
		Status	Commentary
55	Tower Hamlets will seek to maximise housing investment in existing stock to achieve the Decent Homes Standard	On target	<p>THH's Delivery Plan 2011/12 was agreed by LBTH and is being implemented. THH achieved 2 star rating from the Audit Commission inspection. LBTH secured £94.5m from the HCA for DH Backlog funding.</p> <p>Alternative funding arrangements will be clearer when the implications of the HRA self-financing regime are ascertained. Furthermore, alternative funding models have been used to carry out DH works for Malmesbury, Birchfield, Blackwall Reach, and Ocean</p>
56	Tower Hamlets will seek to reduce the number of non-decent homes in the private rented sector occupied by vulnerable tenants.	(On hold)	<p>The funding for both the private handyperson and Houseproud schemes has been removed.</p> <p>The Council has had to scale back its funding for the private sector and no longer monitors decent homes activity.</p>
57	Tower Hamlets will ensure the delivery of a service that will entitle eligible residents to claim Disabled Facilities Grants	On target	<p>Small home improvement grants are available for homeowners</p> <p>The Council continues to make available 100% of all Disabled Facilities Grants</p>
58	Tower Hamlets will seek to maximise investment opportunities that deliver placemaking and sustainable communities objectives.	On target	<p>This is an on going target, this year actions have been taken under various initiatives: - Liaising with HCA/GLA over the new funding regime, identifying strategic sites and investigating alternative funding options and commencing the Decent Homes Programme</p>
59	Tower Hamlets will develop, publish and maintain a Strategic Housing Land Availability Assessment (SHLAA) identifying a fifteen year supply of land that will help deliver the annual housing planning target, currently 3,150 homes.	On target	<p>This is in line with the Core Strategy which was adopted in September 2010 and in the Managing Development DPD which will be formally adopted after the Examination in Public in September 2012. The Council keeps housing land supply under review through its Annual Monitoring Report</p>
60	Tower Hamlets will work closely with statutory agencies to ensure that SHLAA data informs statutory agencies' investment programmes, priorities, including the London Development Agency, London Thames Gateway Development Corporation, and Homes and Communities Agency	On target	<p>In 2009/10 the Council have been working up the Borough Investment Plan (BIP). The BIP was internally signed off in September-10 and submitted to the HCA thereafter and waiting sign off. Following the change of Government in 2010, a new funding process was announced through which resources are now channelled to RPs by the GLA through contracts, thus rendering BIPs redundant.</p>

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			The Council will work in conjunction with RPs and the GLA to identify sites and secure new house building resources to meet its objectives
61	Tower Hamlets will work with statutory agencies – Homes and Communities Agency, London Thames Gateway Development Corporation, Greater London Authority, London Development Agency, Transport for London - to maximise housing and wider infra-structure investment and private sector leverage to deliver housing strategy objectives.	On target	As above
62	Tower Hamlets will seek to maximise opportunities from the Government's 'HomeBuy' and successor programmes to enable residents to maximise opportunities to gain access affordable home ownership opportunities	Completed	In 2010-11 the directorate worked with an RP to bring forward family sized shared ownership units with the aim of offering them in the first instance to existing overcrowded shared owners. The team worked with the Housing Options team and other preferred partners operating in the Borough. During this monitoring period 50% of new affordable homes were intermediate and of these 48% were shared ownership/equity products.
63	Tower Hamlets will focus on the ten key projects identified to help deliver sustainable housing outcomes for borough residents	On target	Of the 10 key projects two are underway (Ocean, Midmay Hospital) remainder are in the BIP (see objective 54 and 60 for BIP status). Following the change of Government in 2010, a new funding process was announced through which resources are now channelled to RPs by the GLA through contracts, thus rendering BIPs redundant. The Council has identified its key sites and regeneration projects and will take these forward accordingly.
64	Tower Hamlets will convene a Housing Strategy Programme Board that will oversee the implementation of the commitments set out in the Housing Strategy and corporate strategic housing projects and report to the Great Place to Live Community Plan Delivery Group	Setup Completed Ongoing to 2012	In latter part of 2009/10 it was decided the GPTL CPDG would be the deliverer of the Housing Strategy. This supersedes the structure described in the 'Delivery Plan' section of the Housing Strategy.
65	Tower Hamlets will produce an Annual Report setting out achievements and priorities.	Completed	The Annual Report of LBTH Housing Strategy presented to the deliverer (GPTL CPDG) on 11 th July 2011
66	Tower Hamlets will continue to work closely with Tower Hamlets Housing Forum with a particular focus on overseeing the management of the Common Housing Register and delivering wider Community Plan priorities.	On going	THHF currently works with around 15 local Registered Providers (RP) in partnership. The THHF executive is the lead forum for a number of sub groups (which is currently being reorganised, with additional Hsg Mgt and Asset Mgt sub groups) which work with the Council towards achieving local targets. Preferred Partnering has seen a number of new RPs now regularly attending the forum.

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			<p>THHF progress is assessed at the end of every financial year. The CHR still features as a prominent sub group. The SHT meets with THHF every other month & the activities of common housing register sub group is a regular feature at these meetings.</p> <p>THHF is also represented on the Great Places to Live Group.</p>
67	<p>Tower Hamlets will convene an Annual Developers Forum meeting for affordable and private developers to discuss housing development issues</p>	On target	<p>Currently organised by the Development Control Team on a 6 monthly basis where private and affordable housing providers meet with Officers to discuss planning issues. In 2011/12 the Forum met to discuss the Council's Core Strategy and managing Development DPD.</p>

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Draft Tower Hamlets Tenancy Strategy

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

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

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

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

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

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

1.1 Tower Hamlets Homes

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

1.2 Other Registered Providers

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

1.3 Other types of tenancies

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

tenancy policies and in accordance with government guidance and regulations.

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

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

2.1 **Tower Hamlets Homes**

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

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

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

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

Tower Hamlets Homes will:

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

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

2.2 Other Registered Providers

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

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

3.0 The length of tenancy terms

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

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

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

- **Households with children**

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

- **Older People**

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

- **Transferring secure tenants**

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

4.0 The circumstances in which a further tenancy will be granted

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

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

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

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

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

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

- 5.1 Registered Providers should work with the council to ensure that the following best practice be applied:

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

- 5.2 Our expectation is that Registered Providers will in line with the requirements of the Localism Act:

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

- 5.3 The Council would expect the tenant to be assisted in their rehousing either into an appropriate property in their own housing stock or into the private sector through either renting, shared ownership or outright ownership where the tenant can afford to make this choice.

- 5.4 The Council expects the rehousing to take place without any burden on the Council and for the property to be let to a household whose need can be met effectively.

- 5.5 Where a decision is taken not to grant a new tenancy at the end of a fixed term this should not result in the risk of a former tenant potentially

being treated as statutorily homeless It is particularly important that families with children do not become homeless as the result of such a decision, to avoid disruptive changes to their lives and the possible making of a homeless application.

6.0 Affordable Rent

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

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

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

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

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

7.0 Monitoring and review of the tenancy strategy

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

8.0 Availability of Registered Providers tenancy strategies

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

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Agenda Item 7.3

Committee/Meeting: Overview & Scrutiny	Date: 04/12/12	Classification: Unrestricted	Report No: 7.3
Report of: Corporate Director Resources Originating officer(s) Alan Finch, Service Head Financial Services, Risk & Accountability Louise Russell, Service Head Corporate Strategy and Equality		Title: Strategic Performance and Corporate Revenue and Capital Budget Monitoring Q2 2012/13 (Month 6) Wards Affected: All	
Community Plan Theme	All		
Strategic Priority	All		

1. **SUMMARY**

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

- General Fund Revenue and Housing Revenue Account;
- Capital Programme; together with
- An overview of performance for all of the reportable strategic measures.

1.2 This report will be considered by Cabinet on 5th December.

1.3 **Finance Overview**

1.3.1 General Fund

As at the end of September 2012, Directorates forecast an overspend of £0.482m for the year end on an overall net budget of £292m.

1.3.2 HRA

The HRA is projecting an overall underspend of £0.425m. Further information on this is provided both in Section 3 and Appendix 3 of this report.

1.3.3 Capital Programme

Directorates have spent 28.2% of their capital budgets for the year (£54.4m against budgets of £192.8m). Programme slippage of £24.7m is currently being projected, due in the main part to delays in procurement on the decent homes programme, the costs of which will instead be incurred in future years. Further information is provided in section 4 of the report and Appendix 4.

1.4 Strategic Plan and Measures

1.4.1 The Strategic Plan provides the framework for delivering the Council's priorities and contributions to the Community Plan, including the Mayor's Pledges. There are currently 68 activities in the Strategic Plan. 91% of these activities are either complete or on target to complete on time. Of the total activities within the Plan, 9 (13%) were due for completion between April and September 2012. 8 of these 9 are complete, the remaining activity 'Improve Equipment and Accommodation' is delayed but with a 90% completeness percentage.

1.4.2 The strategic measures set enables the Council to monitor progress against our priorities. Of the 24 measures reportable this quarter (including subset of measures), 7 (29%) are at or above the standard target (lower bandwidth), with 6 (25%) meeting or exceeding the stretched target (GREEN).

1.4.3 Detailed monitoring information for the Strategic Plan and strategic measures is contained in the report and Appendices 5 & 6.

1.5 Appendices

More detailed performance and financial information is contained in the following report appendices:

- Appendix 1 - lists budget/target adjustments (including virements) for the General Fund and for the capital budget.
- Appendix 2 - provides the budget outturn forecast by Directorate and explanations of any major variances.
- Appendix 3 - provides the budget outturn forecast and explanations of major variances for the HRA.
- Appendix 4 – provides details of the capital programme and explanations of any major variances.

- Appendix 5 – provides an overview of progress against the Strategic Plan activities.
- Appendix 6 - provides an overview of performance for all of the reportable strategic measures.

2. **DECISIONS REQUIRED**

Committee is recommended to:-

- 2.1. Note the Quarter 2 2012/13 performance; and
- 2.2. Note the Council's financial position as detailed in sections 3 and 4 and Appendices 1-4 of this report.
- 2.3. Note the transfer of £808,000 from the Olympic reserve set aside to fund additional expenditure as a result of the Olympics as set out at section 3.4 and 3.6 of this report.

3. **REVENUE**

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

SUMMARY	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Forecast Outturn £'000	Variance £'000
Adults Health and Wellbeing	100,265	42,481	42,480	-1	100,265	0
Chief Executive	9,447	4,584	4,612	28	9,447	0
Children, Schools and Families	82,838	41,419	43,457	2,038	82,320	-518
Communities, Localities and Culture	78,797	29,878	29,220	-658	78,797	0
Development and Renewal	20,217	10,109	10,056	-53	20,217	0
Resources	12,160	6,080	6,440	360	13,160	1,000
Corporate Costs / Capital Financing	-11,458	4,949	7,570	2,621	-11,458	0
Total	292,266	139,500	143,835	4,335	292,748	482

- 3.2 Year-to-date variances are explained in the detailed budget analysis in Appendix 2.
- 3.3 **Adults, Health and Wellbeing** **NIL**
 A breakeven position is forecast for the financial year. This reflects the use of budget contingencies to offset slippage in savings relating to Domiciliary Care Commissioning and In-House Home Care. The application of contingencies for one-year only has been agreed by the Lead-Member – Resources.
- 3.4 **Chief Executive** **NIL**
 A breakeven position is forecast for the financial year. £0.235m was spent before and during the Olympics on the events and marketing to promote tourism in the Borough. This will be funded from Olympic Reserves set aside for the purpose.
- 3.5 **Children, Schools and Families** **£0.518m Underspend**
 Overall, the CSF budget is expected to break-even with the exception of the Mayor's Educational Allowance where originally estimated rates of claims and eligibility have proven to be too high, with the experience of the first full academic year of the initiative. The projected underspend on this activity for 2012/13 financial year is £0.518m.
- 3.6 **Communities, Localities & Culture** **NIL**
 A breakeven position is forecast for the financial year. At the end of month six, the variance to date reflect the increased cost of cleaning due to the Olympics. £0.115m relates mainly due to additional costs incurred on account of CCTV in Victoria Park and £0.458m relates to increased cost on account of On-Street Cleansing during Olympics. Cabinet is asked to formally approve the use of the earmarked Olympics reserve set aside for this purpose.
- 3.7 **Development and Renewal** **NIL**
 A breakeven position is forecast for the financial year.
- 3.8 **Resources** **£1 million Reduced Income**
 The variance on the housing benefits net budget is due to lower than anticipated levels of Housing Benefits subsidy income arising from changes in the treatment of overpayments raised by the Council under the subsidy grant regulations. Implementation of new software by DWP has reduced instances of Housing Benefit overpayments, resulting in a reduction in Housing Benefit subsidy. This was first reported to CMT in the month 5 report.
- 3.9 **Corporate Costs & Capital Financing** **NIL**

Income collection on the whole is currently exceeding targets and is forecast to remain this way throughout year.

4. **CAPITAL**

4.1 The capital budget now totals £192.8m, compared to £186.4m in previous quarter. The main reason for the increase in this budget is the approval of two section 106 funded schemes by Development and Renewal relating to Bromley by Bow station and Wellington Way Health Centre.

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

4.3 Total capital expenditure to the end of Quarter 2 represented 28.2% of the revised capital programme budget for 2012/13 as follows:

	Annual Budget as at 30-Sep-12	Spent to 30-Sep-12	% Budget Spent
	£m	£m	%
TOTALS BY DIRECTORATE:			
Communities, Localities and Culture	12.748	3.782	29.7%
Children, Schools and Families Resources	16.705	8.702	52.1%
Adults, Health and Wellbeing	0.128	0.000	0.0%
Development and Renewal	0.402	0.005	1.2%
Building Schools for the Future (BSF)	21.108	1.337	6.3%
Housing Revenue Account (HRA)	65.244	26.997	41.4%
Corporate GF provision for schemes under development	66.432	13.574	20.4%
	10.000	0.000	0.0%
GRAND TOTAL	192.767	54.397	28.2%

This compares with 33.8% at the same stage last year.

4.4 Projected capital expenditure for 2012/13 compared to budget is as follows:

	Annual Budget as at 30-Sep-12	Projection 31-Mar-13	Forecast Variance
	£m	£m	£m
Communities, Localities and Culture	12.748	12.757	0.009
Children, Schools and Families Resources	16.705	16.289	-0.416
Adults, Health and Wellbeing	0.128	0.128	0.000
Development and Renewal	0.402	0.242	-0.160
Building Schools for the Future (BSF)	21.108	21.108	0.000
Housing Revenue Account (HRA)	65.244	65.244	0.000
Corporate GF provision for schemes under development	66.432	52.340	-14.092
	10.000	0.000	-10.000
GRAND TOTAL	192.767	168.108	-24.659

- 5.8 The good education attainment results highlighted in section 6 reflect the supporting work of the Council, and progress in delivering the second year of the Mayor's Education Allowance is on-track.
- 5.9 Community Safety remains a priority and work to further develop the THEO Service has taken place, including the implementation of a community feedback initiative, progress on the development and consultation on a Saturation Policy to establish stronger licensing controls in areas of high Crime and ASB, and further support for action to reduce violence against women and girls.
- 5.10 Recent activity to support health and wellbeing includes improvements at St. George's Pool and Mile End Stadium, significant work with schools and support to the PCT on smoking cessation.
- 5.11 Of the total 68 activities in the Strategic Plan, two activities have been assessed as being overdue, as they are unlikely to be completed this financial year. Details on the overdue activities, including remedial action, are outlined below. In addition, Performance Review Group will review all activities at risk of not achieving their year-end target, to consider what further action is required.
- 5.12 *Deliver regeneration at Robin Hood Gardens and Ocean Estate*
Ocean Estate remains overall on target to deliver 819 new homes within contract dates and refurbishment/environmental works by April 2013. Start on site for Robin Hood Gardens is now projected for quarter 1 2013/14. This has slipped due to delays experienced in the submission and approval of the reserved matters application.
- 5.13 *Prepare for the Introduction of the Community Infrastructure Levy (CIL)*
The examination in public (EIPA) is now programmed for Autumn 2013 rather than December 2012. This rescheduling allows further time for a longer discussion and approval process, including consideration by full Council prior to EIPA. The CIL will still be delivered in advance of the required deadline of April 2014.

6. STRATEGIC PERFORMANCE MEASURE

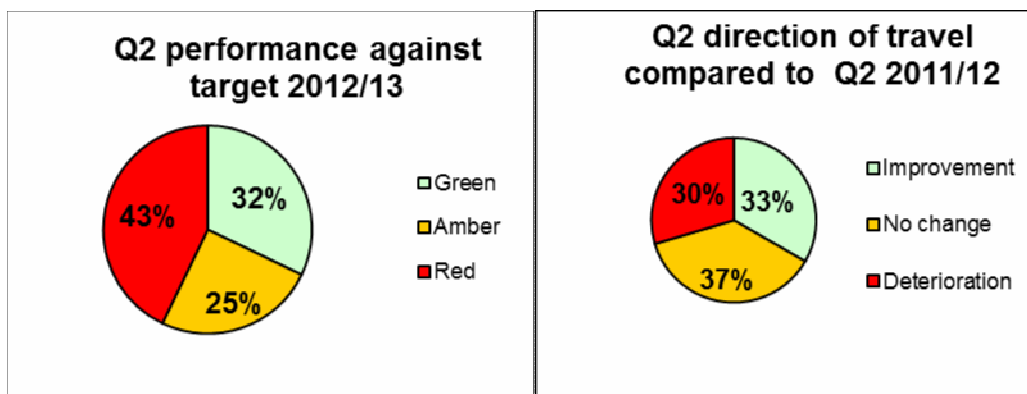
- 6.1 The strategic measures enable the Council to monitor progress against its priorities outlined in the Strategic Plan. The strategic measures set reflect the Council's continued commitment to set itself stretching targets. It is reviewed

on an annual basis as part of the refresh of the Strategic Plan to ensure that it remains fit for purpose. Where necessary, there will also be in-year reviews of the measures.

6.2 Appendix 6 illustrates the latest performance against our strategic measures. Performance against the current stretching target is measured as either 'Red', 'Amber' or 'Green' (RAG). Should performance fall below standard target – indicated as the dotted red line, it is marked as 'Red'. Should it be at or above the standard target, but below the stretched target – indicated as the solid green line, it is 'Amber'. Where performance is at or above the stretched target, it is 'Green'. Performance is also measured against the equivalent quarter for the previous year, as a 'direction of travel'. Where performance is deteriorating compared to the same time last year, it is indicated as a downward arrow ↓, if there is no change (or less than 5% change) it is neutral ↔, and where performance has improved compared to the previous year, it is indicated as an upward arrow ↑.

6.3 The number of strategic measures available for reporting fluctuates between periods due to the different reporting frequencies of the measures. Of the 47 measures in the strategic set, including subset of measures, 28 are reportable this quarter. Of these:

- 9 (32%) are meeting or exceeding their stretch target (Green), with 6 of these an improvement from last year (↑);
- 7 (25%) are above the standard target but below the stretch target (Amber), with 2 of these improving (↑) and 2 deteriorating (↓) compared to last year's performance; and
- 12 (43%) are below the standard target (Red), with performance remaining unchanged for 6 measures and deteriorating for 4 measures (↓).



Performance Summary

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

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

6.5 High Performing Areas

The following measures exceeded their stretch targets.

Overcrowded families re-housed (lets to overcrowded households)

736 lets were made to overcrowded households this quarter, far exceeding the quarterly target.

Homelessness prevention through casework intervention

This outturn is the latest available and relates to June (Q1) rather than September. The outturn for Quarter 1 is above the standard and stretch target.

Street cleanliness - graffiti

Leading up to the Olympics, extra resources were put in place and hotspot areas targeted to clear up defacement. Targeted wards were Bethnal Green South, Bow West, Mile End East, Millwall, & Shadwell. With the exception of Bethnal Green South and parts of Shadwell, the other wards generally have low levels of graffiti.

Street cleanliness – fly-posting

Performance is better than the standard target, stretch target and compared to this time last year. Leading up to the Olympics, extra resources were put in place to reduce fly posting with hotspot areas targeted.

Crime - rate of residential burglary

The rate of residential burglary has exceeded its stretch target.

Smoking cessation

This outturn is the latest available and relates to June (Q1) rather than September. The Quarter 1 outturn far exceeds the stretch target. Tower Hamlets continues to perform well on this measure.

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

The provisional result for 2012/13 (academic year 2011/12) is 61.2%, above the stretched target. Final figures will be confirmed in January 2013, at which point it is normal to see a slight improvement in the figures.

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

The provisional results for achievement at level 4 or above in both English and Maths at Key Stage 2 in 2012/13 (academic year 2011/12) is 82%. This exceeds the target and is a significant improvement from the previous year. Tower Hamlets is above the provisional national average results of 80%. Final results will be published in January 2013.

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

Provisional results show that 55% of children achieved at least 78 points across the Early Years Foundation Stage, with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy. This is above the stretched target and a significant improvement from the previous year's performance. Final data will be published in January 2013.

6.6 Areas of Improvement

In addition to the high performing measures, two measures have also improved compared to last year.

Workforce to Reflect the Community - Percentage of senior staff that have a disability

The outturn for September (4.1%) is above the standard target (2.96%) but slightly below the stretch target (5.5%). Work is on-going to develop action plans within directorates to improve performance. It is hoped that the outputs of the Navigate programme will help to improve performance against this indicator.

Social care clients and carers in receipt of Self Directed Support

The provisional outturn at the end of Quarter 2 is 47.1% compared to the stretch target of 48.6%. In comparison with the Quarter 1 outturn (39.8%) the current performance is showing a strong upward trend, with the results improved by 7.3 percentage points. It is anticipated that the performance will improve further once we include two providers' figures which are still pending.

6.7 High Risk Areas

securing positive action in relation to perpetrators, and improving the safety of the victims of this form of violence. Tower Hamlets has one of the highest arrest rates in the Metropolitan Police Service for DV and a proactive unit to target offenders has been established.

To support the Police the Council has increased resources to support DV mitigation, is moving forward with a Violence against Women and Girls Partnership Plan, has paid for extra police for the Borough and is consulting on a Saturation Policy to limit additional licensed premises in areas of high crime / ASB. The Council, like many other London Boroughs, has adopted Responsible Drinking Borough Policies to help target areas with high levels of drink related crime or antisocial behaviour.

There will be a large operation mounted over Christmas and New Year in an effort to reduce violent crime in Q3.

NEETs

Whilst this measure appears to be significantly off target, it is not a high risk measure. The borough's unusually high NEET rate this quarter is due to a change in the methodology for this measure.

In previous years young people moving forward to the second year of a two year Post-16 course could have their destination confirmed over the summer. Under the new methodology, the Council now needs to confirm all destinations again after September 2012. Whilst this data is being collated, young people are recorded as unknown, putting up the adjusted NEET figure. This has happened across East London where, for example, Newham had a NEET figure of 6% in September 2011 but 18.2% in September 2012. The Council will not get a true picture of the NEET situation until the end of November when all follow up work is complete.

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 7.1 Under Financial Regulations it is the responsibility of senior managers to spend within budgets and, where necessary, management actions will need to be taken over the remainder of the financial year to avoid overspend.
- 7.2 Any overspend we incur at the end of 2012/13, or at any time over the forthcoming period, will risk the financial position and would increase the savings targets required to meet spending cuts, with a potential impact on front-line services. The projected figures at this stage do not indicate that this is a significant risk.

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

- 8.1 The report provides performance information, including by reference to key performance indicators and the budget. It is consistent with good administration for the Council to consider monitoring information in relation to plans and budgets that it has adopted.
- 8.2 Section 3 of the Local Government Act 1999 requires the Council as a best value authority to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. Monitoring of performance information is an important way in which that obligation can be fulfilled.
- 8.3 The Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council’s chief finance officer has established financial procedures to ensure the Council’s proper financial administration. These include procedures for budgetary control. It is consistent with these arrangements for Members to receive information about the revenue and capital budgets as set out in the report.
- 8.4 It is proposed to transfer money from an Olympic reserve ear-marked by the Council for this purpose. The Council’s financial procedures contemplate authorisation of expenditure from reserves by the appropriate senior officer in consultation with the Director of Resources. It is understood that the Mayor’s agreement is sought to due to the amount involved.
- 8.5 When considering its performance, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don’t. Relevant information is set out in section 9 of the report and officers must consider the need for equality analysis when carrying out any action in discharge of the Council’s functions.

9. ONE TOWER HAMLETS CONSIDERATIONS

- 9.1 The Council’s Strategic Plan and strategic measures are focused upon meeting the needs of the diverse communities living in Tower Hamlets and supporting delivery of One Tower Hamlets. In particular, strategic priorities

include the reduction of inequalities and the fostering of strong community cohesion and are measured by a variety of strategic indicators.

10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 10.1 An element of the monitoring report deals with environment, through the Great Place to Live theme.

11. RISK MANAGEMENT IMPLICATIONS

- 11.1 In line with the Council's risk management strategy, the information contained within the strategic measure set will assist the Cabinet, Corporate Directors and relevant service managers in delivering the ambitious targets set out in the Strategic Plan. Regular monitoring reports will enable Members and Corporate Directors to keep progress under regular review.
- 11.2 There is a risk to the integrity of the authority's finances if an imbalance occurs between resources and needs. This is mitigated by regular monitoring and, where appropriate, corrective action. This report provides a corporate overview to supplement more frequent monitoring that takes place at detailed level.
- 11.3 The explanations provided by the Directorates for the budget variances also contain analyses of risk factors.

12. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 12.1 The strategic measure set contains a number of crime and disorder items under the Safe & Cohesive theme, however there are no specific crime and disorder reduction implications.

13. EFFICIENCY STATEMENT

- 13.1 Efficiencies for 2012/13 are incorporated within the estimated forecast outturn.

14. APPENDICES

- Appendix 1 - lists budget/target adjustments (including virements) for the General Fund and for the capital budget
- Appendix 2 - provides the estimate budget outturn forecast by Directorate for the General Fund and explanations of any major variances.
- Appendix 3 - provides the budget outturn forecast and explanations of major variances for the HRA.
- Appendix 4 – provides details of the capital programme and explanations of any major variances

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Revenue Control Budget 2012-13										
2012-13 Original Budget at Cash Prices										
	Total General Fund	Adults, Health and Wellbeing	Children Schools and Families	Communities, Localities and Culture	Development and Renewal	Chief Executive's	Resources	Corporate/ Capital	Central Items	
	292,265,595	98,224,219	89,830,451	68,442,875	20,210,279	8,810,700	8,748,968	13,459,542	(15,461,439)	
Inflation	0			1,025,139					(1,025,139)	
Allocation of approved Growth - Freedom Passes etc	0			600,000					(600,000)	
Allocation of approved Growth - Landfill Tax	0			871,000					(871,000)	
Future Sourcing - Consolidation of IT budgets	0	(168,000)	(560,443)	(445,380)	(253,000)	(143,200)	2,557,299	(987,276)		
Graduate Management	0						480,800		(480,800)	
Use of Reserves - Corporate Initiatives	0					330,000			(330,000)	
Facilities Management Salary Budgets	0	(122,000)			122,000					
Transfer of Finance staff from CSF to CLC	0		(16,200)	16,200						
Use of Reserves- Area Based Grant- Safer Stronger Communities	0			72,000					(72,000)	
Use of Reserves- Education FEFC Access	0			123,332					(123,332)	
Use of Reserves- Tower Hamlets Mela	0			133,000					(133,000)	
Use of Reserves- LAP Menus- Community Bus	0			48,000					(48,000)	
Use of Reserves- Big Lottery Play	0			95,133					(95,133)	
Use of Reserves- LSC Core funding- Lifelong Service	0			96,293					(96,293)	
Use of Reserves- Safer Stronger Communities	0			63,390					(63,390)	
CLC use of Contingency- Northumberland Wharf	0			1,355,000				(1,355,000)		
CLC use of Reserves- One Tower Hamlets	0					92,000			(92,000)	
CLC use of Reserves- Procurement	0						373,000		(373,000)	
CHE One-Off Savings Delivered in 2011-12	0					80,000		(80,000)		
Mainstream Grants (MSG) top-slice	0	(23,000)	(87,000)	(28,000)	138,000					
Older People with Dementia & Learning Disability Growth	0	1,213,000							(1,213,000)	
Domciliary Care Commissioning Slippage of Savings (2012 -13 only)	0	491,000						(491,000)		
In-house Homecare Slippage of savings (2012 - 13 only)	0	650,000						(650,000)		
Transfer of Youth & Connexions Service	0		(5,542,732)	5,542,732						
Transfer of Community Languages	0		(786,210)	786,210						
Use of Reserves - Mayor's Office Review	0					277,000			(277,000)	
Total Adjustments	0	2,041,000	(6,992,585)	10,354,049	7,000	635,800	3,411,099	(3,563,276)	(5,893,087)	
Revised Current Budget 2012-13	292,265,595	100,265,219	82,837,866	78,796,924	20,217,279	9,446,500	12,160,067	9,896,266	(21,354,526)	

Capital Control Budget 2012/13									
2012-13 Original Budget at February 2012 Cabinet									
	Total Capital Budget	Adults, Health and Wellbeing	Building Schools For the Future	Chief Executive's/Resour ces	Children Schools and Families	Communities, Localities and Culture	Corporate	Development and Renewal	Housing Revenue Account
	185,366,156	345,000	68,776,961	0	29,394,000	6,195,000	10,000,000	10,279,195	60,376,000
Q1 - Total Adjustments	994,575	567,26	(3,532,897)	127,873	-12,974,421	7,821,936	0	3,439,805	6,055,553
Q1 - Budget	186,360,731	401,726	65,244,064	127,873	16,419,579	14,016,936	10,000,000	13,719,000	66,431,553
Cabinet Approvals									
CSF Capital Programme - new schemes (Cabinet 05/09/12)	400,000				400,000				
D&R Capital Programme - new schemes (Cabinet 05/09/12)	7,200,000							7,200,000	
Budgets Re-profiled*									
Globe school - heating pipework replacement and upgrade - Olympic restriction led delays	(140,000)				(140,000)				
Stores Quay - re-profiled due to contamination land survey. Work to commence 2013/14	(56,000)					(56,000)			
Veronica House - as above	(33,000)					(33,000)			
Adelina Grove - as above	(53,000)					(53,000)			
Seabank Gardens - as above	(23,000)					(23,000)			
Contaminated Land Strategy H&S (2007/08) - as above	(200,000)					(200,000)			
Joba Street, Manilla Street, Tobago Street and Byng Street - delays in completion	(356,000)					(356,000)			
New Area Traffic Management Review - to be undertaken after scheme completion (2012/13)	(250,000)					(250,000)			
Pennsbury's Food Store (Redevelopment of Site) - Crossrail are still on site so delayed	(22,000)					(22,000)			
Brushfield Street - awaiting confirmation of receipt of funds from developer	(350,000)					(350,000)			
Colton Street Open Space Landscape Improvements - no funding	(43,000)					(43,000)			
Decisions Delegated to Corporate Directors**									
CSF Capital Programme - Globe Town Children's Centre (Sparks) - Development/Refurb.	25,000				25,000				
CLC Capital Programme - Blackwall Way Bus Stops - Re-routing 277 bus	42,000					42,000			
CLC Capital Programme - Mile End Stadium Track resurfacing	28,888					28,888			
CLC Capital Programme - Pennyfields Open Space - integrating the landscape	46,000					46,000			
D&R Capital Programme - Private Sector Improvement Grant - energy efficiency programme	190,000							190,000	
Other Approvals/Adjustments	0								
Q2 - Total Adjustments	6,405,888	0	0	0	285,000	-1,269,112	0	7,390,000	0
Total Revised Budget 2012-13	192,766,619	401,726	65,244,064	127,873	16,704,579	12,747,824	10,000,000	21,109,000	66,431,553

* This involves changes to the timing of spending not the purpose
 ** For items exceeding £100k and not exceeding £250k, see relevant noting report to cabinet

CORPORATE MONTHLY BUDGET MONITORING - September 2012

	FULL YEAR							
	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	(Latest Budget to Latest Forecast Outturn) £'000
ADULTS HEALTH & WELLBEING								
Expenditure	112,906	115,312	48,854	49,162	308	115,308	117,766	2,444
Income	(14,682)	(15,047)	(6,373)	(6,682)	(309)	(17,374)	(17,491)	(2,444)
Net Expenditure	98,224	100,265	42,481	42,480	(1)	97,934	100,265	0
CHIEF EXECUTIVES								
Expenditure	15,859	17,120	8,423	8,573	150	16,671	17,120	0
Income	(7,050)	(7,673)	(3,839)	(3,961)	(122)	(7,673)	(7,673)	0
Net Expenditure	8,809	9,447	4,584	4,612	28	8,998	9,447	0
CSF GENERAL FUND								
Expenditure	144,938	144,415	72,208	57,176	(15,032)	145,132	145,909	1,494
Income	(61,460)	(61,577)	(30,789)	(13,719)	17,070	(62,211)	(63,589)	(2,012)
Net Expenditure	83,478	82,838	41,419	43,457	2,038	82,921	82,320	(518)
COMMUNITIES, LOCALITIES & CULTURE								
Expenditure	115,308	129,655	54,657	52,419	(2,238)	129,162	130,355	700
Income	(46,865)	(50,858)	(24,779)	(23,199)	1,580	(51,665)	(51,558)	(700)
Net Expenditure	68,443	78,797	29,878	29,220	(658)	77,497	78,797	0
DEVELOPMENT & RENEWAL								
Expenditure	80,331	80,836	40,418	36,316	(4,102)	81,312	80,836	0
Income	(60,118)	(60,619)	(30,310)	(26,280)	4,050	(61,351)	(60,619)	0
Net Expenditure	20,213	20,217	10,109	10,056	(53)	19,961	20,217	0
RESOURCES								
Expenditure	325,713	329,985	164,997	176,215	11,218	330,694	330,985	1,000
Income	(316,964)	(317,825)	(158,917)	(169,775)	(10,858)	(318,207)	(317,825)	0
Net Expenditure	8,749	12,160	6,080	6,440	360	12,487	13,160	1,000
CORPORATE COSTS & CAPITAL FINANCING								
Expenditure	394	(9,063)	6,146	10,277	4,131	(5,559)	(9,063)	0
Income	(2,395)	(2,395)	(1,197)	(2,707)	(1,510)	(2,395)	(2,395)	0
Net Expenditure	(2,001)	(11,458)	4,949	7,570	2,621	(7,954)	(11,458)	0
TOTAL								
Expenditure	795,448	808,260	395,703	390,138	(5,565)	812,721	813,898	5,638
Income	(509,534)	(515,994)	(256,204)	(246,303)	9,900	(520,875)	(521,150)	(5,156)
Net Expenditure	285,914	292,266	139,500	143,835	4,335	291,847	292,748	482
CSF SCHOOLS BUDGET (DSG)								
Expenditure	318,580	347,030	173,516	76,025	(97,491)	346,621	346,665	(0)
Income	(318,580)	(347,030)	(173,516)	(1,273)	172,243	(346,621)	(346,665)	0
Net Expenditure	0	0	0	74,752	74,752	0	0	0

CORPORATE MONTHLY BUDGET MONITORING - September 2012

FULL YEAR

ADULTS, HEALTH & WELLBEING

Explanation of any variance that is considered to be significant and all variances greater than £100k

Proposed mitigating action and dates

Variance
(Latest Budget to
Latest Forecast
Outturn)
£'000 %

Latest
Forecast
Outturn
£'000

Previous
Forecast
Outturn
£'000

Variance to
Date
£'000

Actual to
Date
£'000

Budget to
Date
£'000

Latest
Budget
£'000

Original
Budget
£'000

	Expenditure Income	198 (30)	333 (155)	166 0	168 0	2 0	332 (155)	178 0	193 15	(1) 16	(10)	8
Net Expenditure	168	178	166	168	2	332	178	193	(1)	16	(10)	8
A53 Commissioning and Strategy M&A												
	Expenditure	0	0	0	1	1	0	0	0	0	0	0
	Income	0	0	0	0	0	0	0	0	0	0	0
	Net Expenditure	0	0	0	1	1	0	0	0	0	0	0
A04 Preventative Technology												
	Expenditure	1,041	1,181	510	492	(18)	1,181	1,181	1,181	0	0	0
	Income	0	(140)	0	(0)	(0)	(140)	(140)	(140)	0	0	0
	Net Expenditure	1,041	1,041	510	492	(18)	1,041	1,041	1,041	0	0	0
A05 Carers Grant												
	Expenditure	25,330	26,142	9,500	9,526	26	25,532	26,188	26,188	46	0	0
	Income	(4,482)	(4,482)	(3,000)	(3,015)	(15)	(4,484)	(4,484)	(4,484)	(2)	0	0
	Net Expenditure	20,848	21,660	6,500	6,511	11	21,048	21,704	21,704	44	0	0
A42 Older People Commissioning												
	Expenditure	21,147	22,078	9,500	9,832	332	22,802	23,689	1,611	1,611	0	7
	Income	(3,687)	(3,687)	(1,900)	(2,189)	(289)	(5,173)	(5,173)	(1,486)	(1,486)	0	40
	Net Expenditure	17,460	18,391	7,600	7,643	43	17,629	18,516	125	125	0	1
A43 Learning disabilities Commissioning												
	Expenditure	9,640	9,352	3,850	4,029	179	9,813	9,759	407	407	0	4
	Income	(1,886)	(1,937)	(100)	(114)	(14)	(1,962)	(1,962)	(25)	(25)	0	1
	Net Expenditure	7,754	7,415	3,750	3,915	165	7,851	7,797	382	382	0	5
A44 Mental Health Commissioning												
	Expenditure	7,264	7,571	3,600	3,888	288	8,854	8,965	1,394	1,394	0	18
	Income	(1,714)	(1,715)	(140)	(146)	(6)	(2,764)	(2,764)	(1,049)	(1,049)	0	61
	Net Expenditure	5,550	5,856	3,460	3,742	282	6,090	6,201	345	345	0	6
A45 Physical Disabilities Commissioning												
	Expenditure	214	269	160	157	(3)	231	231	(38)	(38)	0	(14)
	Income	0	(55)	(56)	(56)	0	(55)	(55)	(65)	(65)	0	0
	Net Expenditure	214	214	104	101	(3)	176	176	(38)	(38)	0	(18)
A46 HIV Commissioning												
	Expenditure	214	214	104	101	(3)	176	176	(38)	(38)	0	(18)
	Income	0	(55)	(56)	(56)	0	(55)	(55)	(65)	(65)	0	0
	Net Expenditure	214	214	104	101	(3)	176	176	(38)	(38)	0	(18)

FULL YEAR

ADULTS, HEALTH & WELLBEING

Explanation of any variance that is considered to be significant and all variances greater than £100k
Proposed mitigating action and dates

Variance (Latest Budget to Latest Forecast Outturn) %
Latest Forecast Outturn £'000
Previous Forecast Outturn £'000
Variance to Date £'000
Actual to Date £'000
Budget to Date £'000
Latest Budget £'000
Original Budget £'000

	Expenditure Income	1,076	1,125	580	597	17	1,164	1,164	39	3	
Net Expenditure		1,076	1,125	580	597	17	1,164	1,164	39	3	
A47 Access to Resources											
Expenditure	Income	0	0	0	0	0	0	0	0	0	
Net Expenditure		1,076	1,125	580	597	17	1,164	1,164	39	3	
Vote Budget Manager: D.Ingram Budget Risk: Low Date forecast last reviewed: September 2012											
A48 Strategic Commissioning											
Expenditure	Income	508	508	250	246	(4)	491	491	(17)	(3)	
Net Expenditure		412	412	287	283	(4)	395	395	(17)	(4)	
Vote Budget Manager: B.Disney Budget Risk: Low Date forecast last reviewed: September 2012											
A50 Supporting People											
Expenditure	Income	13,962	14,407	7,700	7,303	(397)	13,456	13,521	(886)	(6)	
Net Expenditure		13,962	14,382	7,700	7,300	(400)	13,456	13,496	(886)	(6)	
Savings projects t/f (review of hostels service) to meet timing delays in other parts of the directorate efficiency programme. Vote Budget Manager: C.Kipatrack Budget Risk: Medium Date forecast last reviewed: October 2012											
A55 Quality and Performance											
Expenditure	Income	703	823	355	354	(1)	829	829	6	1	
Net Expenditure		653	773	355	354	(1)	779	779	6	1	
Vote Budget Manager: K.Sugars Budget Risk: Low Date forecast last reviewed: October 2012											
A56 Social Services I.T.											
Expenditure	Income	356	550	60	62	2	550	550	0	0	
Net Expenditure		356	550	60	62	2	550	550	0	0	
Vote Budget Manager: K.Sugars Budget Risk: Low Date forecast last reviewed: October 2012											
A58 Technical Resources											
Expenditure	Income	901	955	215	223	8	955	969	14	1	
Net Expenditure		878	932	177	185	8	917	931	(1)	(0)	
Vote Budget Manager: K.Sugars Budget Risk: Medium Date forecast last reviewed: October 2012											
A59 Corporate Services											
Expenditure	Income	2,307	761	340	222	(118)	449	537	(224)	(29)	
Net Expenditure		1,837	411	(780)	(778)	2	449	411	0	0	
Vote Budget Manager: E. Hussein Budget Risk: Medium Date forecast last reviewed: October 2012											
A61 Business Supp & Prog Management											
Expenditure	Income	710	816	350	283	(67)	701	701	(115)	(14)	
Net Expenditure		560	578	350	283	(67)	563	563	(15)	(3)	
Vote Budget Manager: K.Sugars Budget Risk: Medium Date forecast last reviewed: October 2012											
A62 Strategy and Policy											
Expenditure	Income	122	122	60	63	3	126	126	4	3	
Net Expenditure		55	55	60	63	3	57	57	2	4	
Vote Budget Manager: K.Sugars Budget Risk: Low Date forecast last reviewed: October 2012											
Commissioning & Strategy											
Expenditure	Income	85,479	86,993	37,196	37,446	250	87,463	89,233	2,240	(28)	
Net Expenditure		72,824	73,973	30,879	30,921	42	72,340	73,974	2,239	55	
Service Head: D.Cohen											

FULL YEAR

ADULTS, HEALTH & WELLBEING

Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates

Original Budget £'000 Latest Budget £'000 Budget to Date £'000 Actual to Date £'000 Variance to Date £'000 Previous Forecast Outturn £'000 Latest Forecast Outturn £'000 Variance (Latest Budget to Latest Forecast Outturn) %

	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn) %	
A08 Older People Mental Health									
Expenditure	380	380	180	183	3	402	402	22	6
Income	0	0	0	0	0	0	0	0	0
Net Expenditure	380	380	180	183	3	402	402	22	6
Vote Budget Manager: H.Green Budget Risk: Low Date forecast last reviewed: July 2012									
A15 Occupational Therapy									
Expenditure	431	431	(1,630)	(1,616)	14	489	475	44	10
Income	0	0	0	0	0	0	0	0	0
Net Expenditure	431	431	(1,630)	(1,616)	14	489	475	44	10
Vote Budget Manager: C.Squire Budget Risk: Medium Date forecast last reviewed: October 2012									
A16 Community Equipment Service									
Expenditure	1,169	1,169	420	460	40	1,259	1,259	90	8
Income	(250)	(250)	0	0	0	(250)	(250)	0	0
Net Expenditure	919	919	420	460	40	1,009	1,009	90	10
Vote Budget Manager: C.Squire Budget Risk: High Date forecast last reviewed: October 2012									
A30 Adult Resources Sub Div M&A									
Expenditure	99	99	45	46	1	96	96	(3)	(3)
Income	0	0	0	0	0	0	0	0	0
Net Expenditure	99	99	45	46	1	96	96	(3)	(3)
Vote Budget Manager: C.Oates Budget Risk: Low Date forecast last reviewed:									
A31 Physical Disabilities Establishments									
Expenditure	549	549	220	199	(21)	523	497	(52)	(9)
Income	(1)	(1)	(1)	(1)	(0)	(1)	(1)	0	0
Net Expenditure	548	548	219	198	(21)	522	496	(52)	(9)
Vote Budget Manager: C.Oates Budget Risk: Medium Date forecast last reviewed:									
A33 Older People Day Centres									
Expenditure	1,619	1,619	710	709	(1)	1,619	1,619	0	0
Income	(37)	(37)	(17)	(17)	0	(37)	(37)	0	0
Net Expenditure	1,582	1,582	693	692	(1)	1,582	1,582	0	0
Vote Budget Manager: C.Oates Budget Risk: Medium Date forecast last reviewed:									
A34 Home Care									
Expenditure	4,074	4,724	2,350	2,401	51	4,074	4,826	102	2
Income	(44)	(44)	0	0	0	(44)	(146)	(102)	232
Net Expenditure	4,030	4,680	2,350	2,401	51	4,030	4,680	102	0
Vote Budget Manager: C.Oates Budget Risk: High Date forecast last reviewed: October 2012									
A02 Disabilities & Health Divisional M&A									
Expenditure	175	271	175	174	(1)	263	271	0	0
Income	0	0	0	0	0	(96)	0	0	0
Net Expenditure	175	271	175	174	(1)	167	271	0	0
Vote Budget Manager: K.Marks Budget Risk: Low Date forecast last reviewed: September 2012									
A13 Learning Dis Sub Division M&A									
Expenditure	83	83	41	41	0	102	102	19	23
Income	(35)	(35)	(18)	(18)	0	(35)	(35)	0	0
Net Expenditure	48	48	23	23	0	67	67	19	40
Vote Budget Manager: S.Howard Budget Risk: Low Date forecast last reviewed: September 2012									

FULL YEAR

ADULTS, HEALTH & WELLBEING

Explanation of any variance that is considered to be significant and all variances greater than £100k

Proposed mitigating action and dates

	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast £'000	Latest Forecast £'000	Variance		Proposed Mitigating Action and Dates	
								Latest Forecast £'000	Latest Forecast %		
A14 Learning Dis Assess & Care Mgmt.	976 (204)	772 (204)	450 (204)	488 (102)	386 (102)	38 (64)	1,073 (494)	1,073 (494)	97 (290)	10 (25)	Additional Income due to use of section 256 funding against transition team. Vote Budget Manager: S.Howard Budget Risk: Medium Date forecast last reviewed: September 2012
Net Expenditure	772	772	450	386	(64)	38	1,073	1,073	97	10	
A19 Adult Protection	310 (38)	330 (38)	160 (38)	137 (38)	0 (23)	0 (38)	330 (38)	330 (38)	0 (38)	0 (38)	Vote Budget Manager: A.Tyrer Budget Risk: Low Date forecast last reviewed: September 2012
Net Expenditure	272	292	160	137	(23)	0	292	292	0	0	
A23 Mental Health Sub Division M&A	92 (90)	92 (90)	45 (90)	45 (90)	0 (67)	0 (67)	92 (67)	92 (67)	0 (26)	0 (26)	Vote Budget Manager: S.Diffey Budget Risk: Medium Date forecast last reviewed: September 2012
Net Expenditure	2	2	45	45	0	0	25	25	23	1,150	
A24 Area Mental Health Teams	2,458 (277)	2,458 (277)	1,120 (277)	1,165 (277)	45 (45)	2,558 (245)	2,557 (245)	2,557 (245)	99 (32)	4 (12)	Restructure may be necessary to contain costs within budget. Vote Budget Manager: S.Diffey Budget Risk: Medium Date forecast last reviewed: September 2012
Net Expenditure	2,181	2,181	1,120	1,165	45	2,313	2,312	2,312	131	6	
A25 Mental Health Day Centres	477 (34)	477 (34)	210 (34)	203 (34)	7 (7)	447 (4)	477 (4)	477 (4)	0 (30)	0 (88)	Vote Budget Manager: L.A.Johnson Budget Risk: Medium Date forecast last reviewed: October 2012
Net Expenditure	443	443	210	203	(7)	443	473	473	30	7	
A82 Learning disabilities Day Centre	472 (5)	418 (5)	250 (2)	207 (2)	(43) (2)	320 (3)	320 (3)	320 (3)	(98) (2)	(23) (40)	Vote Budget Manager: S.Howard Budget Risk: Medium Date forecast last reviewed: September 2012
Net Expenditure	467	413	248	205	(43)	317	317	317	(96)	(23)	
A87 Emergency Duty Social Work Service	231 (20)	361 (20)	180 (3)	224 (3)	44 (0)	450 (23)	450 (23)	450 (23)	89 (3)	25 (15)	Vote Budget Manager: I.Williamson Budget Risk: Medium Date forecast last reviewed: September 2012
Net Expenditure	211	341	177	221	44	427	427	427	86	25	
A81 First Response	2,229 (102)	2,238 (102)	1,100 (102)	1,097 (102)	(9) (0)	2,238 (102)	2,238 (102)	2,238 (102)	0 (0)	0 (0)	Vote Budget Manager: Leah Drake Budget Risk: Medium Date forecast last reviewed: September 2012
Net Expenditure	2,127	2,136	1,100	1,097	(3)	2,136	2,136	2,136	0	0	
A82 Reablement	2,341 (126)	2,332 (126)	1,175 (126)	1,175 (126)	0 (0)	2,332 (126)	2,332 (126)	2,332 (126)	0 (0)	0 (0)	Vote Budget Manager: Christine Oates Budget Risk: Medium Date forecast last reviewed: October 2012
Net Expenditure	2,215	2,206	1,175	1,175	0	2,206	2,206	2,206	0	0	
A83 Longer Term Support - Social Care	2,385 (0)	2,385 (0)	1,190 (0)	1,179 (0)	(11) (0)	2,357 (11)	2,364 (11)	2,364 (11)	(21) (0)	(1) (0)	Vote Budget Manager: A.Tyrer Budget Risk: Medium Date forecast last reviewed: September 2012
Net Expenditure	2,385	2,385	1,190	1,179	(11)	2,357	2,364	2,364	(21)	(1)	

FULL YEAR

ADULTS, HEALTH & WELLBEING

Explanation of any variance that is considered to be significant and all variances greater than £100k
Proposed mitigating action and dates

	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn) %	K.Marks	Vote Budget Manager: Date forecast last reviewed:	Budget Risk: Date forecast last reviewed:	Proposed mitigating action and dates	
												£'000	£'000
A84 Longer Term Support - OT	933	933	390	388	(2)	954	927	(6)				(1)	
Expenditure Income	0	0	0	0	0	0	0	0				0	
Net Expenditure	933	933	390	388	(2)	954	927	(6)				(1)	
Vote Budget Manager: Date forecast last reviewed:													
Adult Social Care	21,483	22,325	8,781	8,905	124	21,978	22,707	382				50	
Expenditure Income	(1,263)	(1,263)	(41)	(143)	(102)	(1,565)	(1,571)	(308)				0	
Net Expenditure	20,220	21,062	8,740	8,762	22	20,413	21,136	74				0	
Vote Budget Manager: Date forecast last reviewed:													
A66 Learning and Development	587	587	240	231	(9)	587	562	(25)				(4)	
Expenditure Income	0	0	0	0	0	0	0	0				0	
Net Expenditure	587	587	240	231	(9)	587	562	(25)				(4)	
Vote Budget Manager: Date forecast last reviewed:													
A71 Finance Services	1,500	1,550	700	643	(57)	1,423	1,397	(153)				(10)	
Expenditure Income	(764)	(764)	(15)	(15)	0	(657)	(661)	103				(13)	
Net Expenditure	736	786	685	628	(57)	736	736	(50)				(6)	
Vote Budget Manager: Date forecast last reviewed:													
A9) Support Services Holding A/C	3,857	3,857	1,937	1,937	0	3,857	3,857	0				0	
Expenditure Income	0	0	0	0	0	0	0	0				0	
Net Expenditure	3,857	3,857	1,937	1,937	0	3,857	3,857	0				0	
Vote Budget Manager: Date forecast last reviewed:													
Other	5,944	5,994	2,877	2,811	(66)	5,867	5,816	(178)				(14)	
Expenditure Income	(764)	(764)	(15)	(15)	0	(657)	(661)	103				(13)	
Net Expenditure	5,180	5,230	2,862	2,796	(66)	5,180	5,155	(75)				(1)	
Vote Budget Manager: Date forecast last reviewed:													
TOTAL FOR ADULTS HEALTH & WELLBEING	112,906	115,312	48,854	49,162	308	115,308	117,756	2,444				2	
Expenditure Income	(14,682)	(15,047)	(6,373)	(6,682)	(309)	(17,375)	(17,491)	(2,444)				16	
Net Expenditure	98,224	100,265	42,481	42,480	(1)	97,934	100,265	0				0	
Vote Budget Manager: Date forecast last reviewed:													
Energy Costs (excluding schools, tenants, leaseholders)			16	19	3								

CORPORATE MONTHLY BUDGET MONITORING - September 2012

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

FULL YEAR									
CHIEF EXECUTIVES	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn) %	Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates
C14 Communications	2,658 (2,627)	2,848 (2,627)	1,425 (1,314)	1,587 (1,307)	162 (280)	2,848 (2,627)	2,848 (2,627)	0	0 Risk with achievement of income target but expected to manage within 0 budget during the year. Vote Budget Manager: Takki Sulaiman Budget Risk: Medium Date forecast last reviewed: 13/07/2012
TOTAL FOR COMMUNICATIONS	2,658 (2,627)	2,848 (2,627)	1,425 (1,314)	1,587 (1,307)	162 (280)	2,848 (2,627)	2,848 (2,627)	0	
C16 Strategy & Performance	1,504 0	1,564 0	782 0	811 (35)	29 (35)	1,564 0	1,564 0	0	0 Service Head: Takki Sulaiman
TOTAL FOR STRATEGY & PERFORMANCE	2,169 (9)	2,232 (9)	1,116 (4)	1,086 (52)	(30) (48)	2,140 (9)	2,232 (9)	0	
C54 Corporate Strategy & Equalities	665 (9)	668 (9)	334 (4)	275 (17)	(59) (13)	576 (9)	668 (9)	0	Vote Budget Manager: Louise Russell Budget Risk: Low Date forecast last reviewed: 26/07/2012
TOTAL FOR STRATEGY & PERFORMANCE	2,160 (3,519)	2,223 (3,519)	1,112 (1,760)	1,034 (1,807)	(78) (47)	2,131 (208)	2,223 (208)	0	0 Service Head: Louise Russell
C57 Electoral Registration	708 0	693 0	347 0	307 (41)	(40) (1)	693 0	693 0	0	Vote Budget Manager: Sue Hayes Budget Risk: Low Date forecast last reviewed: 13/07/2012
TOTAL FOR STRATEGY & PERFORMANCE	708 (183)	693 (208)	347 (104)	306 (104)	(41) (41)	693 (208)	693 (208)	0	
C60 Borough Elections	30 0	28 0	14 0	55 0	41 0	28 0	28 0	0	Vote Budget Manager: Sue Hayes Budget Risk: Low Date forecast last reviewed: 13/07/2012
TOTAL FOR STRATEGY & PERFORMANCE	30 (623)	28 (623)	14 (312)	55 (327)	41 (15)	28 (623)	28 (623)	0	
C82 Business Unit Support team	94 0	714 (623)	357 (312)	372 (327)	15 (15)	714 (623)	714 (623)	0	Vote Budget Manager: Sue Hayes Budget Risk: Low Date forecast last reviewed: 13/07/2012
TOTAL FOR STRATEGY & PERFORMANCE	94 (409)	91 (409)	45 (205)	45 (184)	0 (23)	91 (107)	91 (107)	0	
C84 Information Governance & Complaints	519 (409)	516 (409)	258 (205)	214 (184)	(44) (21)	516 (409)	516 (409)	0	Vote Budget Manager: Sue Hayes Budget Risk: Low Date forecast last reviewed: 13/07/2012
TOTAL FOR STRATEGY & PERFORMANCE	519 (3,928)	516 (4,551)	258 (2,277)	214 (2,319)	(44) (42)	516 (4,551)	516 (4,551)	0	
TOTAL FOR LEGAL, ELECTORAL SERVICES & BUSINESS SUPPORT	4,687 (3,928)	5,262 (4,551)	2,632 (2,277)	2,651 (2,319)	19 (42)	5,262 (4,551)	5,262 (4,551)	0	0 Service Head: Isabella Freeman
Net Expenditure	759	711	355	332	(23)	711	711	0	

FULL YEAR

CHIEF EXECUTIVES

Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates

Original Budget £'000 Latest Budget £'000 Budget to Date £'000 Actual to Date £'000 Variance to Date £'000 Previous Forecast Outturn £'000 Latest Forecast Outturn £'000 Variance (Latest Budget to Latest Forecast Outturn) %

C56 Registration of Births, Deaths	774 (479)	758 (479)	379 (240)	401 (284)	22 (41)	758 (479)	758 (479)	0	0	Johns Williams Low 18/07/2012
Expenditure										
Income										
Net Expenditure	295	279	139	120	(19)	279	279	0	0	Vote Budget Manager: Budget Risk: Date forecast last reviewed:
C62 Democratic Services	2,609 (7)	2,959 (7)	1,341 (4)	1,358 (2)	17 (2)	2,602 (7)	2,959 (7)	0	0	Johns Williams Low 18/07/2012
Expenditure										
Income										
Net Expenditure	2,602	2,952	1,337	1,356	19	2,595	2,952	0	0	Vote Budget Manager: Budget Risk: Date forecast last reviewed:
C78 Demo Representation & Mgt	861	861	431	430	(1)	861	861	0	0	Johns Williams Low 18/07/2012
Expenditure										
Income										
Net Expenditure	861	861	431	430	(1)	861	861	0	0	Vote Budget Manager: Budget Risk: Date forecast last reviewed:
TOTAL FOR DEMOCRATIC & REGISTRARS SERVICES	4,244 (486)	4,578 (486)	2,151 (244)	2,189 (283)	38 (39)	4,221 (486)	4,578 (486)	0	0	Johns Williams
Net Expenditure	3,758	4,092	1,907	1,906	(1)	3,735	4,092	0	0	0 Service Head:
C89 Corporate Management	2,101	2,200	1,098	1,059	(39)	2,200	2,200	0	0	Isabella Freeman Low 14/07/2012
Expenditure										
Income										
Net Expenditure	2,101	2,200	1,098	1,059	(39)	2,200	2,200	0	0	Vote Budget Manager: Budget Risk: Date forecast last reviewed:
TOTAL FOR CHIEF EXECUTIVES	15,859 (7,050)	17,120 (7,673)	8,423 (3,839)	8,573 (3,964)	150 (122)	16,671 (7,673)	17,120 (7,673)	0	0	Isabella Freeman
Net Expenditure	8,309	9,447	4,584	4,612	28	8,998	9,447	0	0	0 Director:
Energy Costs (excluding schools, tenants, leaseholders)			0	0	0					

CORPORATE MONTHLY BUDGET MONITORING - September 2012

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FULL YEAR

CHILDREN, SCHOOLS AND FAMILIES
(Dedicated Schools Grant)

Explanation of any variance that is considered to be significant and all variances greater than £100k
Proposed mitigating action and dates

Variance (Latest Forecast Outturn) %
Latest Forecast Outturn £'000
Previous Forecast Outturn £'000
Variance to Date £'000
Actual to Date £'000
Budget to Date £'000
Latest Budget £'000
Original Budget £'000

	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Forecast Outturn) %	Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates
TOTAL FOR PRE-PRIMARY EDUCATION									
Expenditure	4,968	4,968	2,484	1,632	(852)	4,968	4,968	0	The expenditure / income to date, whilst not in line with the notional budget to date, is within the budget manager's expectation and has been factored into his/her forecast.
Income	(103)	(103)	(51)	(38)	13	(103)	(103)	0	
Net Expenditure	4,865	4,865	2,433	1,594	(839)	4,865	4,865	0	
									Service Head Budget Risk: High Date forecast last reviewed: 19.10.2012
TOTAL FOR PRIMARY EDUCATION DSG									
Expenditure	150,741	158,329	79,164	27,766	(51,398)	158,329	158,329	0	The expenditure / income to date, whilst not in line with the notional budget to date, is within the budget manager's expectation and has been factored into his/her forecast.
Income	(4,841)	(12,429)	(6,214)	(548)	5,666	(12,429)	(12,429)	0	
Net Expenditure	145,900	145,900	72,950	27,218	(45,732)	145,900	145,900	0	
									Service Head Budget Risk: High Date forecast last reviewed: 19.10.2012
TOTAL FOR SECONDARY EDUCATION DSG									
Expenditure	123,161	143,527	71,764	32,055	(39,709)	143,527	143,527	0	The expenditure / income to date, whilst not in line with the notional budget to date, is within the budget manager's expectation and has been factored into his/her forecast.
Income	(17,729)	(38,095)	(19,048)	(956)	18,092	(38,095)	(38,095)	0	
Net Expenditure	105,432	105,432	52,716	31,099	(21,617)	105,432	105,432	0	
									Service Head Budget Risk: High Date forecast last reviewed: 19.10.2012
TOTAL FOR SPECIAL EDUCATION DSG									
Expenditure	13,972	14,120	7,060	2,216	(4,844)	14,120	14,120	0	The expenditure / income to date, whilst not in line with the notional budget to date, is within the budget manager's expectation and has been factored into his/her forecast.
Income	(911)	(1,059)	(529)	(48)	481	(1,059)	(1,059)	0	
Net Expenditure	13,061	13,061	6,531	2,168	(4,363)	13,061	13,061	0	
									Service Head Budget Risk: High Date forecast last reviewed: 19.10.2012

FULL YEAR

CHILDREN, SCHOOLS AND FAMILIES
(Dedicated Schools Grant)

Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates

	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Forecast Outturn) £'000	%	
G17 Support For Learning Service DSG										
Expenditure	3,773	3,773	1,887	1,913	26	3,766	3,766	(7)	(0)	The expenditure / income to date, whilst not in line with the notional budget to date, is within the budget manager's expectation and has been factored into his/her forecast.
Income	(897)	(897)	(449)	(214)	235	(909)	(909)	(12)	1	
Net Expenditure	2,876	2,876	1,438	1,699	261	2,857	2,857	(19)	(1)	Vote Budget Manager: Liz Vickarie Budget Risk: Medium Date forecast last reviewed: 15.08.2012
G29 Pupil Referral Unit										
Expenditure	4,924	5,118	2,559	2,145	(414)	5,117	5,161	43	1	
Income	(727)	(727)	(363)	(43)	320	(727)	(770)	(43)	6	
Net Expenditure	4,197	4,391	2,196	2,102	(94)	4,390	4,391	0	0	Vote Budget Manager: John Watkins Budget Risk: High Date forecast last reviewed: 19.10.2012
H10 Learning & Achievment M & A DSG										
Expenditure	908	908	454	907	453	908	908	0	0	
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	908	908	454	907	453	908	908	0	0	Vote Budget Manager: Anne Canning Budget Risk: Low Date forecast last reviewed: 18.07.2012
H11 Early Years Service DSG										
Expenditure	3,853	3,853	1,926	2,737	811	3,672	3,672	(181)	(5)	3 and 4 year olds Early Years education
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	3,853	3,853	1,926	2,737	811	3,672	3,672	(181)	(5)	Vote Budget Manager: Monica Forty Budget Risk: Low Date forecast last reviewed: 19.10.2012
H18 Special Education Needs DSG										
Expenditure	8,587	8,587	4,294	1,989	(2,305)	8,386	8,385	(202)	(2)	
Income	(2,316)	(2,316)	(1,158)	1,004	2,162	(2,102)	(2,102)	214	(9)	
Net Expenditure	6,271	6,271	3,136	2,993	(143)	6,284	6,283	12	(12)	Vote Budget Manager: David Carroll Budget Risk: Medium Date forecast last reviewed: 15.08.2012
H18 Education Psychology Service DSG										
Expenditure	188	188	94	188	94	188	188	0	0	
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	188	188	94	188	94	188	188	0	0	Vote Budget Manager: David Carroll Budget Risk: Low Date forecast last reviewed: 19.10.2012
H27 14-19 Years DSG										
Expenditure	0	0	0	0	0	0	0	0	0	
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	0	0	0	0	0	0	0	0	0	Vote Budget Manager: Terry Bryan Budget Risk: Low Date forecast last reviewed: 19.10.2012
H78 Pupil Admissions & Excl DSG										
Expenditure	892	1,016	508	428	(80)	997	998	(18)	(2)	
Income	(152)	(152)	(76)	(430)	(354)	(152)	(152)	0	0	
Net Expenditure	740	864	432	(2)	(434)	845	846	(18)	(2)	Vote Budget Manager: Anne Canning Budget Risk: Medium Date forecast last reviewed: 19.10.2012
TOTAL FOR LEARNING & ACHIEVEMENT										
Expenditure	23,125	23,443	11,722	10,307	(1,415)	23,034	23,078	(365)	(2)	
Income	(4,092)	(4,092)	(2,046)	317	2,363	(3,890)	(3,933)	159	(4)	
Net Expenditure	19,033	19,351	9,676	10,624	948	19,144	19,145	(208)	(1)	Service Head: Low

FULL YEAR

CHILDREN, SCHOOLS AND FAMILIES
(Dedicated Schools Grant)

Explanation of any variance that is considered to be significant and all variances greater than £100k
Proposed mitigating action and dates

	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn) £'000	%	Proposed mitigating action and dates
H55 Children Looked After DSG										
Expenditure	289	319	159	139	(20)	319	319	0	0	18.07.2012
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	289	319	159	139	(20)	319	319	0	0	Vote Budget Manager: David Hough Budget Risk: Low Date forecast last reviewed: 19.10.2012
H62 Attendance & Welfare Service										
Expenditure	55	55	28	55	27	55	55	0	0	
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	55	55	28	55	27	55	55	0	0	Vote Budget Manager: Children's Social Care Budget Risk: Date forecast last reviewed:
TOTAL FOR CHILDRENS SOCIAL CARE										
Expenditure	344	374	187	194	7	374	374	0	0	Low 19.10.2012
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	344	374	187	194	7	374	374	0	0	Service Head:
H79 CSF Resources Mgmt DSG										
Expenditure	1,037	1,037	519	836	317	1,037	1,037	0	0	Catering surplus of £546k forecast.
Income	0	0	0	0	0	(74)	(546)	(546)	(546)	
Net Expenditure	1,037	1,037	519	836	317	963	491	(546)	(53)	Vote Budget Manager: Mark Keeble Budget Risk: High Date forecast last reviewed: 19.10.2012
H83 CSF Human Resources DSG										
Expenditure	1,232	1,232	616	1,019	403	1,232	1,232	0	0	
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	1,232	1,232	616	1,019	403	1,232	1,232	0	0	Vote Budget Manager: Kate Bingham Budget Risk: Date forecast last reviewed:
TOTAL FOR CHILDRENS SERVICES RESOURCES										
Expenditure	2,269	2,269	1,135	1,855	720	2,269	2,269	0	0	
Income	0	0	0	0	0	(74)	(546)	(546)	(546)	
Net Expenditure	2,269	2,269	1,135	1,855	720	2,195	1,723	(546)	(24)	Service Head: High 15.08.2012
TOTAL FOR EXTERNAL FUNDING (H68)										
Expenditure	0	0	0	0	0	0	0	0	0	Net forecast underspend of £752k will result in a lower drawdown of grant than originally planned.
Income	(290,905)	(291,253)	(145,627)	0	145,627	(290,971)	(290,501)	752	(0)	
Net Expenditure	(290,905)	(291,253)	(145,627)	0	145,627	(290,971)	(290,501)	752	(0)	Service Head Isobel Cattermole Date forecast last reviewed:
TOTAL FOR CSF SCHOOLS BUDGET (DSG)										
Expenditure	318,580	347,030	173,516	76,025	(97,491)	346,621	346,665	(365)	(0)	
Income	(318,580)	(347,030)	(173,516)	(1,273)	172,243	(346,621)	(346,665)	365	(0)	
Net Expenditure	0	0	0	74,752	74,752	0	0	0	0	Director:
Energy Costs (excluding schools, tenants, leaseholders)		44	22	0	(22)					

CORPORATE MONTHLY BUDGET MONITORING - September 2012

FULL YEAR

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

Explanation of any variance that is considered to be significant and all variances greater than £100k

Proposed mitigating action and dates

Original Budget £'000 Latest Budget £'000 Budget to Date £'000 Actual to Date £'000 Variance to Date £'000 Previous Forecast Outturn £'000 Latest Forecast Outturn £'000 Variance (Latest Budget to Latest Forecast Outturn) £'000 %

TOTAL FOR PRE-PRIMARY EDUCATION GF										
Expenditure	46	46	23	0	(23)	46	46	0	0	0
Income	0	0	0	0	0	0	0	0	0	0
Net Expenditure	46	46	23	0	(23)	46	46	0	0	0
Budget Risk: 0 Service Head Date forecast last reviewed: Kate Bingham Low 19.10.2012										

TOTAL FOR PRIMARY EDUCATION GF										
Expenditure	4,975	4,975	2,488	0	(2,488)	4,975	4,975	0	0	0
Income	0	0	0	0	0	0	0	0	0	0
Net Expenditure	4,975	4,975	2,488	0	(2,488)	4,975	4,975	0	0	0
Budget Risk: 0 Kate Bingham Date forecast last reviewed: Low 19.10.2012										

TOTAL FOR SECONDARY EDUCATION GF										
Expenditure	6,767	6,767	3,383	160	(3,223)	6,767	6,767	0	0	0
Income	0	0	0	0	0	0	0	0	0	0
Net Expenditure	6,767	6,767	3,383	160	(3,223)	6,767	6,767	0	0	0
Budget Risk: 0 Kate Bingham Date forecast last reviewed: Low 19.10.2012										

TOTAL FOR SPECIAL EDUCATION GF										
Expenditure	1,015	1,015	508	0	(508)	1,015	1,015	0	0	0
Income	0	0	0	0	0	0	0	0	0	0
Net Expenditure	1,015	1,015	508	0	(508)	1,015	1,015	0	0	0
Budget Risk: 0 Kate Bingham Date forecast last reviewed: Low 19.10.2012										

G10 Learning & Achievement M & A GF										
Expenditure	244	244	122	89	(33)	244	244	0	0	0
Income	(160)	(160)	(80)	(160)	(80)	(160)	(160)	0	0	0
Net Expenditure	84	84	42	(71)	(113)	84	84	0	0	0
Budget Risk: 0 Anne Canning Date forecast last reviewed: Low N/A										

G11 Early Years Service GF										
Expenditure	3,839	3,829	1,915	1,201	(714)	3,704	3,704	(125)	(3)	(3)
Income	(3,454)	(3,444)	(1,722)	(626)	1,096	(3,280)	(3,280)	164	(5)	(5)
Net Expenditure	385	385	193	575	382	424	424	39	(8)	(8)
Budget Risk: 0 Monica Forty Date forecast last reviewed: Low 15.08.2012										

G12 Local Authority Day Nurseries										
Expenditure	2,996	2,989	1,495	1,184	(311)	2,948	2,967	(22)	(1)	(1)
Income	(2,573)	(2,566)	(1,283)	(79)	1,204	(2,583)	(2,576)	(10)	(0)	(0)
Net Expenditure	423	423	212	1,105	893	365	391	(32)	(0)	(0)
Budget Risk: 0 Monica Forty Date forecast last reviewed: Low 15.08.2012										

CORPORATE MONTHLY BUDGET MONITORING - September 2012

FULL YEAR

CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)

Explanation of any variance that is considered to be significant and all variances greater than £100k

Proposed mitigating action and dates

	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn) £'000	%	
G13 Childrens Centres										This Service is anticipating Government Grant at the year end.
Expenditure	11,114	10,987	5,493	3,910	(1,583)	10,984	10,987	0	0	
Income	(10,020)	(9,892)	(4,946)	(36)	4,910	(9,908)	(9,908)	(16)	(16)	
Net Expenditure	1,094	1,095	547	3,874	3,327	1,076	1,079	(16)	(1)	0 Mohammed Jolli Low 19.10.2012
Budget Risk:										
Date forecast last reviewed:										19.10.2012
G14 School Improvement Primary										
Expenditure	674	674	337	550	213	674	832	158	23	
Income	(476)	(479)	(239)	(414)	(175)	(479)	(664)	(185)	39	
Net Expenditure	198	195	98	136	38	195	168	(27)	(14)	32 Monica Forry Low 19.10.2012
Budget Risk:										
Date forecast last reviewed:										19.10.2012
G16 Special Educational Needs GF										1 In-year variance is attributable to a lag in internal payments for transport and support services.
Expenditure	3,996	3,928	1,964	1,524	(440)	4,033	3,966	38	1	
Income	(125)	(125)	(62)	(147)	(85)	(177)	(177)	(52)	42	
Net Expenditure	3,871	3,803	1,902	1,377	(525)	3,856	3,789	(14)	(0)	David Carroll High 15.08.2012
Budget Risk:										
Date forecast last reviewed:										15.08.2012
G18 Educational Psychology Serv GF										No forecast submitted. Last month's figures reported.
Expenditure	1,685	1,682	841	675	(166)	1,682	1,682	0	0	
Income	(854)	(854)	(427)	(353)	74	(846)	(845)	9	(1)	
Net Expenditure	831	828	414	322	(92)	836	837	9	1	David Carroll Low 15.08.2012
Budget Risk:										
Date forecast last reviewed:										15.08.2012
G19 Parental Engagement & Support - TRANSFERRED FROM YPC										9 £60k of costs for Holiday PlaySchemes during the Olympics to be funded from Early Intervention Reserve, as agreed by DMT in May 2012.
Expenditure	2,029	1,997	998	726	(272)	2,175	2,175	178	9	
Income	(421)	(398)	(199)	(141)	58	(515)	(515)	(177)	44	
Net Expenditure	1,608	1,599	799	585	(214)	1,660	1,660	1	0	Jill McGinley High 20.06.2012
Budget Risk:										
Date forecast last reviewed:										20.06.2012
G20 School Governance & Information										
Expenditure	328	319	160	108	(52)	319	319	0	0	
Income	(50)	(50)	(25)	(40)	(15)	(50)	(50)	0	0	
Net Expenditure	278	269	135	68	(67)	269	269	0	0	Hania Franek Low 15.08.2012
Budget Risk:										
Date forecast last reviewed:										15.08.2012
G21 One O'Clock Clubs										
Expenditure	0	0	0	0	0	0	0	0	0	
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	0	0	0	0	0	0	0	0	0	0 Part of G13 Low
Budget Risk:										
Date forecast last reviewed:										
G22 Student Awards										
Expenditure	0	0	0	0	0	0	0	0	0	
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	0	0	0	0	0	0	0	0	0	0 Di Warne Low 20.06.2012
Budget Risk:										
Date forecast last reviewed:										20.06.2012
G26 School Improvement Secondary										First full year of Mayor's Bursary suggests lower eligibility and take-up than originally estimated. Figures have been revised and an underspend of £0.518m is forecast if eligibility pattern of first academic year recurs.
Expenditure	2,925	2,849	1,425	617	(808)	2,849	2,331	(518)	(18)	
Income	(1,090)	(1,022)	(511)	(662)	(151)	(1,022)	(1,022)	0	0	
Net Expenditure	1,835	1,827	914	(45)	(959)	1,827	1,309	(518)	(28)	Anne Canning Medium 15.08.2012
Budget Risk:										
Date forecast last reviewed:										15.08.2012

CORPORATE MONTHLY BUDGET MONITORING - September 2012

FULL YEAR

CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)

Explanation of any variance that is considered to be significant and all variances greater than £100k

Code	Description	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn)		Proposed mitigating action and dates
									£'000	%	
G78	Pupil Admissions & Excis GF	1,060	1,127	564	308	(256)	913	916	(211)	(19)	The projected under-spend is linked to the need to provide additional school places. The current estimated spend is low because we have, so far, been able to reduce transport costs through the provision of school places in areas of most demand. However, this remains a challenge and we may find that the additional school places that we need to provide are in areas that will only be accessible to families with the assistance of school bus transport. This could therefore mean that transport costs rise significantly towards the end of the year. It is therefore difficult to predict what the final level of spend will be.
	Expenditure	0	0	0	0	0	0	0	0	0	
	Income	0	0	0	0	0	0	0	0	0	
	Net Expenditure	1,060	1,127	564	308	(256)	913	916	(211)	(19)	Terry Bryan Medium 19.10.2012
TOTAL FOR LEARNING AND ACHIEVEMENT											
	Expenditure	34,175	33,909	16,955	12,158	(4,797)	34,008	33,594	(315)	(1)	
	Income	(22,046)	(21,813)	(10,907)	(3,127)	7,780	(22,022)	(22,250)	(437)	2	
	Net Expenditure	12,129	12,096	6,048	9,031	2,983	11,986	11,344	(752)	(6)	Anne Canning
G49	Childrens Social Care M&A	169	287	144	203	59	331	331	44	15	No forecast received
	Expenditure	169	(118)	(59)	(1)	58	(118)	(118)	0	0	
	Income	0	169	85	202	117	213	213	44	26	Vote Budget Manager: Steve Liddicott Low 20.06.2012
	Net Expenditure	169	169	85	202	117	213	213	44	26	Budget Risk: Steve Liddicott Low 20.06.2012
G50	Child Protection & Reviewing	2,634	2,627	1,314	1,054	(260)	2,601	2,601	(26)	(1)	The expenditure / income to date, whilst not in line with the notional budget to date, is within the budget manager's expectation and has been factored into his/her forecast.
	Expenditure	2,634	0	0	(50)	(50)	0	0	0	0	
	Income	0	2,627	1,314	1,004	(310)	2,601	2,601	(26)	(1)	Vote Budget Manager: Ann Roach High 18.07.2012
	Net Expenditure	2,634	2,627	1,314	1,004	(310)	2,601	2,601	(26)	(1)	Budget Risk: Ann Roach High 18.07.2012
G51	Childrens Res M&A	826	825	412	393	(19)	826	826	1	0	
	Expenditure	826	0	0	0	0	0	0	0	0	
	Income	0	825	412	393	(19)	826	826	1	0	Vote Budget Manager: Hilary Bull Low 20.06.2012
	Net Expenditure	826	825	412	393	(19)	826	826	1	0	Budget Risk: Hilary Bull Low 20.06.2012
G52	Childrens Res Residential	1,856	1,845	923	748	(175)	1,794	1,794	(51)	(3)	Most of grant already received
	Expenditure	1,856	0	0	0	0	0	0	0	0	
	Income	0	1,845	923	748	(175)	1,794	1,794	(51)	(3)	Vote Budget Manager: Hilary Bull Low 18.07.2012
	Net Expenditure	1,856	1,845	923	748	(175)	1,794	1,794	(51)	(3)	Budget Risk: Hilary Bull Low 18.07.2012
G53	Childrens Res Family Placement	3,106	3,102	1,551	1,177	(374)	2,974	2,974	(128)	(4)	Currently the staffing underspend is due to vacant posts as a result of maternity leave. This would be slightly overspent if all staff were in post. The support services are over spent as there have been fewer external assessments completed by independent social workers. A more accurate forecast is planned for the next OMBM.
	Expenditure	3,106	(66)	(66)	(96)	(63)	(86)	(86)	(20)	30	
	Income	0	3,102	(66)	(33)	(63)	2,974	2,974	(128)	(4)	Vote Budget Manager: Hilary Bull Low 20.06.2012
	Net Expenditure	3,040	3,036	1,518	1,081	(437)	2,888	2,888	(148)	(5)	Budget Risk: Hilary Bull Low 20.06.2012

CORPORATE MONTHLY BUDGET MONITORING - September 2012

5

FULL YEAR

CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)

Variance
(Latest Budget to
Latest Forecast
Outturn)
£'000 %

Explanation of any variance that is considered to
be significant and all variances greater than £100k

Proposed mitigating action and dates

	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn) £'000 %	
G54 Childrens Res Commissioning									The £111k underspend is +£149k adverse movement since CMBM05. This is a highly demand-led budget and ten new placements have become necessary during September 2012.
Expenditure	15,003	14,823	7,411	6,014	(1,397)	14,562	14,712	(111)	(1)
Income	(214)	(214)	(107)	(80)	27	(214)	(214)	0	0
Net Expenditure	14,789	14,609	7,304	5,934	(1,370)	14,348	14,498	(111)	(1)
Vote Budget Manager: Hilary Bull High 18.07.2012									
Budget Risk: Corporate Recharges not charged Date forecast last reviewed: 18.07.2012									
G55 Children Looked After GF									
Expenditure	2,332	2,318	1,159	969	(190)	2,328	2,329	11	0
Income	0	0	0	0	0	0	0	0	0
Net Expenditure	2,332	2,318	1,159	969	(190)	2,328	2,329	11	0
Vote Budget Manager: Jenny Boyd Medium 20.06.2012									
Budget Risk: Corporate Recharges and Asset Rentals not charged Date forecast last reviewed: 20.06.2012									
G56 Leaving Care									
Expenditure	2,596	2,587	1,293	1,034	(259)	2,581	2,566	(21)	(1)
Income	(129)	(129)	(64)	(3)	61	(108)	(47)	82	(64)
Net Expenditure	2,467	2,458	1,229	1,031	(198)	2,473	2,519	61	2
Vote Budget Manager: Shahid Tilly Medium 18.07.2012									
Budget Risk: The expenditure / income to date, whilst not in line with the notional budget to date, is within the budget manager's expectation and has been factored into his/her forecast. Date forecast last reviewed: 18.07.2012									
G57 Fieldwork Advice & Assessment									
Expenditure	5,409	5,519	2,760	2,042	(718)	5,457	5,605	86	2
Income	(236)	(171)	(85)	(30)	55	(142)	(257)	(86)	50
Net Expenditure	5,173	5,348	2,675	2,012	(663)	5,315	5,348	0	0
Vote Budget Manager: Paul McGee High 18.07.2012									
Budget Risk: The expenditure / income to date, whilst not in line with the notional budget to date, is within the budget manager's expectation and has been factored into his/her forecast. Date forecast last reviewed: 18.07.2012									
G58 Children with Disabilities									
Expenditure	4,693	4,689	2,345	2,583	238	4,771	4,771	82	2
Income	(964)	(964)	(482)	(167)	315	(964)	(964)	0	0
Net Expenditure	3,729	3,725	1,863	2,416	553	3,807	3,807	82	2
Vote Budget Manager: Khalida Khan Medium 18.07.2012									
Budget Risk: The expenditure / income to date, whilst not in line with the notional budget to date, is within the budget manager's expectation and has been factored into his/her forecast. Date forecast last reviewed: 18.07.2012									
G59 Emergency Duty Team									
Expenditure	440	434	217	209	(8)	470	470	36	8
Income	(22)	(22)	(11)	0	11	(22)	(22)	0	0
Net Expenditure	418	412	206	209	3	448	448	36	9
Vote Budget Manager: Paul McGee Low 20.06.2012									
Budget Risk: Grant not brought in until year end part countered by Corporate Recharges Date forecast last reviewed: 20.06.2012									
G60 Youth Offending Service - TRANSFERRED FROM YPC									
Expenditure	1,913	2,010	1,005	880	(125)	2,245	2,245	235	12
Income	(717)	(717)	(359)	(36)	323	(952)	(952)	(235)	33
Net Expenditure	1,196	1,293	646	844	198	1,293	1,293	0	0
Vote Budget Manager: Stuart Johnson Medium 18.07.2012									
Budget Risk: 2 Quarterly (total £252,525) payments of a £505,050 contract to be made; the £505,050 commitment is on the report Date forecast last reviewed: 18.07.2012									
G61 Children with Mental Health									
Expenditure	1,581	1,420	710	350	(360)	1,529	1,368	(52)	(4)
Income	(34)	(34)	(17)	0	17	0	0	34	(100)
Net Expenditure	1,547	1,386	693	350	(343)	1,529	1,368	(18)	(1)
Vote Budget Manager: Bill Williams Low N/A									
Budget Risk: Premises and Support service costs not posted; funding for posts plus DSG Date forecast last reviewed: N/A									
G62 Attendance & Welfare Serv GF									
Expenditure	2,116	2,111	1,056	842	(214)	2,127	2,127	16	1
Income	(845)	(845)	(423)	(502)	(79)	(860)	(860)	(15)	2
Net Expenditure	1,271	1,266	633	340	(293)	1,267	1,267	1	0
Vote Budget Manager: David Hough Low 20.06.2012									
Budget Risk: Premises and Support service costs not posted; funding for posts plus DSG Date forecast last reviewed: 20.06.2012									

CORPORATE MONTHLY BUDGET MONITORING - September 2012

FULL YEAR

CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)

Explanation of any variance that is considered to be significant and all variances greater than £100k

Proposed mitigating action and dates

Variance (Latest Budget to Latest Forecast Outturn) %

Latest Forecast Outturn £'000

Previous Forecast Outturn £'000

Actual to Date £'000

Variance to Date £'000

Latest Budget Date £'000

Original Budget £'000

	Expenditure	Income	Net Expenditure	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn) %	Proposed mitigating action and dates
H57 Family Support & Protection	5,496	(1,083)	4,413	5,513	2,756	2,428	(328)	6,530	6,560	1,047	Corporate Recharges not charged
				(1,078)	(539)	(400)	139	(2,178)	(2,178)	(1,100)	
				4,435	2,217	2,028	(189)	4,352	4,382	(53)	
											Moksata Uddin Low 18.07.2012
G75 IT Social Care	705	(347)	358	542	271	192	(79)	544	544	2	
				(347)	(173)	0	173	(347)	(347)	0	
				195	98	192	94	197	197	2	
											Andrew Cross Low 20.06.2012
TOTAL FOR CHILDRENS SOCIAL CARE	50,875	(4,657)	46,218	50,653	25,327	21,118	(4,209)	51,670	51,825	1,172	
				(4,704)	(2,352)	(1,364)	988	(5,991)	(6,044)	(1,340)	
				45,949	22,975	19,754	(3,221)	45,679	45,781	(168)	Steve Liddcott
G37 Youth & Community Learning M&A - TRANSFERRED FROM YPC	269	0	269	269	135	186	51	223	223	(46)	
				269	135	186	51	223	223	(46)	
											Mary Durkin Low 27.09.2012
G66 Transformation Project	103	0	103	134	67	57	(10)	150	150	16	
				0	0	0	0	0	0	0	
				134	67	57	(10)	150	150	16	
											Anthony Walters Low 15.08.2012
G71 Strategy & Policy	818	(26)	792	817	408	276	(132)	772	772	(45)	
				(26)	(13)	(6)	7	(12)	(12)	14	
				791	395	270	(125)	760	760	(31)	
											Layla Richards Low 19.10.2012
G74 Equalities Development	605	0	605	604	302	115	(187)	604	604	0	
				0	0	0	0	0	0	0	
				604	302	115	(187)	604	604	0	
											Sasta Miah Low 19.10.2012
TOTAL FOR DIRECTOR'S SERVICES	1,795	(26)	1,769	1,824	912	635	(277)	1,750	1,750	(74)	
				(26)	(13)	(6)	7	(12)	(12)	14	
				1,798	899	629	(270)	1,738	1,738	(60)	Isobel Cattermole
G79 CSF Resources Management GF	246	(47)	199	240	120	115	(5)	240	240	0	
				(47)	(24)	(28)	(4)	(47)	(47)	0	
				193	96	87	(9)	193	193	0	
											Kate Bingham Low 18.07.2012
G67 Commissioned Services	1,927	(1,257)	670	1,837	918	731	(187)	1,924	1,837	0	
				(1,257)	(628)	(25)	603	(1,257)	(1,257)	0	
				580	290	706	416	667	580	0	
											Karen Badgery Low 15.08.2012

CORPORATE MONTHLY BUDGET MONITORING - September 2012

FULL YEAR

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

Explanation of any variance that is considered to be significant and all variances greater than £100k

Proposed mitigating action and dates

	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn) %	
G87 Contract Services	13,996	13,996	6,998	5,803	(1,195)	13,319	14,396	400	3
Expenditure	(13,996)	(13,996)	(6,998)	(4,686)	2,312	(13,319)	(14,396)	(400)	3
Income	0	0	0	1,117	1,117	0	0	0	0
Net Expenditure	(13,996)	(13,996)	(6,998)	(3,569)	3,489	(13,319)	(14,396)	(400)	3
Contract Services receive income after expenditure has been incurred, so there is always an in-year adverse variance that is resolved by year-end.									
Vote Budget Manager: Michael Hales High 19.10.2012									
Budget Risk: High 19.10.2012									
Date forecast last reviewed: 19.10.2012									
H82 Holding Account & Support Services	(34)	(120)	(60)	5,560	5,620	270	295	415	(346)
Expenditure	(34)	(120)	(60)	5,560	5,620	270	295	415	(346)
Income	(39)	(211)	(106)	0	106	(172)	(172)	39	(18)
Net Expenditure	(73)	(331)	(166)	5,560	5,726	98	123	454	(137)
Forecast spend includes £31k for holding a/c deficits, £210k for prospective allocations of reserves and the offset of £79k for forecast overspends elsewhere in the department. The actual spend to date includes the central recharges waiting for reallocation.									
Vote Budget Manager: David Tully High 19.10.2012									
Budget Risk: High 19.10.2012									
Date forecast last reviewed: 19.10.2012									
H87 Building & Technical Services	740	740	370	354	(16)	740	742	2	0
Expenditure	740	740	370	354	(16)	740	742	2	0
Income	(740)	(740)	(370)	(186)	184	(755)	(757)	(17)	2
Net Expenditure	0	0	0	168	168	(15)	(15)	(15)	0
Due to the timings of the service provided, bulk of fee income is endeavoured to be claimed during the 2nd and 3rd quarters hence the lag in income									
Vote Budget Manager: Neil Bartlett High 19.10.2012									
Budget Risk: High 19.10.2012									
Date forecast last reviewed: 19.10.2012									
TOTAL FOR CHILDRENS SERVICES RESOURCES	27,696	27,632	13,816	14,425	609	27,455	28,481	849	3
Expenditure	(17,138)	(17,440)	(8,720)	(5,434)	3,286	(16,739)	(17,827)	(387)	2
Income	10,558	10,192	5,096	8,991	3,895	10,716	10,654	462	5
Net Expenditure	10,558	10,192	5,096	8,991	3,895	10,716	10,654	462	0
Service Head: Kate Bingham									
G89 Revenue Holding Accounts	17,594	17,594	8,797	8,662	(115)	17,447	17,457	(137)	(1)
Expenditure	(17,594)	(17,594)	(8,797)	(3,787)	5,010	(17,447)	(17,456)	(137)	(1)
Income	0	0	0	4,895	4,895	0	1	138	(1)
Net Expenditure	0	0	0	4,895	4,895	0	1	138	(1)
The variances relate to the relief premises trading account (cc 89104); 8 posts deleted wef 31 May to reflect decreased achievable income. £31k funded from Contingency H82.									
Vote Budget Manager: Various Various 19.10.2012									
Budget Risk: Various Various 19.10.2012									
Date forecast last reviewed: 19.10.2012									
G95 CCN Pooled Budgets	0	0	0	0	0	0	0	0	0
Expenditure	0	0	0	0	0	0	0	0	0
Income	0	0	0	0	0	0	0	0	0
Net Expenditure	0	0	0	0	0	0	0	0	0
Vote Budget Manager: Khalida Khan Low 20.06.2012									
Budget Risk: Low 20.06.2012									
Date forecast last reviewed: 20.06.2012									
TOTAL FOR HOLDING ACCOUNTS	17,594	17,594	8,797	8,662	(115)	17,447	17,457	(137)	(1)
Expenditure	(17,594)	(17,594)	(8,797)	(3,787)	5,010	(17,447)	(17,456)	(137)	(1)
Income	0	0	0	4,895	4,895	0	1	138	(1)
Net Expenditure	0	0	0	4,895	4,895	0	1	138	(1)
#DIV/0!									
Service Head: Steve Liddicott									
TOTAL FOR CSF GENERAL FUND	144,938	144,415	72,208	57,176	(15,032)	145,132	145,909	1,494	1
Expenditure	(61,460)	(61,577)	(30,789)	(13,719)	17,070	(62,211)	(63,589)	(2,012)	3
Income	83,478	82,838	41,419	43,457	2,038	82,921	82,320	(518)	(1)
Net Expenditure	222	222	111	43	(68)	222	222	222	222
This represents the underspend on the Mayor's Bursary, with the remainder of the Directorate's budget balancing.									
Director: Isobel Cattermole									
Budget Risk: Isobel Cattermole									
Date forecast last reviewed: 22.09.2012									

Energy Costs (excluding schools, tenants, leaseholders)	222	222	111	43	(68)	222	222	222	222
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2% to 5%
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2% -

COMMUNITIES, LOCALITIES & CULTURE

Explanation of any variance that is considered to be significant and all variances greater than £100k
Proposed mitigating action and datesVariance
(Latest Budget to
Latest Forecast
Outturn)
£'000
%Latest
Forecast
Outturn
£'000Previous
Forecast
Outturn
£'000Variance to
Date
£'000Actual to
Date
£'000Latest
Budget
£'000Original
Budget
£'000Expenditure
Income
Net Expenditure

	Expenditure	Income	Net Expenditure	Latest Budget £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn) £'000	%	Explanation of any variance that is considered to be significant and all variances greater than £100k	Proposed mitigating action and dates
E01 Management & Admin	Expenditure	3,617	3,890	1,961	1,836	(125)	3,890	3,890	0	0	Variance to date reflects adjustments to support cost allocations	
	Income	(3,617)	(1,807)	(1,758)	49	(76)	(3,615)	(3,615)	0	0		Robin Beattie Low September 2012
	Net Expenditure	0	275	154	78	(76)	275	275	0	0		
E02 Olympics	Expenditure	225	265	251	175	(76)	265	265	0	0		
	Income	0	(40)	(45)	(5)	(81)	(40)	(40)	0	0		
	Net Expenditure	225	225	211	130	(81)	225	225	0	0		
Strategy & Resources Total	Expenditure	3,842	4,155	2,212	2,011	(201)	4,155	4,155	0	0		
	Income	(3,617)	(1,847)	(1,803)	44	(157)	(3,655)	(3,655)	0	0		
	Net Expenditure	225	500	365	208	(157)	500	500	0	0		Robin Beattie Low September 2012
E10 Public Realm M&A	Expenditure	719	718	359	338	(21)	718	718	0	0		
	Income	(728)	(718)	(35)	0	35	(718)	(718)	0	0		
	Net Expenditure	(9)	0	324	338	14	0	0	0	0		Jamie Blake Low September 2012
E11 Transportation & Highways	Expenditure	11,134	11,306	3,350	2,868	(482)	11,306	11,306	0	0	Variance to date reflects timing issues in processing large value payments with contractor	
	Income	(4,608)	(4,616)	(1,339)	(1,017)	322	(4,616)	(4,616)	0	0		
	Net Expenditure	6,526	6,690	2,011	1,851	(160)	6,690	6,690	0	0		Margaret Cooper High September 2012
E12 Clean & Green	Expenditure	31,633	34,546	12,125	12,487	362	33,246	34,546	0	0	The additional Olympic Games cost of £458k on account of on-street cleansing is to be met from earmarked reserves set aside for the purpose.	
	Income	(7,103)	(7,103)	(1,887)	(1,255)	632	(7,103)	(7,103)	0	0	Variance to date reflects timing delays in raising high value invoices	
	Net Expenditure	24,530	27,443	10,238	11,232	994	26,143	27,443	0	0		Simon Baxter High September 2012
E23 Concessionary Fares	Expenditure	7,968	8,564	4,096	4,055	(41)	8,564	8,564	0	0		
	Income	0	0	0	(11)	(11)	0	0	0	0		
	Net Expenditure	7,968	8,564	4,096	4,044	(52)	8,564	8,564	0	0		John Chilton Low September 2012
E24 Parking Control	Expenditure	7,856	7,728	3,617	3,698	81	7,728	7,728	0	0	Variance to date due to short term impact of Olympic Games to be re-imbursed from LOCOG	
	Income	(7,856)	(7,728)	(7,654)	(7,547)	107	(7,728)	(7,728)	0	0		
	Net Expenditure	0	0	(4,037)	(3,849)	188	0	0	0	0		John Chilton Low September 2012
Public Realm Total	Expenditure	59,310	62,862	23,547	23,446	(101)	61,562	62,862	0	0		
	Income	(20,293)	(20,165)	(10,915)	(9,830)	1,085	(20,165)	(20,165)	0	0		
	Net Expenditure	39,017	42,697	12,632	13,616	984	41,397	42,697	0	0		Jamie Blake

COMMUNITIES, LOCALITIES & CULTURE

Explanation of any variance that is considered to be significant and all variances greater than £100k

Proposed mitigating action and dates

	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn) £'000	%	
E80 Safer Communities Management										
Expenditure	151	171	85	72	(13)	171	171	0	0	
Income	(155)	(155)	(78)	(39)	39	(155)	(155)	0	0	
Net Expenditure	(4)	16	7	33	26	16	16	0	0	Vote Budget Manager: Andy Bamber Budget Risk: Low Date forecast last reviewed: September 2012
E81 Community Safety Partnership, DV & HC										
Expenditure	2,425	2,588	520	430	(90)	2,588	2,588	0	0	
Income	(321)	(393)	(127)	(138)	(11)	(393)	(393)	0	0	
Net Expenditure	2,104	2,195	393	292	(101)	2,195	2,195	0	0	Vote Budget Manager: Emily Fieran-Reed Budget Risk: Medium Date forecast last reviewed: September 2012
E83 Enforcement & Intervention										
Expenditure	2,434	2,335	1,144	1,203	59	2,336	2,335	0	0	
Income	(195)	(176)	(75)	(118)	(43)	(176)	(176)	0	0	
Net Expenditure	2,238	2,159	1,069	1,085	16	2,160	2,159	0	0	Vote Budget Manager: Gavin Dooley Budget Risk: Medium Date forecast last reviewed: September 2012
E84 Drugs Action Team										
Expenditure	5,732	5,704	2,635	2,409	(226)	5,704	5,704	0	0	In year variance due to timing/budget profiling issues.
Income	(4,161)	(4,161)	(2,796)	(3,109)	(313)	(4,161)	(4,161)	0	0	
Net Expenditure	1,571	1,543	(161)	(700)	(539)	1,543	1,543	0	0	Vote Budget Manager: Rachael Sadegh Budget Risk: Low Date forecast last reviewed: September 2012
E85 Env Commercial Services										
Expenditure	4,337	4,635	2,499	2,361	(138)	4,635	4,635	0	0	
Income	(1,345)	(1,674)	(1,019)	(1,123)	(104)	(1,674)	(1,674)	0	0	In year variances due to timing/budget profiling issues
Net Expenditure	2,992	2,961	1,480	1,238	(242)	2,961	2,961	0	0	Vote Budget Manager: Collin Perrins Budget Risk: Medium Date forecast last reviewed: September 2012
E86 Env Health Protection Services										
Expenditure	4,221	4,203	1,968	1,995	27	4,203	4,203	0	0	
Income	(922)	(966)	(359)	(369)	(10)	(966)	(966)	0	0	
Net Expenditure	3,299	3,217	1,609	1,626	17	3,217	3,217	0	0	Vote Budget Manager: Andrew Weaver Budget Risk: Medium Date forecast last reviewed: September 2012
E87 Youth & Connexions Service										
Expenditure	0	8,839	4,420	3,307	(1,113)	8,947	8,839	0	0	In year variances due to timing/budget profiling issues
Income	0	(3,296)	(1,648)	(278)	1,370	(3,404)	(3,296)	0	0	
Net Expenditure	0	5,543	2,772	3,029	257	5,543	5,543	0	0	Vote Budget Manager: Dinar Hossain Budget Risk: Medium Date forecast last reviewed: September 2012
Safer Communities Total										
Expenditure	19,300	28,475	13,271	11,777	(1,494)	28,584	28,475	0	0	
Income	(7,100)	(10,841)	(6,102)	(5,174)	928	(10,949)	(10,841)	0	0	
Net Expenditure	12,200	17,634	7,169	6,603	(566)	17,635	17,634	0	0	0 Service Head: Andy Bamber
E40 Divisional Management										
Expenditure	134	129	64	105	41	129	129	0	0	
Income	(134)	(129)	(64)	(27)	37	(129)	(129)	0	0	
Net Expenditure	0	0	0	78	78	0	0	0	0	Vote Budget Manager: Heather Bonfield Budget Risk: Low Date forecast last reviewed: September 2012
E41 Idea Stores										
Expenditure	8,401	8,167	3,659	3,727	68	8,167	8,167	0	0	
Income	(1,233)	(1,233)	(604)	(322)	282	(1,233)	(1,233)	0	0	Variance to date due to timing/budget profiling issues
Net Expenditure	7,168	6,934	3,055	3,405	350	6,934	6,934	0	0	Vote Budget Manager: Judith St John Budget Risk: Medium Date forecast last reviewed: September 2012

COMMUNITIES, LOCALITIES & CULTURE

Explanation of any variance that is considered to be significant and all variances greater than £100k

Proposed mitigating action and dates

	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn) £'000	%	
E42 Sports & Physical Activity										
Expenditure	3,892	4,044	1,410	1,245	(165)	4,044	4,044	0	0	Variance to date due to timing/budget profiling issues
Income	(338)	(379)	(64)	121	185	(379)	(379)	0	0	Variance to date due to timing/budget profiling issues
Net Expenditure	3,554	3,665	1,346	1,366	20	3,665	3,665	0	0	Vote Budget Manager: Lisa Pottinger Budget Risk: High Date forecast last reviewed: September 2012
E43 Parks & Open Spaces										
Expenditure	3,153	3,253	1,551	1,696	145	3,253	3,253	0	0	The additional Olympic Games cost of £115k on account of CCTV in Victoria Park is to be met for earmarked reserves set aside for the purpose.
Income	(221)	(221)	(104)	(133)	(29)	(221)	(221)	0	0	Vote Budget Manager: Michael Rowan Budget Risk: Medium Date forecast last reviewed: September 2012
Net Expenditure	2,932	3,032	1,447	1,563	116	3,032	3,032	0	0	
E44 Arts & Events										
Expenditure	2,261	2,368	1,334	1,382	48	2,368	2,368	0	0	Variance to date reflects timing issues/profiling of event income
Income	(984)	(984)	(589)	(1,017)	(428)	(984)	(984)	0	0	
Net Expenditure	1,277	1,384	745	365	(380)	1,384	1,384	0	0	Vote Budget Manager: Steve Murray Budget Risk: Low Date forecast last reviewed: September 2012
E45 Mile End Park										
Expenditure	763	759	363	351	(12)	759	759	0	0	
Income	(763)	(763)	(382)	(371)	11	(763)	(763)	0	0	
Net Expenditure	0	(4)	(19)	(20)	(1)	(4)	(4)	0	0	Vote Budget Manager: Michael Rowan Budget Risk: Low Date forecast last reviewed: September 2012
E46 Lifelong Learning										
Expenditure	5,219	5,317	2,166	1,963	(203)	5,317	5,317	0	0	Variance to date due to timing/budget profiling issues
Income	(3,553)	(3,553)	(119)	(98)	21	(3,553)	(3,553)	0	0	
Net Expenditure	1,666	1,764	2,047	1,865	(182)	1,764	1,764	0	0	Vote Budget Manager: Judith St John Budget Risk: Low Date forecast last reviewed: September 2012
E48 Community Languages										
Expenditure	0	1,093	546	423	(123)	1,093	1,093	0	0	Variance to date due to timing/budget profiling issues
Income	0	(306)	(153)	(235)	(82)	(306)	(306)	0	0	
Net Expenditure	0	787	393	188	(205)	786	787	0	0	Vote Budget Manager: Jamal Uddin Budget Risk: Low Date forecast last reviewed: September 2012
Cultural Services Total										
Expenditure	23,823	25,130	11,093	10,892	(201)	25,129	25,130	0	0	
Income	(7,226)	(7,568)	(2,079)	(2,082)	(3)	(7,568)	(7,568)	0	0	
Net Expenditure	16,597	17,562	9,014	8,810	(204)	17,561	17,562	0	0	Service Head: Heather Bomfield
E71 Service Integration										
Expenditure	404	404	202	114	(88)	404	404	0	0	
Income	0	0	0	(9)	(9)	0	0	0	0	
Net Expenditure	404	404	202	105	(97)	404	404	0	0	Service Head: Shazia Hussain Budget Risk: Medium Date forecast last reviewed: September 2012
Service Integration Total										
E30 Fleet Management										
Expenditure	922	922	518	789	271	1,422	1,422	500	54	Variance to date reflects higher projected level of activity
Income	(922)	(922)	(384)	(786)	(402)	(1,422)	(1,422)	(500)	54	Variance to date reflects higher projected level of activity
Net Expenditure	0	0	134	3	(131)	0	0	0	0	Vote Budget Manager: Margaret Cooper Budget Risk: Low Date forecast last reviewed: September 2012
E31 Passenger Transport										
Expenditure	4,937	4,937	2,429	2,147	(282)	5,137	5,137	200	4	Variance to date due to timing differences with payment of invoices. Out-turn variance reflects higher projected level of activity
Income	(4,937)	(4,937)	(2,101)	(2,044)	57	(5,137)	(5,137)	(200)	4	Out-turn variance reflects higher projected level of activity
Net Expenditure	0	0	328	103	(225)	0	0	0	0	Vote Budget Manager: Margaret Cooper Budget Risk: Low Date forecast last reviewed: September 2012
E32 DSO Vehicle Workshop										
Expenditure	456	456	228	197	(31)	456	456	0	0	
Income	(456)	(456)	(194)	(159)	35	(456)	(456)	0	0	
Net Expenditure	0	0	34	38	4	0	0	0	0	Vote Budget Manager: Margaret Cooper Budget Risk: Low Date forecast last reviewed: September 2012

COMMUNITIES, LOCALITIES & CULTURE

Explanation of any variance that is considered to be significant and all variances greater than £100k

Proposed mitigating action and dates

	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn)		%	Explanation of any variance that is considered to be significant and all variances greater than £100k
								£'000	%		
E82 Street Trading	2,314	2,314	1,157	1,046	(111)	2,314	2,314	0	0	0	Variance to date relates to profiling of rent and rates not yet applied
Expenditure	(2,314)	(2,314)	(1,157)	(1,312)	(155)	(2,314)	(2,314)	0	0	0	Variance to date due to timing of raising quarterly invoices in advance to
Income	0	0	0	(266)	(266)	0	0	0	0	0	Vote Budget Manager:
Net Expenditure	0	0	0	(266)	(266)	0	0	0	0	0	Budget Risk:
											Medium
											Date forecast last reviewed:
											September 2012

TOTAL FOR COMMUNITIES, LOCALITIES & CULTURE											
Expenditure	115,308	129,655	54,657	52,419	(2,238)	129,163	130,355	700	1	1	
Income	(46,868)	(50,868)	(24,779)	(23,199)	1,580	(51,666)	(51,568)	(700)	1	1	
Net Expenditure	68,443	78,797	29,878	29,220	(658)	77,497	78,797	0	0	0	Director:
Energy Costs (excluding schools, tenants, leaseholders)			421,255	338,616	(82,639)						Stephen Halsey

CORPORATE MONTHLY BUDGET MONITORING - September 2012



2% to 5% Amber
>5% Red

		FULL YEAR					Variance		Variance		Variance		Explanation of any variance that is considered to be significant and all variances greater than £100k are significant and all variances greater than £100k Proposed mitigating action and dates
		Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	(Latest Budget to Latest Forecast Outturn) %	(Previous & Latest Forecast Outturn) %			
J04 BC Revenue		574	531	266	305	40	531	0	0	0	0	0	Agency costs which will be funded by additional income
Income		(347)	(398)	(199)	(75)	124	(398)	0	0	0	0	0	Vote Budget Manager: Owen Whalley
Net Expenditure		227	133	67	230	164	133	0	0	0	0	0	Budget Risk: Low
J06 Development Decisions		1,848	1,838	919	822	(97)	1,764	0	0	0	0	0	Anticipated Additional fee income, this will be monitored during the year
Income		(1,967)	(1,967)	(984)	(902)	82	(2,117)	0	0	0	0	0	Vote Budget Manager: Owen Whalley
Net Expenditure		(119)	(129)	(65)	(80)	(16)	(353)	0	0	0	0	0	Budget Risk: High
K99 Building Control Trading Account		1,000	1,062	531	304	(227)	990	0	0	0	0	0	Underspend due to the vacant posts.
Income		(1,000)	(1,073)	(537)	(309)	229	(990)	0	0	0	0	0	Budget Risks: Competitive markets - potential decrease in activities, this is being monitored very closely, costs reduced to reflect the
Net Expenditure		0	(11)	(6)	(4)	2	(11)	0	0	0	0	0	Vote Budget Manager: Owen Whalley
Budget Risk: High													Budget Risk: High
J44 Application Support		505	869	435	231	(204)	869	0	0	0	0	0	Due to vacant posts
Income		(287)	(817)	(409)	(294)	115	(817)	0	0	0	0	0	Vote Budget Manager: Owen Whalley
Net Expenditure		218	52	26	(63)	(89)	9	52	0	0	0	0	Budget Risk:
J45 Planning Projects & Initiative		0	0	0	179	179	42	0	0	0	0	0	One off project costs - funded by s106
Income		0	0	0	(69)	(69)	(42)	0	0	0	0	0	Vote Budget Manager: Owen Whalley
Net Expenditure		0	0	0	110	110	0	0	0	0	0	0	Budget Risk:
J46 Conservation, Strategic Planning and Transport		1,795	2,077	1,039	667	(372)	1,795	0	0	0	0	0	Underspend due to service being restructured, vacant posts
Income		(90)	(366)	(183)	0	183	(90)	0	0	0	0	0	Vote Budget Manager: Owen Whalley
Net Expenditure		1,705	1,711	856	667	(189)	1,705	0	0	0	0	0	Budget Risk:
J47 PBC Management		261	261	131	132	2	261	0	0	0	0	0	budget consolidated within the application support J44
Income		(48)	(48)	(24)	0	24	(48)	0	0	0	0	0	Vote Budget Manager: Owen Whalley
Net Expenditure		213	213	107	132	26	213	0	0	0	0	0	Budget Risk: High
K98 Local Land Charges Account		492	0	0	0	0	0	0	0	0	0	0	Underspend due to some vacant posts and variance on income due to profiled income relating to recharges will be applied at the year end.
Income		(430)	0	0	0	0	0	0	0	0	0	0	Vote Budget Manager: Owen Whalley
Net Expenditure		62	0	0	0	0	0	0	0	0	0	0	Budget Risk: High
TOTAL FOR DEVELOPMENT & BUILDING CONTROL		6,475	6,638	3,319	2,640	(679)	6,209	0	0	0	0	0	15 Service Head: Owen Whalley
Income		(4,169)	(4,669)	(2,335)	(1,648)	687	(4,502)	(1)	0	0	0	0	
Net Expenditure		2,306	1,969	985	992	8	1,707	(1)	(9)	0	0	0	

FULL YEAR

DEVELOPMENT & RENEWAL
(General Fund)

Explanation of any variance that is considered to be significant and all variances greater than £100k
Proposed mitigating action and dates

	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous		Latest		Variance (Latest Budget to Latest Forecast)		Variance (Previous & Latest Forecast Outturn) %	
						Forecast Outturn £'000	Outturn £'000	Forecast Outturn £'000	Outturn £'000	Forecast Outturn %	Outturn %		
J08 Programmes and Projects Funding	25	25	13	64	52	110	25	0	0	0	0		Ocean Regeneration Trust - costs funded by reserves Reserves re: Ocean Regeneration Trust Vote Budget Manager: Chris Holme Budget Risk: Low
Expenditure	0	0	0	0	0	(100)	0	0	0	0	0		
Income	25	25	13	64	52	10	25	0	0	0	150		
Net Expenditure	25	25	13	64	52	10	25	0	0	0	150		
J12 Resources	2,158	2,158	1,079	1,248	169	2,158	2,158	0	0	0	0		Relating to one off project staff costs - funded by HRA and Capital
Expenditure	(559)	(559)	(280)	(173)	107	(559)	(559)	0	0	0	0		Reserves drawdown to finance one off project spend, Recharges to capital for one off project costs
Income	1,599	1,599	800	1,075	276	1,599	1,599	0	0	0	0		Vote Budget Manager: Chris Holme Budget Risk: Low
Net Expenditure	1,599	1,599	800	1,075	276	1,599	1,599	0	0	0	0		
TOTAL FOR RESOURCES	2,183	2,183	1,092	1,312	221	2,268	2,183	0	0	0	(4)		
Expenditure	(559)	(559)	(280)	(173)	107	(659)	(559)	0	0	0	0		
Income	1,624	1,624	812	1,139	327	1,609	1,624	0	0	0	0		1 Service Head: Chris Holme
Net Expenditure	1,624	1,624	812	1,139	327	1,609	1,624	0	0	0	0		
J14 Management & Support Services	1,425	1,855	928	2,886	1,959	1,472	1,855	0	0	0	26		Support services recharge to be re-allocated
Expenditure	(20)	(20)	(10)	(37)	(27)	(20)	(20)	0	0	0	0		Recharge to HRA
Income	1,405	1,835	918	2,849	1,932	1,452	1,835	0	0	0	26		Aman Dalvi Low
Net Expenditure	1,405	1,835	918	2,849	1,932	1,452	1,835	0	0	0	26		Budget Risk: Low
J16 Asset Management	1,724	1,692	846	750	(96)	1,750	1,692	0	0	0	(3)		Additional projected costs on Community Buildings funded by reserves
Expenditure	(643)	(643)	(322)	(135)	187	(711)	(643)	0	0	0	0		Reserves drawdown for community buildings works
Income	1,081	1,049	525	615	91	1,039	1,049	0	0	0	1		Service Head Ann Sutcliffe Medium
Net Expenditure	1,081	1,049	525	615	91	1,039	1,049	0	0	0	1		Budget Risk: Medium
J18 Olympics	672	672	336	148	(188)	600	672	0	0	0	12		Project staff costs relating to Olympic legacy yet to be recharged
Expenditure	(87)	(87)	(44)	(9)	35	(49)	(87)	0	0	0	78		
Income	585	585	293	139	(154)	551	585	0	0	0	6		Service Head Chris Holme Low
Net Expenditure	585	585	293	139	(154)	551	585	0	0	0	6		Budget Risk: Low
J20 Strategy, Regeneration and Sustainability	7,528	7,505	3,763	3,707	(46)	7,580	7,505	0	0	0	(1)		Forecast also includes New Home Bonus £4.3m Transfer to Reserve to finance Decent Homes Capital programme.
Expenditure	(1,736)	(1,737)	(869)	(703)	166	(1,806)	(1,737)	0	0	0	(4)		
Income	5,792	5,768	2,884	3,004	120	5,774	5,768	0	0	0	(0)		Service Head Jackie Odujonye Medium
Net Expenditure	5,792	5,768	2,884	3,004	120	5,774	5,768	0	0	0	(0)		Budget Risk: Medium

FULL YEAR

**DEVELOPMENT & RENEWAL
(General Fund)**

Explanation of any variance that is considered to be significant and all variances greater than £100k

Proposed mitigating action and dates

	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast £'000	Latest Forecast £'000	Variance (Latest Budget to Latest Forecast)		Latest Forecast Outturn	Latest Forecast Outturn %
								£'000	%		
J22 Housing Regeneration	368	368	184	292	108	460	368	0	0	0	0
Expenditure											
Income											
Net Expenditure	(420)	(420)	(210)	(14)	196	(459)	(420)	0	0	1	(52)
	(52)	(52)	(26)	278	304						
J24 Employment & Enterprise	2,128	2,219	1,110	989	(121)	2,334	2,219	0	0	(5)	(5)
Expenditure											
Income	(1,145)	(1,145)	(573)	(127)	446	(1,263)	(1,145)	0	0		
Net Expenditure	983	1,074	537	862	325	1,071	1,074	0	0	0	0
J26 Lettings	2,610	2,566	1,283	938	(345)	2,610	2,566	0	0	(2)	(2)
Expenditure											
Income	(1,480)	(1,480)	(740)	(552)	188	(1,480)	(1,480)	0	0		
Net Expenditure	1,130	1,086	543	386	(157)	1,130	1,086	0	0	(4)	(4)
J30 BSF Programme	1,155	1,155	578	394	(184)	1,310	1,155	0	0	(0)	(0)
Expenditure											
Income	(940)	(940)	(470)	(470)	0	(1,094)	(940)	0	0		
Net Expenditure	215	215	108	(76)	(184)	216	215	0	0	(0)	(0)
J32 Admin Buildings	20,136	20,033	10,017	8,517	(1,500)	20,350	20,033	0	0	(2)	(2)
Expenditure											
Income	(18,289)	(18,289)	(9,145)	(9,422)	(278)	(18,600)	(18,289)	0	0		
Net Expenditure	1,847	1,744	872	(905)	(1,777)	1,750	1,744	0	0	(0)	(0)
J34 Depots	371	283	142	111	(31)	300	283	0	0	(0)	(0)
Expenditure											
Income	(459)	(459)	(230)	(162)	68	(308)	(459)	0	0		
Net Expenditure	(88)	(176)	(88)	(51)	37	(8)	(176)	0	0	(0)	(0)
J40 Homeless & Housing Advice	31,274	31,274	15,637	12,762	(2,875)	31,553	31,274	0	0	(1)	(1)
Expenditure											
Income	(30,121)	(30,121)	(15,061)	(12,788)	2,273	(30,400)	(30,121)	0	0		
Net Expenditure	1,153	1,153	577	(26)	(603)	1,153	1,153	0	0	(0)	(0)
TOTAL FOR DEVELOPMENT & RENEWAL	78,049	78,443	39,222	35,446	(3,776)	78,796	78,443	0	0	(0)	(0)
Expenditure											
Income	(60,068)	(60,569)	(30,285)	(26,240)	4,045	(61,351)	(60,569)	(1)	(1)		
Net Expenditure	17,981	17,874	8,937	9,206	269	17,445	17,874	(1)	(0)	2	Director:
											Jackie Oduunoye

DEVELOPMENT & RENEWAL (General Fund)		FULL YEAR										Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates
		Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn) £'000	Variance (Previous & Latest Forecast Outturn) %		
SERVICE TRANSFER TO/FROM OTHER DIRECTORATES												
J48 Third Sector Team - transfer from CE	2,282 (50)	2,393 (50)	1,197 (25)	870 (20)	(327) 5	2,516 0	2,393 (50)	0 0	(5) 0		Budget Risks: The employee costs exceeds the base budget that was inherited by the Directorate incorporates a shortfall in resources of approximately £200k, including staff numbers that exceed the establishment	
Net Expenditure	2,232	2,343	1,172	850	(322)	2,516	2,343	0	0		Vote Budget Manager: Chris Holme Budget Risk: High	
REVISED TOTAL FOR DEVELOPMENT & RENEWAL												
Expenditure Income	80,331 (60,118)	80,836 (60,619)	40,418 (30,310)	36,316 (26,260)	(4,102) 4,050	81,312 (61,351)	80,836 (60,619)	0 0	(1) (1)		Budget Risks: Third sector employee costs, potential forecast risks of £248k.	
Net Expenditure	20,213	20,217	10,109	10,056	(53)	19,961	20,217	0	0		1 Director: Aman Dalvi	
Energy Costs (excluding schools, tenants, leaseholders)			395,767	345,667	(50,100)						Include only Council's Admin buildings and Depot. These costs are recharged across the directorates as part of the accommodation costs	

FULL YEAR

RESOURCES

Explanation of any variance that is considered to be significant and all variances greater than £100k

Proposed mitigating action and dates

	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn) £'000	%	
R34 Internal Audit	814 (817)	805 (817)	403 (409)	444 (476)	41 (67)	805 (817)	805 (817)	0 (12)	0	0 The budget to date versus the actuals to date reflects accruals and audit contract expenditure to be incurred at year-end.
										Vote Budget Manager: Minesh Jani Low 16/07/2012
R40 Risk Management	575 (575)	575 (575)	288 (288)	270 (270)	18	575 (575)	575 (575)	0 (12)	0	0
										Vote Budget Manager: Minesh Jani Low 16/07/2012
TOTAL FOR AUDIT & RISK	1,389 (1,392)	1,380 (1,392)	691 (697)	714 (746)	23 (49)	1,380 (1,392)	1,380 (1,392)	0 (12)	0	0
										0 Service Head: Minesh Jani
R36 Council Tax & NDR	38,050 (35,705)	37,960 (35,705)	18,880 (17,853)	16,795 (15,667)	(2,185) 2,186	37,960 (35,705)	37,960 (35,705)	0 (12)	0	0
										Vote Budget Manager: Roger Jones Medium 26/07/2012
R42 Debtors Income Service	910 (910)	904 (910)	452 (455)	462 (465)	10 (10)	904 (910)	904 (910)	0 (6)	0	0
										Vote Budget Manager: Roger Jones Low 16/07/2012
R43 Cashiers	398 (398)	380 (398)	190 (199)	281 (283)	91 (84)	380 (398)	380 (398)	0 (18)	0	0
										Vote Budget Manager: Roger Jones Low 16/07/2012
R48 Information Services	7,487 (6,906)	11,203 (7,599)	5,602 (3,800)	7,488 (5,686)	1,886 (1,886)	11,203 (7,599)	11,203 (7,599)	0 (18)	0	0 Budget to date versus the actuals to date variance reflects anticipated expenditure to be incurred as the ICT contract progresses during 2012-13 and also repayments by Agilisys that will net this expenditure down.
										Vote Budget Manager: Manjit Soroya Low 16/07/2012
R50 Customer Access	5,339 (2,305)	5,253 (2,272)	2,627 (1,136)	2,588 (1,098)	(39) 38	5,253 (2,272)	5,253 (2,272)	0 (1)	0	0
										Vote Budget Manager: Claire Symonds Medium 26/07/2012
R54 Housing Benefits	249,924 (249,429)	249,924 (249,429)	124,962 (124,715)	133,780 (133,033)	8,818 (8,318)	250,924 (249,429)	250,924 (249,429)	1,000 (1,000)	0	0 Projected net variance on housing benefits - £.1M - due to changes in Housing Benefits subsidy at the start of the financial year affecting the levels of overpayments and their qualification for subsidy grant income.
										Vote Budget Manager: Steve Hill Medium 26/07/2012
R58 Benefits Admin	7,251 (6,216)	7,151 (6,216)	3,576 (3,108)	4,026 (3,559)	450 (451)	7,151 (6,216)	7,151 (6,216)	0 (1)	0	0
										Vote Budget Manager: Steve Hill Low 26/07/2012

RESOURCES

Explanation of any variance that is considered to be significant and all variances greater than £100k

Proposed mitigating action and dates

	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn) £'000	%	
R60 Reprographics	478	478	239	218	(21)	478	478	0	0	Vote Budget Manager: Steve Burr Budget Risk: Low Date forecast last reviewed: 16/07/2012
Expenditure	(478)	(478)	(239)	(213)	26	(478)	(478)	0	0	
Income	0	0	0	5	5	0	0	0	0	
Net Expenditure	0	0	0	0	0	0	0	0	0	
R70 ICT Client	0	540	270	231	(39)	540	540	0	0	Vote Budget Manager: Manjit Soroya Budget Risk: Low Date forecast last reviewed: 16/07/2012
Expenditure	0	540	270	231	(39)	540	540	0	0	
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	0	540	270	231	(39)	540	540	0	0	
TOTAL FOR CUSTOMER ACCESS & ICT	309,837	313,793	156,898	165,869	8,971	314,793	314,793	1,000	0	
Expenditure	(302,347)	(303,007)	(151,505)	(160,004)	(8,499)	(303,007)	(303,007)	0	0	
Income	7,490	10,786	5,393	5,865	472	11,786	11,786	1,000	0	9 Service Head: Claire Symonds
Net Expenditure	1,081	1,274	637	650	13	984	1,274	0	0	
Expenditure	(1,081)	(1,081)	(541)	(553)	(12)	(1,081)	(1,081)	0	0	
Income	0	193	96	97	1	(97)	193	0	0	Vote Budget Manager: Hugh Starkey Budget Risk: Low Date forecast last reviewed: 16/07/2012
Net Expenditure	0	193	96	97	1	(97)	193	0	0	
R46 Payments	446	446	223	207	(16)	446	446	0	0	Vote Budget Manager: Hugh Starkey Budget Risk: Low Date forecast last reviewed: 16/07/2012
Expenditure	(445)	(445)	(223)	(226)	(3)	(445)	(445)	0	0	
Income	1	1	0	(19)	(19)	1	1	0	0	
Net Expenditure	1	1	0	(19)	(19)	1	1	0	0	
TOTAL FOR PROCUREMENT & PAYMENTS	1,527	1,720	860	857	(3)	1,430	1,720	0	0	
Expenditure	(1,526)	(1,526)	(764)	(779)	(15)	(1,526)	(1,526)	0	0	
Income	1	194	96	78	(18)	(99)	194	0	0	0 Service Head: Hugh Sharkey
Net Expenditure	2,431	2,412	1,206	1,206	0	2,412	2,412	0	0	
Expenditure	(2,446)	(2,446)	(1,223)	(1,223)	0	(2,446)	(2,446)	0	0	
Income	(15)	(34)	(17)	(17)	0	(34)	(34)	0	0	Vote Budget Manager: Alan Finch Budget Risk: Low Date forecast last reviewed: 18/07/2012
Net Expenditure	255	255	128	128	0	255	255	0	0	
Expenditure	0	583	292	104	(188)	583	583	0	0	
Income	0	(583)	(292)	(146)	146	(583)	(583)	0	0	
Net Expenditure	0	0	0	(42)	(42)	0	0	0	0	Vote Budget Manager: Paul Thorogood Budget Risk: Low Date forecast last reviewed: 17/10/2012
Expenditure	2,686	3,250	1,626	1,438	(188)	3,250	3,250	0	0	
Income	(2,446)	(3,029)	(1,515)	(1,369)	146	(3,029)	(3,029)	0	0	
Net Expenditure	240	221	111	69	(42)	221	221	0	0	0 Service Head: Alan Finch
Expenditure	965	492	246	2,220	1,974	492	492	0	0	
Income	0	0	0	(1,974)	(1,974)	0	0	0	0	
Net Expenditure	965	492	246	246	0	492	492	0	0	Vote Budget Manager: Ekbal Hussain Budget Risk: Low Date forecast last reviewed: 20/07/2012
Expenditure	965	492	246	2,220	1,974	492	492	0	0	
Income	0	0	0	(1,974)	(1,974)	0	0	0	0	
Net Expenditure	965	492	246	246	0	492	492	0	0	0 Service Head: Ekbal Hussain

RESOURCES

Explanation of any variance that is considered to be significant and all variances greater than £100k

Proposed mitigating action and dates

Original Budget £'000 Latest Budget £'000 Budget to Date £'000 Actual to Date £'000 Variance to Date £'000 Previous Forecast Outturn £'000 Latest Forecast Outturn £'000 Variance (Latest Budget to Latest Forecast Outturn) £'000 %

R90 HR Strategy	Expenditure	967	1,000	500	467	(33)	1,000	1,000	0	0	0	0	Simon Kilbey Low 11/07/2012
	Income	(968)	(968)	(484)	(484)	0	(968)	(968)	0	0	0	0	
	Net Expenditure	(1)	32	16	(17)	(33)	(1)	(1)	32	0	0	0	Budget Risk: Date forecast last reviewed:
R92 HR Consultancy	Expenditure	1,721	1,671	836	930	94	1,671	1,671	0	0	0	0	Simon Kilbey Low 11/07/2012
	Income	(1,723)	(1,489)	(745)	(807)	(62)	(1,723)	(1,489)	0	0	0	0	Date forecast last reviewed:
	Net Expenditure	(2)	182	91	123	(32)	(2)	(2)	182	0	0	0	Budget Risk: Date forecast last reviewed:
R94 HR Operations	Expenditure	4,678	4,573	2,287	2,461	174	4,573	4,573	0	0	0	0	Simon Kilbey Low 11/07/2012
	Income	(4,672)	(4,716)	(2,358)	(2,494)	(136)	(4,672)	(4,716)	0	0	0	0	Date forecast last reviewed:
	Net Expenditure	6	(143)	(71)	(63)	38	(9)	(143)	0	0	0	0	Budget Risk: Date forecast last reviewed:
R96 PAS Schemes	Expenditure	1,261	1,500	750	956	206	1,500	1,500	0	0	0	0	Simon Kilbey Low 11/07/2012
	Income	(1,274)	(1,082)	(541)	(810)	(269)	(1,274)	(1,082)	0	0	0	0	Date forecast last reviewed:
	Net Expenditure	(13)	418	209	146	(63)	226	418	0	0	0	0	Budget Risk: Date forecast last reviewed:
TOTAL FOR HR SERVICES		8,628	8,744	4,373	4,814	441	8,744	8,744	0	0	0	0	
	Income	(8,637)	(8,255)	(4,128)	(4,595)	(467)	(8,637)	(8,255)	0	0	0	0	
	Net Expenditure	(9)	489	245	219	(26)	406	489	0	0	0	0	0 Service Head:
R88 Directors Office	Expenditure	681	605	303	303	0	605	605	0	0	0	0	Simon Kilbey
	Income	(616)	(616)	(308)	(308)	0	(616)	(616)	0	0	0	0	
	Net Expenditure	65	(11)	(5)	(5)	0	(11)	(11)	0	0	0	0	Budget Risk: Date forecast last reviewed:
TOTAL FOR RESOURCES		325,713	329,985	164,997	176,215	11,218	330,694	330,985	1,000	0	0	0	
	Income	(316,964)	(317,825)	(158,917)	(169,775)	(10,858)	(318,207)	(317,825)	0	0	0	0	
	Net Expenditure	8,749	12,160	6,080	6,440	360	12,487	13,160	1,000	0	0	0	8 Director:
Energy Costs (excluding schools, tenants, leaseholders)													

CORPORATE MONTHLY BUDGET MONITORING - September 2012

		FULL YEAR										Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	
		Original Budget	Latest Budget	Budget to Date	Actual to Date	Variance to Date	Previous Forecast	Latest Forecast	Variance (Latest Budget to Latest Forecast)	Outturn			
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		%
CORPORATE COSTS & CAPITAL FINANCING													
	Expenditure	15,855	12,292	6,146	10,277	4,131	14,867	12,292	0	0			
	Income	(2,395)	(2,395)	(1,197)	(2,707)	(1,510)	(2,395)	(2,395)	0	0			
	Net Expenditure	13,460	9,897	4,949	7,570	2,621	12,472	9,897	0	0			
Contingency and Below the line items													
		(15,461)	(21,355)	(21,078)	0	21,078	(20,426)	(21,355)	0	0			
	Net Expenditure	(2,001)	(11,458)	(16,129)	7,570	23,698	(7,954)	(11,458)	0	0			C. Naylor
Energy Costs (excluding schools, tenants, leaseholders)													
				0	0	0	0						

AHWB	98,056	25,472	25,457	-15	98,056	0
CHE	8,898	2,966	2,956	-10	8,898	0
CSF	89,270	29,757	32,444	2,687	89,270	0
CLC	70,494	19,924	16,918	-3,006	70,494	0
D&R	19,957	6,652	5,473	-1,179	19,957	0
RES	11,787	3,929	3,840	-89	11,787	0
CORP	-6,196	4,157	3,744	-413	-6,196	0
	292,266	92,857	90,832	-2,025	292,266	0
			2,025			

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

CORPORATE MONTHLY BUDGET MONITORING - SEPTEMBER 2012

RAG Status	Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	FULL YEAR											
		Variance (Latest Budget to Latest Forecast)		Variance (Latest Forecast to Latest Forecast Outcome)		Variance (Latest Forecast Outcome to Latest Forecast Outcome)		Variance (Latest Forecast Outcome to Latest Forecast Outcome)		Variance (Latest Forecast Outcome to Latest Forecast Outcome)			
		£'000	%	£'000	%	£'000	%	£'000	%	£'000	%		
DIRECTLY CONTROLLED INCOME BUDGETS													
	Dwelling & Non Dwelling Rents	Income	(66,696)	(66,696)	(33,348)	(32,010)	1,338	(66,308)	(66,355)	341	0	0	RISK: Over 600 Right to Buy applications have been received in the first 6 months of 2012/13. THH is currently forecasting that rental income will be £0.38m lower than budget. RISK: If a large number of Right to Buy applications proceed to the sale stage over the remainder of the year there will be further Vote Budget Manager: Tower Hamlets Homes Budget Risk: Low
		Net Income	(66,696)	(66,696)	(33,348)	(32,010)	1,338	(66,308)	(66,355)	341	0	0	
	Tenant & Leaseholder Service Charges	Income	(16,861)	(16,861)	(13,480)	(13,559)	(79)	(17,281)	(17,281)	(420)	(0)	0	The 2011/12 actualisation process is currently being finalised; leasehold service charge income is higher than originally anticipated in the budget. Vote Budget Manager: Tower Hamlets Homes Budget Risk: High
		Net Income	(16,861)	(16,861)	(13,480)	(13,559)	(79)	(17,281)	(17,281)	(420)	(0)	0	
	INDIRECT INCOME BUDGETS												
	Investment Income Received	Income	(190)	(190)	0	0	0	(190)	(190)	0	0	0	Vote Budget Manager: Chris Holme Budget Risk: Low
		Net Income	(190)	(190)	0	0	0	(190)	(190)	0	0	0	
	General Fund Contributions	Income	(166)	(166)	0	0	0	(115)	(115)	51	(31)	0	Vote Budget Manager: Chris Holme Budget Risk: Low
		Net Income	(166)	(166)	0	0	0	(115)	(115)	51	(31)	0	
	TOTAL INCOME	Total Income	(83,913)	(83,913)	(46,828)	(45,569)	1,259	(83,894)	(83,941)	(28)	(0)	0	
		Net Income	(83,913)	(83,913)	(46,828)	(45,569)	1,259	(83,894)	(83,941)	(28)	(0)	0	
	DIRECTLY CONTROLLED EXPENDITURE BUDGETS												
	Repairs & Maintenance	Expenditure	21,410	21,410	10,617	11,653	1,036	21,417	21,567	157	0	0	Vote Budget Manager: Tower Hamlets Homes Budget Risk: High
		Net Expenditure	21,410	21,410	10,617	11,653	1,036	21,417	21,567	157	0	0	
	Supervision & Management	Expenditure	25,215	25,215	10,697	11,653	956	24,007	23,922	(1,292)	(4)	0	The year-end projected underspend arises as it is forecast that capital fee income recharged at year-end from capital to revenue will be higher than budgeted. Any underspend within this budget heading will enable 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 - Vote Budget Manager: Chris Holme Budget Risk: Low
		Net Expenditure	25,215	25,215	10,697	11,653	956	24,007	23,922	(1,292)	(4)	0	

DEVELOPMENT & RENEWAL (Housing Revenue Account)		FULL YEAR										RAG Status	
		Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast £'000	Latest Forecast £'000	Variance to Latest £'000	Latest Forecast Outturn	Variance (Previous & Latest Forecast Outturn)		
Special Services, Rent Rates & Taxes		17,109	17,109	7,133	6,048	(1,086)	16,786	16,690	(419)	(2)	0	0	It is forecast that the energy budget will underspend by £0.4m due to the fact that when this budget was set it was anticipated that 2012/13 gas & electricity prices would increase by between 20% and 40%, whereas in fact bulk gas prices in 2012/13 will be only 13% higher than in 2011/12, and bulk electricity will be 2% lower. This budget will continue to be closely monitored. Vote Budget Manager: Tower Hamlets Homes Budget Risk: Medium
INDIRECT EXPENDITURE BUDGETS													
Provision for Bad & Doubtful Debts		900	900	0	0	0	900	900	0	0	0	0	0% RISK: The first tranche of the Government's Welfare Reforms is Vote Budget Manager: Chris Holme Budget Risk: Medium
Capital Financing Charges		20,771	20,771	0	0	0	22,195	22,195	1,424	6	0	0	6% The projected overspend is due to the projection that 2012/13 non-dwellings depreciation will be higher than originally anticipated when the budget was set in February. This however, will be matched by a corresponding increase in the amount transferred from the Major Repairs Reserve (below). In addition, it is anticipated that a higher than budgeted revenue contribution will be received. Vote Budget Manager: Chris Holme Budget Risk: High
TOTAL EXPENDITURE		85,405	85,405	28,447	29,354	906	85,305	85,274	(131)	(0)	0	0	0%
TOTAL NET		1,492	1,492	(18,381)	(16,215)	2,165	1,410	1,333	(159)	(0)	0	0	
Contributions from Reserves		(1,492)	(1,492)	0	0	0	(1,758)	(1,758)	(266)	18	0	0	18% The transfer from the Major Repairs Reserve will increase due to a higher than budgeted non-dwellings depreciation charge (see Capital Financing Charges above).
TOTAL FOR HOUSING REVENUE ACCOUNT		(0)	(0)	(18,381)	(16,215)	2,165	(348)	(425)	(425)	18	0	0	0 Director: Aman Dalvi

Capital Monitoring Q2	All Years		In Year - 12/13						Future Years (FY)		All Years	
	Approved Budget	Spend to 31st March 2012	Revised Budget 12/13	Spent to Q2	Projected Spend	Variance	% Spent Q2	13/14	14/15 Onwards	Budget	Projected Spend	Variance
	A £m	B £m	C £m	D £m	E £m	C - E £m	D/C %	F £m	G £m	H = F+G £m	I = B+E+H £m	A - I £m
Children, Schools and Families	116.505	49.907	16.705	8.701	16.289	-0.416	52%	27.685	22.205	49.890	116.378	-0.127
Communities, Localities and Culture	60.468	42.221	12.748	3.782	12.757	0.009	30%	4.500	1.000	5.500	60.478	0.010
Development & Renewal	35.185	6.642	21.109	1.337	21.108	0.000	6%	6.705	0.730	7.435	35.185	0.000
Building Schools for the Future	325.890	193.725	65.244	26.997	65.244	0.000	41%	52.963	13.958	66.921	325.890	0.000
Resources/Chief Executive's	2.236	2.108	0.128	0.000	0.128	0.000	0%	0.000	0.000	0.000	2.236	0.000
Adults, Health and Wellbeing	0.840	0.158	0.402	0.005	0.242	-0.160	1%	0.180	0.100	0.280	0.840	0.000
HRA	245.008	32.279	66.432	13.574	52.340	-14.092	20%	69.707	76.590	146.297	245.008	0.000
Corporate GF provision for schemes under development	30.000	0.000	10.000	0.000	0.000	-10.000	0%	10.000	10.000	20.000	0.000	-30.000
Grand Total	816.132	327.041	192.767	54.396	168.108	-24.658	28%	171.740	124.583	296.323	786.015	-30.117

Quarter 2 Capital Monitoring 2012-13

	All Years			In Year - 12/13				REASONS FOR VARIANCES TO DATE			FY Total		All Years		REASONS FOR PROJECTED VARIANCES
	Approved Budget	Spend to 31st March 2012	Revised Budget 12/13	Spend to Q2	Projected Spend	Projected Variance	% Spent Q2	Budget	Projected Spend	Variance	H = F+G I = B+E+H A - I	£m	£m		
	£m	£m	£m	£m	£m	£m	%	£m	£m	£m					
	A	B	C	D	E	C - E	D / C	H = F+G	I = B+E+H	A - I					
Key: spend = less than 45% - Orange spend = between 45% & 100% - Green spend = over 100% - Red															
Children, Schools & Families															
Condition & Improvement	11.764	0.278	1.126	0.513	1.048	-0.078	46%	10.360	11.758	-0.006					
Bishop Chaloner - Community Facilities	0.600	-	0.600	-	0.600	-	0%	-	0.600	-	Supplier to raise invoice				
Bishop's Square	0.300	-	0.300	-	0.300	0.000	0%	-	0.300	-	Payment Processed in Quarter3				
Basic Need/Expansion	78.674	25.951	13.191	7.911	12.867	-0.324	60%	39.530	78.518	-0.156					
Sure Start	3.731	3.705	0.026	0.018	0.020	-0.006	68%	-	3.725	-0.006	Payment of retention - schemes complete				Schemes complete, final accounts
Primary Capital Programme	13.339	12.747	0.592	0.199	0.573	-0.019	34%	-	13.365	0.026	Projects completed - defect/final accounts to be agreed				
Lukin St - Land purchase from Network Rail	0.768	-	0.768	-	0.768	-	0%	-	0.768	-	linked to Bishop Chaloner project				
Osmani - Redevelopment	4.566	4.559	0.007	0.022	0.022	0.015	328%	-	4.581	0.015	£15k payment to counter over payment of grant from Football Foundation				Income rec'd to cover payment
RCCO	0.061	0.051	0.010	-	0.010	-0.000	0%	-	0.061	-0.000	Contractor in administration - provision for settlement				Contingent on administration procedure
Short Breaks	0.213	0.180	0.034	0.034	0.034	0.000	100%	-	0.214	0.001	Final payments for 11/12 programme				
Youth Service (BMX Mile End)	0.601	0.549	0.052	0.005	0.047	-0.005	9%	-	0.601	0.000	Payment Processed in Quarter3				£10k held for final account
ICT	-	-	-	-	-	-	N/A								
Other	1.887	1.887	-0.000	-	-	0.000	0%	-	1.887	0.000					
CSF TOTAL	116.505	49.907	16.705	8.701	16.289	-0.416	52%	49.890	116.378	-0.127					

Key: spend = less than 45% - Orange spend = between 45% & 100% - Green spend = over 100% - Red	All Years		In Year - 12/13				FY Total		All Years		REASONS FOR PROJECTED VARIANCES
	Approved Budget	Spend to 31st March 2012	Revised Budget 12/13	Spend to Q2	Projected Spend	Projected Variance	% Spent Q2	Budget	Projected Spend	Variance	
	£m	£m	£m	£m	£m	£m	%	£m	£m	£m	
	A	B	C	D	E	C - E	D / C	H = F+G	I = B+E+H	A - I	
Communities, Localities & Culture											
Transport											
TfL schemes including safety, cycling and walking	14.115	8.419	3.538	0.862	3.634	-0.004	24%	2.157	14.111	-0.005	Works progressing as per works programme, taking in to account the embargo on the highway due to the Olympics
Public Realm improvements	0.943	0.933	0.010	0.045	0.009	-0.000	469%	-	0.942	-0.001	Miscodings to be corrected
Highway improvement programme	3.000	-	1.000	0.469	1.000	-	47%	2.000	3.000	-	
Developers Contribution	3.252	1.373	0.901	0.217	0.900	-0.000	24%	0.978	3.252	-0.000	Works progressing as per works programme, taking in to account the embargo on the highway due to the Olympics
OPTEMS	0.795	0.060	0.735	-	0.745	0.010	0%	-	0.805	0.010	Schemes being designed by Ringway Jacobs, orders issued, no invoices received yet
Hackney wick & Fish Island improvements	0.250	-	0.250	0.045	0.250	-	18%	-	0.250	-	Works progressing as per works programme, taking in to account the embargo on the highway due to the Olympics
Transport Total	22.355	10.786	6.433	1.637	6.439	0.006	25%	5.135	22.360	0.005	
Parks											
Millwall Park/Island Gardens	0.206	0.201	0.005	0.002	0.005	0.001	32%	-	0.207	0.001	Scheme progressing as per programme
Poplar Park	0.200	0.157	0.044	-	0.044	0.001	0%	-	0.201	0.001	Scheme under review
Schoolhouse Lane Multi Use Ball Games Area	0.100	0.093	0.007	-	0.007	0.000	0%	-	0.100	0.000	Scheme under review
Bethnal Green improvements	0.478	0.448	0.030	-	0.030	0.001	0%	-	0.479	0.001	Scheme under review
Victoria Park Master plan	10.298	8.916	1.382	0.591	1.382	-	43%	-	10.298	0.000	
Victoria Park - Changing Block Extension & Upgrade	0.325	-	0.325	-	0.325	-	0%	-	0.325	-	Funds to be identified and PID to be written
Cotton Street Open Space Landscape improvements	0.097	0.097	-	-	-	-	N/A	-	0.097	0.000	Complete
Pennyfields	0.046	-	0.046	-	0.046	-0.000	0%	-	0.046	-0.000	New scheme. Works are being programmed
Parks Total	11.750	9.913	1.838	0.593	1.840	0.002	32%	-	11.753	0.003	

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	Approved Budget	Spend to 31st March 2012	Revised Budget 12/13	Spend to Q2	Projected Spend	Projected Variance	% Spent Q2	Budget	Projected Spend	Variance			
	£m	£m	£m	£m	£m	£m	%	£m	£m	£m			
Culture and major projects													
Brady Centre	0.245	0.243	0.002	- 0.003	0.002	- 0.000	-140%	0.002	- 0.000	- 0.000	- 0.245	- 0.000	
Tennis courts	0.116	0.089	0.026	0.014	0.027	0.000	55%				0.116	- 0.000	
Mile End Leisure Centre - Security Enhancements	0.199	0.198	0.002	-	0.002	-	0%				0.199	0.000	
Bartlett Park	0.035	-	0.035	-	0.035	-	0%				0.035	-	
Mile End Stadium Track resurfacing	0.244	0.173	0.072	0.066	0.072	0.000	92%				0.244	0.000	
Public Art Projects	0.250	-	0.250	0.007	0.250	-	3%				0.250	-	
Mile End Park Capital	0.121	0.114	0.007	0.020	0.007	-	281%				0.121	0.000	
Bancroft Library	0.145	-	0.145	-	0.145	-	0%				0.145	-	
Bancroft Library Phase 2b	0.500	0.031	0.469	0.031	0.469	- 0.000	7%				0.500	0.000	
Watney Market Ideas Store	4.151	1.386	2.766	1.130	2.765	- 0.000	41%				4.151	- 0.000	
Culture - LPP	0.255	0.246	0.008	-	0.009	0.000	0%				0.255	- 0.000	
Major Projects - LPP	18.067	17.973	0.095	0.045	0.095	0.000	48%				18.068	0.000	
Cable Street Mural	0.058	0.058	0.000	-	- 0.000	-	0%				0.058	- 0.000	
Creation of Mobile Public Art	-	-	-	-	-	-	N/A				-	-	
Kobi Nazrul	0.054	0.054	-	-	-	-	N/A				0.054	0.000	
Poplar Baths	-	-	-	-	-	-	N/A				-	-	
Banglatown Art Trail & Arches	0.016	0.016	-	-	-	-	N/A				0.016	- 0.000	
Culture and Major projects total	24.456	20.580	3.877	1.310	3.877	- 0.000	34%				24.457	0.001	

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	A	B	C	D	E	C - E	D / C	H = F+G	I = B+E+H	A - I		
	£m	£m	£m	£m	£m	£m	%	£m	£m	£m		
Other												
CCTV Improvement and Enhancement	0.300	-	0.300	0.241	0.300	-	80%	-	0.300	-		
Generators @ Mulberry Place & Anchorage House	0.250	0.239	0.011	0.002	0.011	0.000	14%	-	0.250	0.000		
Litter Bins	0.150	-	0.150	-	0.150	-	0%	Bins have been ordered and some received, awaiting invoice	-	0.150	-	
Essential Health & Safety	0.280	0.017	0.063	-	0.063	-0.000	0%	Scheme being programmed	0.200	0.280	0.000	
St Johns Park	0.110	0.110	-0.000	-	-	0.000	0%	Complete	-	0.110	0.000	
CCTV Node Move	0.182	0.182	-0.000	-	-	0.000	0%	Complete	-	0.182	0.000	
High Visibility	-	-	-	-	-	-	N/A	Complete	-	-	-	
Olympic Park	0.136	0.136	-	-	-	-	N/A	Complete	-	0.136	-	
Toby Club Hub	0.047	0.047	-	-	-	-	N/A	Complete	-	0.047	-0.000	
Leamouth Depot Salt Bam	0.160	0.160	-	-	-	-	N/A	Complete	-	0.160	0.000	
Contaminated land survey and works	0.291	0.050	0.077	-	0.077	0.000	0%	Scheme being programmed	0.165	0.292	0.000	
Other Total	1.907	0.942	0.600	0.243	0.601	0.001	41%		0.365	1.908	0.001	
CLC TOTAL	60.468	42.221	12.748	3.782	12.757	0.009	30%		5.500	60.478	0.010	

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	A	B	C	D	E	C - E	D / C	H = F+G	I = B+E+H	A - I	
	£m	£m	£m	£m	£m	£m	%	£m	£m	£m	
Development & Renewal											
Millennium Quarter	0.491	0.007	0.384	0.004	0.384	-	1%	0.100	0.491	-	Quarterly fluctuations. Expected to be within budget by year end.
Bishops Square	0.264	0.114	0.150	-0.016	0.150	-	-11%	-	0.264	-	Quarterly fluctuations. Expected to be within budget by year end.
Town Centre & High Street Regeneration	0.208	0.061	0.147	-	0.147	-	0%	-	0.208	-	Quarterly fluctuations. Expected to be within budget by year end.
Whitechapel Centre	0.067	0.062	0.005	0.003	0.005	-	47%	-	0.067	-	Final phase payments.
Regional Housing Pot	7.080	0.850	3.230	-	3.230	-	0%	3.000	7.080	-0.000	There is a report elsewhere on this agenda concerning the Regional Housing Pot funding of the redevelopment of St. Clements Hospital. For the purposes of this monitoring report, expenditure is assumed to be in line with budget however, future reports will be amended to reflect any cabinet decision.
Affordable Housing Measures	5.675	-	2.900	-	2.900	-	0%	2.775	5.675	-	Potential schemes are being evaluated
High Street 2012	9.133	3.701	5.332	0.811	5.332	-	15%	0.100	9.133	-	Quarterly fluctuations. Expected to be in line with overall budget by year end.
Disabled Facilities Grant	3.440	0.991	0.989	0.434	0.989	-	44%	1.460	3.440	-	Expected to be in line with budget.
Private Sector Improvement Grant	1.300	0.785	0.515	0.101	0.515	-	20%	-	1.300	-	There is a report elsewhere on this agenda seeking the adoption of a capital estimate in respect of Private Sector Improvement Grants. For the purpose of this monitoring report, expenditure is assumed to be in line with the budget however, future reports will be amended to reflect any cabinet decision.
Genesis Housing	0.363	-	0.363	-	0.363	-	0%	-	0.363	-	It is anticipated that the Local Authority Grant payment to Gemini Housing Group will be fully paid in 2012-13. The contribution will be paid in accordance with HCA grant conditions.
Installation of Automatic Energy Meters	0.200	0.051	0.149	0.000	0.149	-	0%	-	0.200	-	Expenditure expected to be fully incurred by year end.
Facilities Management (DDA)	0.074	0.021	0.053	-	0.053	-	0%	-	0.074	-	Expenditure expected to be fully incurred by year end.
New Energy Efficiency Programme	0.190	-	0.190	-	0.190	-	0%	-	0.190	-	Current energy audits of key buildings will identify energy saving measures. Savings and payback decisions to be taken. Expenditure expected to be incurred in quarter 3.
Bromley by Bow Station Upgrade - Section 106	3.500	-	3.500	-	3.500	-	0%	-	3.500	-	Expenditure expected to be incurred in quarter 3.
Wellington Way Health Centre - Section 106	3.200	-	3.200	-	3.200	-	0%	-	3.200	-	Awaiting planning permission. Expenditure expected to be fully incurred by year end.
D&R TOTAL	35.185	6.642	21.109	1.337	21.108	-	6%	7.435	35.185	-0.000	

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	£m	£m	£m	£m	£m	£m	%	£m	£m	£m	
	A	B	C	D	E	C - E	D / C	H = F+G	I = B+E+H	A - I	
Buildings Schools for the Future											
BSF Design and Build Schemes	300.978	184.389	60.416	26.257	60.416	-	43%	56.174	300.978	- 0.000	Although notionally profiled across financial years, the Building Schools for the Future programme is not financial year specific and resources are brought forward or carried forward between years as necessary. The overall programme must be managed within the total resources approved by Partnership for Schools, but funding is interchangeable between school developments over the life of the programme. The 2012-13 outturn is anticipated to be in line with the notional budget for the financial year.
ICT infrastructure schemes	21.001	8.046	3.308	0.423	3.308	-	13%	9.647	21.001	0.000	Although notionally profiled across financial years, the Building Schools for the Future programme is not financial year specific and resources are brought forward or carried forward between years as necessary. The overall programme must be managed within the total resources approved by Partnership for Schools, but funding is interchangeable between school developments over the life of the programme. The 2012-13 outturn is anticipated to be in line with the notional budget for the financial year.
Wave 5 BSF (previously LPP)	3.911	1.290	1.520	0.316	1.520	-	21%	1.100	3.911	0.000	Quarterly fluctuations. Expected to be in line with overall budget by year end. Expected to be in line with overall budget by year end.
BSF Total	325.890	193.725	65.244	26.997	65.244	-	41%	66.921	325.890	0.000	

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	£m	£m	£m	£m	£m	£m	%	£m	£m	£m	
	A	B	C	D	E	C - E	D / C	H = F+G	I = B+E+H	A - I	
	£m	£m	£m	£m	£m	£m	%	£m	£m	£m	
Housing Revenue Account											
Decent Homes Backlog	42.021	14.227	27.794	8.006	17.153	-10.641	29%	-	42.021	-0.000	Expenditure in the first quarter met the requirements of the GLA to maximise grant funding (£11 million in total for 2012-2013). However, changes to the procurement process has meant that expenditure during 2012-13 will be significantly less than profiled in September 2010, with a realistic spend in the range of £17.153 million. Apart from the GLA grant element, the resources are not time limited and will be carried forward into later years of the programme, and it is anticipated that works carried forward will be undertaken early in 2013-14.
Housing Capital Programme	25.797	8.220	17.578	1.013	14.127	-3.451	6%	-	25.798	0.001	6% Quarterly Spend fluctuations.
Ocean New Deal for Communities	19.006	-	12.819	4.094	12.819	0.000	32%	6.187	19.006	0.000	
Notional Residual Decent homes Capital Profiling - In Development	107.470	-	-	-	-	-	N/A	107.470	107.470	-	
Resources available - Non Decent homes Schemes to be developed	31.726	-	1.673	-	1.673	-	0%	30.053	31.726	-	Resources available to finance non-decent homes works if required.
Council House building Initiative	4.568	4.012	0.556	-0.466	0.556	-	-84%	-	4.568	-0.000	
Blackwall Reach	14.420	5.821	6.012	0.927	6.012	0.000	15%	2.587	14.420	-0.000	Quarterly Spend fluctuations. Future quarters spend expected to bring budget spend back into line as and when anticipated leaseholder buybacks are completed.
HRA Total	245.008	32.279	66.432	13.574	52.340	-14.092	20%	146.297	245.008	0.000	

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	£m	£m	£m	£m	£m	£m	£m	£m	£m		
Chief Exec's & Resources											
ICT - Software Licences	0.862	0.862	- 0.000	-	-	0.000	0%	-	0.862	0.000	
Priority Service Remediation/Backup Expansion	0.220	0.092	0.128	-	0.128	0.000	0%	-	0.220	0.000	
Accommodation Strategy	1.154	1.154	- 0.000	-	-	0.000	0%	-	1.154	0.000	
TOTAL CHIEF EXEC/RESOURCES	2.236	2.108	0.128	-	0.128	0.000	0%	-	2.236	0.000	
Adults Health & Wellbeing											
Mental health services	0.137	0.080	0.057	0.005	0.057	0.000	9%	-	0.137	0.000	
Safety works	-	-	-	-	-	-	N/A	-	-	-	
Improving the Care Home Environment for Older People	0.020	-	0.020	-	0.020	-	0%	-	0.020	-	
Efficiency Project - System/technology	0.078	0.078	- 0.000	-	-	0.000	0%	-	0.078	0.000	
Tele Care/Telehealth Equipment	0.300	-	0.100	-	0.100	-	0%	0.200	0.300	-	
Ronald Street Roof Replacement	0.065	-	0.065	-	0.065	-	0%	-	0.065	-	
Development of Learning Disability Hubs	0.240	-	0.160	-	-	-0.160	0%	0.080	0.240	-	
AHWP TOTAL	0.840	0.158	0.402	0.005	0.242	-0.160	1%	0.280	0.840	0.000	
Corporate GF provision for Schemes under development	30.000	-	10.000	-	-	-10.000	0%	20.000	-	-30.000	
Total	816.132	327.041	192.767	54.396	168.108	-24.658	28%	296.323	786.015	-30.117	

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One Tower Hamlets

Priority 5.1: Reduce inequalities

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Focus on employing a workforce that fully reflects the community it serves	Simon Kibbey (Resources)	31/03/2013	On Target	80%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Launch and populate talent pools	Simon Kibbey (Resources)	31/07/2012	Completed	100%	
Directorate talent pool targets set for improvement in key areas:	Simon Kibbey (Resources)	30/09/2012	Completed	100%	
<ul style="list-style-type: none"> gender, disability and BME quarterly progress reporting to People Board 					
47 apprentices complete NVQ level 2 and 3	Simon Kibbey (Resources)	31/03/2012	On Target	50%	Going out for second recruitment of 10 apprentices
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Convene a Fairness Commission	Louise Russell (CE's)	31/10/2012	On Target	75%	There was a delay in the original launch however this has now taken place.
Milestone	Lead Officer	Deadline	Status	%	Comments
Fairness Commission launched	Louise Russell (CE's)	30/04/2012	Completed	100%	The Commission was launched on 5th November 2012, and workshops will take place between November and February.
Fairness Commission report completed	Louise Russell (CE's)	31/10/2012	Overdue	25%	The report is due to be completed by the end of April 2013.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Refresh our approach to tackling inequality	Louise Russell (CE's)	31/12/2012	On Target	50%	Work has commenced on reviewing all six Equality Scheme. Plans have been developed to include involvement of staff and residents from different backgrounds in the reviews.
Milestone	Lead Officer	Deadline	Status	%	Comments
Work with wide range of external stakeholders to review progress on delivering our six Equality Schemes	Louise Russell (CE's)	30/09/2012	Delayed	50%	The reviews are due for completion by end March 2013.
Hold review event and launch approach to future work on tackling inequality	Louise Russell (CE's)	31/12/2012	On Target	30%	On track. Targeted consultation and engagement activity is taking place for each of the six Equality Scheme reviews which includes public events. The Fairness Commission scope includes an explicit focus on reviewing our approach to promoting equality beyond 2013. The Commission was launched on 5th November 2012 and residents and local organisations will be invited to submit evidence for the Commission to consider.

One Tower Hamlets

Priority 5.2: Work efficiently and effectively as One Council

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Make better use of our assets	Ann Sutcliffe (D&R)	30/11/2012	On Target	90%	The further review of assets has been undertaken and six properties have been declared surplus to requirements with a view their disposal on the open market. These decisions were taken at September Cabinet Meeting.
Milestone	Lead Officer	Deadline	Status	%	Comments
Review AH&W assets to inform rationalisation with service objectives	Ann Sutcliffe (D&R)	30/06/2012	Completed	100%	The review of assets has been completed. The strategy document has been presented at the Asset Management Working Group and comments have been taken on board. Potential opportunities for rationalisation and co-location of services have been identified.
Send notice on Anchorage House lease	Ann Sutcliffe (D&R)	30/09/2012	Completed	100%	
Present recommendations to Cabinet on the depot review and development of Watts Grove	Ann Sutcliffe (D&R)	30/09/2012	Delayed	80%	The options and recommendations were presented to Asset Management Board with a view to presenting to Cabinet in September. Following Depot Efficiency Review meetings, it was agreed that further work is required before any report is presented to Cabinet. This work is being undertaken with a view to be completed in autumn 2012.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Create a new Strategic ICT Partnership that improves ICT services, reduces back office costs, protects the employment prospects of staff in ICT and creates 250 new jobs for Tower Hamlets residents	Claire Symonds and Simon Kilbey (Resources)	31/12/2012	On Target	85%	Partnership created with clear targets detailed. Governance arrangements and monitoring are in place through monthly Strategic Operations Board and quarterly Strategic Partnership Board, which also monitors partnership commitments to enlist apprentices and create jobs within the borough. Final element of Governance (Mayor's Panel) will take place in November. Report on first 6 months of operation has also been presented to O&S Committee
Milestone	Lead Officer	Deadline	Status	%	Comments
New VDI technology available for all staff	Claire Symonds (Resources)	31/07/2012	Completed	100%	All staff have access to VDI although not all are accessing.
Implement a robust IT platform that supports Smarter Working	Claire Symonds (Resources)	31/12/2012	On Target	80%	More applications are being packaged for the VDI environment. Legacy Signify tokens have been extended for 150 users till December to provide resilience.

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Implement Smarter Working Policy, including: • Training available to managers on how to manage effectively in a different culture and environment • Mandatory briefing sessions for all affected managers	Simon Kibbey (Resources)	30/04/2012 31/12/2012	On Target	100% 75%	Training taking place in line with the Directorate moves
Activity					
Implement a new ICT Partnership	Claire Symonds (Resources)	31/03/2013	On target	80%	On track
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
ICT Service transferred	Claire Symonds (Resources)	31/07/2012	Completed	100%	Staff typed over to Agilisys and Agilisys are managing ICT services. Third party contracts being novated to Agilisys.
Data Centre moved	Claire Symonds (Resources)	31/12/2012	On Target	50%	Data centre move is at planning stage. OCT update plans being finalised for December move.
Development of process to create training places and apprenticeships for residence in accordance with contract	Claire Symonds (Resources)	31/10/2012	Completed	100%	Target of 12 for August was shifted to September due to Olympics and was met. Overall 250 apprentices will be taken on during the course of the contract. OCT update first 12 apprentices appointed through joint advert. Successful training / skills day.
National – jointly branded – Apprentice Institute opened	Claire Symonds (Resources)	31/10/2012	Completed	100%	Accommodation found and first training day has taken place
Reduction in annual cost of £2.5m with no unplanned loss of network or systems	Claire Symonds (Resources)	31/03/2013	Completed	100%	No major outages to date. Data centre relocation is planned to start December 2012.
Activity					
Improve customer satisfaction whilst reducing back-office costs by using new technology	Claire Symonds (Resources)	31/03/2013	On Target	50%	Customer satisfaction up from 88% to 92% for July to September.
Milestone	Lead Officer	Deadline	Status	%	Comments
Relocate Cheviot House One Stop Shop to Watney Market	Claire Symonds (Resources)	31/03/2013	Overdue	25%	Building works delayed, ISWM due to open summer 2013. This milestone is being progressed by CLC in line with opening of the Idea Store at Watney Market.
Develop channel shift initiatives to encourage web and telephone use for those customers that prefer them: • Telephony self-service options appraisal [with Strategic Partner] • Telephony self-service implementation	Claire Symonds (Resources)	30/09/2012 31/03/2013	On Target	75%	Telephony self-serve pilot project to be implemented Nov 12

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Launch and promote new Achieve (online) forms	Claire Symonds (Resources)	30/09/2012	Completed	100%	
Monitor and increase Achieve Forms take Up	Claire Symonds (Resources)	31/03/2013	On Target	50%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve fraud detection and increase deterrence	Claire Symonds (Resources)	31/03/2012	On Target	90%	ICT is providing data to internal audit.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Agree an approach with DWP on benefit fraud prosecutions	Claire Symonds (Resources)	30/06/2012	Completed	100%	Completed following meetings with the DWP.
50 benefit prosecutions secured	Claire Symonds (Resources)	31/03/2012	On Target	50%	Achieved 26 to date (19/10/12).
Market property recovery service to RSLs	Claire Symonds (Resources)	31/12/2012	Completed	100%	Raised at various forums and continuing efforts to market our services.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a new localised Partnership Structure with Mayor's Assemblies, Neighbourhood Agreements and Local Forums	Shazia Hussain (CLC)	31/01/2013	On Target	50%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Terms of reference for the forums and assemblies developed. (June 2012)	Shazia Hussain (CLC)	30/06/2012	Completed	100%	
New structure launched. (June 2012)	Shazia Hussain (CLC)	30/06/2012	Delayed	75%	This will be launched in the coming month. It was felt appropriate to delay the launch because of the Olympics.
Community Champion co-ordinators recruited. (January 2013)	Shazia Hussain (CLC)	31/01/2013	On target	50%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop Progressive Partnerships to further the Mayor's social objectives through our procurement practices	Hugh Sharkey (Resources)	31/03/2013	On target	80%	A considerable amount of work is underway to meet the Mayor's social objectives including the London Living Wage and Fair Trade. Work still on going to map local industries and a new Procurement Strategy is to be agreed imminently.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
London Living Wage specified in Council contracts and as part of Tollgate process	Hugh Sharkey (Resources)	30/04/2012	Completed	100%	The LLW is considered for inclusion in all strategic contracts and is a part of TG process.

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Fair Trade to be a requirement of catering contracts	Hugh Sharkey (Resources)	30/04/2012	Completed	100%	The juice we serve in schools is Fair Trade and has been for some time. We have to balance local supply and food miles versus Fair Trade in all catering purchases made. Confectionery, tea and coffee in schools is Fair Trade. A number of providers supply fair trade bananas to schools. The Council has been recognised across London for its improvements in using seasonal and local produce, it scored 5 from 6.5 in Good Food for London survey by the GLA. Fair Trade cannot be included in tender documentation as a brand name.
Tower Hamlets suppliers: map of local industry to be created	Hugh Sharkey (Resources)	30/06/2012	Delayed	25%	Work on construction capacity has been completed. Capacity in social services and corporate services will be completed by 31 March 2013.
6 conferences for Tower Hamlets suppliers	Hugh Sharkey (Resources)	31/03/2013	Completed	100%	These have been done.
New Procurement Strategy agreed	Hugh Sharkey (Resources)	30/09/2012	Delayed	90%	Due to be ratified by members on 14 November 2012
Progressive Partnerships to be a requirement of procurement procedures, verified at 6 Tollgates	Hugh Sharkey (Resources)	30/09/2012	Completed	100%	Opportunities for such are addressed at TGs.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Work with Managers to improve and reduce staff sickness absence	Simon Kilbey (Resources)	31/07/2012	Completed	100%	On going actions, all on track.
Milestone	Lead Officer	Deadline	Status	%	Comments
Directorate Absence Management Panel (DAMPs) meeting monthly to review absence data and to ensure that it's effective and reducing staff sickness. (April 2012)	Simon Kilbey (Resources)	30/04/2012	Completed	100%	All Directorate Panels are meeting. Actions are being taken locally to target and support services with high levels of absence.
On a monthly basis, managers review sickness absence statistics in conjunction with HR business partners and begin taking formal action under the policy. (April 2012)	Simon Kilbey (Resources)	30/04/2012	Completed	100%	Levels of absence in each Service and management of cases are being reviewed monthly to ensure appropriate action being taken.
Corporate Absence Management Panel (CAMP) meeting quarterly to review absence data and to ensure that it's effective and reducing sickness. (July 2012)	Simon Kilbey (Resources)	31/07/2012	Completed	100%	CAMP meeting as planned. Actions are agreed to target managers failing to complete absence returns and reviewing cases of most concern.

A Great Place to Live**Priority 1.1: Providing quality affordable housing**

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Increase availability of affordable family sized housing	Owen Whalley and Jackie Oduoye (D&R)	31/03/2013	On Target	25%	Officers ensure at the planning application stage that each scheme provides a policy compliant quantum of family sized housing, and where it is viable and appropriate exceed target.
Milestone	Lead Officer	Deadline	Status	%	Comments
Commence new viability assessment arrangements to sustain the delivery of affordable housing	Owen Whalley and Jackie Oduoye (D&R)	31/08/2012	Delayed	90%	The Tollgate 2 Report has been submitted to Competition Board and we hope to have the contact in place by December 2012. Arrangements will continue.
Ensure East London Housing Partnership allocate maximum number of affordable homes from the Olympic site	Owen Whalley and Jackie Oduoye (D&R)	31/03/2013	On Target	25%	Regular meetings are held with ELHP to resolve this issue. They are attended at a senior level. Officers have offered up a number of options to consider a fairer allocation which are currently being considered.
Support and ensure Registered Providers HCA bids meet new affordable rent levels	Owen Whalley and Jackie Oduoye (D&R)	31/03/2013	On Target	50%	Regular liaison meetings continue with RPs to discuss schemes and rental levels. As yet there have been no AR homes completed however some RPs as part of their contract with the GLA, wish to convert some of their voids to the new AR. Rent levels on these are checked by both the Lettings Team and the Affordable Housing Team. This approach will be adopted when the new stock is delivered.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver regeneration at Robin Hood Gardens and Ocean Estate	Jackie Oduoye (D&R)	31/12/2012	Overdue	55%	Ocean remains overall on target to deliver 819 new homes within contract dates and refurbishment / environmental works by April 2013. The Reserved Matters application for first phase of Robin Hood Gardens / Blackwall Reach Regeneration Programme has been submitted. Start on site for Robin Hood Gardens is now projected for Q1 2013/14.
Milestone	Lead Officer	Deadline	Status	%	Comments
Commence letting of Ocean first phase affordable homes – 94 units	Jackie Oduoye (D&R)	30/09/2012	Delayed	90%	Due to delays in the contractor's construction programme, letting of the first affordable homes is due to commence in early January 2013.
Complete handover of Ocean first phase of new affordable homes	Jackie Oduoye (D&R)	31/12/2012	Delayed	80%	East Thames advise handover is now projected to complete in February 2013.
Phase 1 detailed planning approval for Robin Hood Gardens	Jackie Oduoye (D&R)	30/06/2012	Delayed	25%	A Reserved Matters application will now be submitted in place of a detailed planning application. The submission of this has now slipped to October following a period of potential judicial review once outline planning approval had been achieved. Delay also followed consultation which influenced design changes. Approval now anticipated for December.
Start on site of Phase 1 at Robin Hood Gardens – c82 new homes for rent and shared ownership	Jackie Oduoye (D&R)	31/10/2012	Overdue	0%	Start on Site is now projected for Q1 13/14. This has slipped due to delays experienced in submission/ approval of the Reserved Matters application.

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
Reduce homelessness and improve housing options	Jackie Oduoye & Colin Cormack (D&R)	31/12/2012	On Target	85%	While all milestones for this activity fall in Q3, progress so far is good with all milestones expected to be completed by their target date.
Milestone	Lead Officer	Deadline	Status	%	Comments
Launch pilot Social Lettings Agency	Jackie Oduoye & Colin Cormack (D&R)	31/10/2012	On Target	90%	Plans have been completed. Project is ready to launch pending legal sign off.
Produce Homelessness Statement as part of refreshed Housing Strategy	Jackie Oduoye & Colin Cormack (D&R)	31/12/2012	On Target	85%	Draft and action plan to be considered by Homelessness Partnership Board in November 2012 for approval.
Produce Overcrowding Statement as part of refreshed Housing Strategy	Jackie Oduoye & Colin Cormack (D&R)	31/12/2012	On Target	75%	Current Overcrowding Strategy is under review and will be refreshed as part of 2013–17 Housing Strategy and will include a revised reduction target.

A Great Place to Live

Priority 1.2: Maintain and improve the quality of housing

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Reduce the number of council homes that fall below a decent standard	Jackie Oduoye (D&R)	31/03/2013	On Target	75%	The aim is to achieve 90% decency by the end of the DH backlog funding programme in 2015. The Decent Homes programme is on track to achieve this milestone.
Milestone	Lead Officer	Deadline	Status	%	Comments
Contracts and contract administrators procured to deliver the 2012/13 Decent Homes programme	Jackie Oduoye (D&R)	31/05/2012	Delayed	95%	Mayoral Executive decision pending in order to adopt method of procurement contractor for year 2 and awarding the contract to Apollo building services.
Start on site of OJEU procured Decent Homes works	Jackie Oduoye (D&R)	28/03/2013	On Target	70%	ITT of Consultants and Contractor evaluated, validation at end of October 2012 and major project board and Mayor in mid-November 2012. Scheduled for March 2013
1457 homes made decent	Jackie Oduoye (D&R)	31/03/2013	On Target	80%	802 homes were made decent in 2011/12. 271 home have been made decent in the 1st quarter of 2012/13 and 188 in Q2.

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Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Service Charge 'actual' bills dispatched	Jackie Oduoye (D&R)	30/09/2012	Completed	100%	Actuals sent on time and itemised in line with the Beevers and Struthers Audit.
Annual Cabinet progress report on (transfer) Register Provider delivery against service agreements	Jackie Oduoye (D&R)	31/10/2012	On Target	90%	Report is complete and will be presented to Cabinet
Implementation of the Consolidated Action Plan	Jackie Oduoye (D&R)	31/03/2013	On Target	30%	Progress has been slow, however 20 out of 54 tasks have been completed and signed off. A further 10 will require minimum discussions and refinement, prior to sign-off
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Focus on fuel poverty	Jackie Oduoye (D&R)	31/03/2013	On Target	50%	Draft Fuel Poverty strategy complete, Energy Co-op sign-up on going, ODA ReNew completed, ReNew 2 now underway.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Produce the Energy Co-operative and Fuel Poverty Strategy	Jackie Oduoye (D&R)	30/09/2012	Delayed	75%	Draft fuel poverty strategy complete, target sign off / approval to be achieved by March 2013.
Launch the Tower Hamlets Energy Co-operative	Jackie Oduoye (D&R)	31/10/2012	On Target	70%	In detailed negotiations with energy companies to set up a framework agreement to work in partnership to provide assistance to reduce household fuel poverty and energy costs.
Provide assessment, measures and advice to 500 homes in the Bethnal Green North and South Ward as part of the ReNew project	Jackie Oduoye (D&R)	30/09/2012	Completed	100%	1,000 energy efficiency visits have been completed where households have received energy efficiency advice and measures.
Monitor fuel poverty in the borough	Jackie Oduoye (D&R)	31/03/2013	On Target	25%	Work is underway to renew the UNO home energy efficiency database.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
A Great Place to Live					
Priority 1.3: Improve the local environment and public realm					
Activity	Lead Officer	Deadline	Status	% Comp	Comments

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
Work in partnership to improve our public realm	Jamie Blake (CLC)	31/03/2013	On target	50%	Projects have been completed or are on-track for completion
Milestone	Lead Officer	Deadline			
Develop the reporting arrangement for Volunteering and Community Payback	Jamie Blake (CLC)	30/06/2012	Completed	100%	
Develop and implement a programme to improve cleanliness of private land in the lead up to the Olympics	Jamie Blake (CLC)	31/07/2012	Completed	100%	
Develop a public realm information base for residents from each paired LAP locality	Jamie Blake (CLC)	31/03/2013	On target	60%	
Develop neighbourhood agreements to include an agreed set of service standards	Jamie Blake (CLC)	31/03/2013	On target	50%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Protect our environment					
Milestone	Lead Officer	Deadline			
Finalise the Waste Strategy for approval	Jamie Blake (CLC)	31/10/2012	Delayed	40%	Strategy has been delayed due to the late publishing of the Mayor for London's Municipal Waste Strategy which only became available at the end of 2011.
Complete a strategic review of parking controls	Jamie Blake (CLC)	31/12/2012	On target	60%	Strategic review under way and on target.
Rollout the new sustainable Staff Travel Plan	Jamie Blake (CLC)	30/09/2012	Delayed	90%	Minor delay in finalising the report which will now be presented to CMT in November 2012.
Integrate back office data and business processes to enable the deployment of hand-held technology to front line cleaner, greener, safer staff	Jamie Blake (CLC)	31/12/2012	Delayed	10%	The change of IT provider has presented an opportunity to reexamine the scope of this project and the outcomes will be delivered through the new contract. We are currently working with Agilisys to re-profile the project.
Deliver the Re: Fit programme to reduce carbon emissions from high energy council buildings	Jamie Blake (CLC)	31/03/2013	On Target	40%	A number of buildings is being surveyed for invest to save projects.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve our parks and open spaces					
Milestone	Lead Officer	Deadline			
Complete the £10 million restoration of Victoria Park	Heather Bonfield (CLC)	30/06/2012	Completed	100%	
Complete the modernisation of byelaws	Heather Bonfield (CLC)	31/08/2012	Delayed	98%	Update completed but awaiting provisional approval from the Secretary of State.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve our parks and open spaces					
Milestone	Lead Officer	Deadline			
Complete the £10 million restoration of Victoria Park	Heather Bonfield (CLC)	30/06/2012	Completed	100%	
Complete the modernisation of byelaws	Heather Bonfield (CLC)	31/08/2012	Delayed	98%	Update completed but awaiting provisional approval from the Secretary of State.

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Commence implementation of Phase 1 of Bartlett Park Masterplan, including start of the on-site highway improvements	Heather Bonfield (CLC)	28/02/2013	On target	75%	Draft Master Plan has gone out for public consultation. Work is underway with Landscape Architects to develop final Master Plan which is expected to complete in December 2012 and Phase 1 implementation will follow. Preparatory highways works have been undertaken with main works scheduled for summer 2013.
Review the consultation feedback from the Thames Tideway Tunnel project	Heather Bonfield (CLC)	31/05/2012	Completed	100%	
Develop and submit an appropriate response to the TTT planning consent application expected mid-2012	Heather Bonfield (CLC)	31/12/2012	Completed	100%	
A Great Place to Live					
Priority 1.4: Provide effective local services and facilities					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Further develop the localisation of services	Shazia Hussain (CLC)	31/03/2013	On target	50%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the opening of locality hubs for 4 paired LAR areas	Shazia Hussain (CLC)	31/01/2013	On target	50%	
Develop 4 localised performance frameworks	Shazia Hussain (CLC)	31/03/2013	On target	50%	
Develop the next phase of localised services	Shazia Hussain (CLC)	31/03/2013	On target	50%	
Eight new Neighbourhood Agreements agreed	Shazia Hussain (CLC)	31/03/2013	On target	50%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve community facilities	Heather Bonfield (CLC)	31/03/2013	On target	50%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete Idea Store Watney Market and One Stop Shop	Heather Bonfield (CLC)	31/03/2013	On target	50%	Building construction well underway and on time. Expected completion by May 2013.
Commence Phase 2 of improvements to Tower Hamlets Local History Library & Archives (Bancroft Road)	Heather Bonfield (CLC)	31/03/2013	On target	20%	Lift works on site, roof works out to tender for second time after first tender produced unacceptable responses. Additional budget required for completion or scope of works must be significantly reduced. Expected completion by April 2013.
Support the construction of the Bethnal Green Tube Disaster Memorial: Phase 1 funding release to support foundations build	Heather Bonfield (CLC)	31/10/2012	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments

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Manage national planning changes effectively to deliver local priorities	Owen Whalley (D&R)	31/03/2013	On Target	75%	Fish Island Area Action Plan Adopted on 19th September 2012. Examination in Public into Managing Development DPD completed. 6 week consultation on proposed modifications commenced on 1st October. Adopted anticipated early in new year.
Milestone	Lead Officer	Deadline	Status	%	Comments
Introduce approach to neighbourhood planning – identify selection criteria for neighbourhood forums and identify area boundaries	Owen Whalley (D&R)	31/03/2013	On Target	80%	Minor delay to original timetable as CMT have asked for a review of potential DCLG funding and assurances that work is linked into review of Partnership arrangements. Report to Cabinet likely to be January.
Agree new arrangements with the new Mayoral Development Corporation in Fish Island and Bromley-by-Bow	Owen Whalley (D&R)	30/11/2012	Delayed	75%	Meetings have been taking place with the LLDC on a regular basis (dealing with Strategic Planning and Development Management issues). Outstanding applications have been handed over to the LLDC for them to determine, along with ongoing planning enforcement cases. We have commented on the drafted Memorandum of Understanding and there are further issues to be resolved, including how the Corporation engages with the Borough on pre-application discussions on sites in Fish Island and the LLDC parts of Bromley By Bow.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Prepare for the Introduction of the Community Infrastructure Levy (CIL)	Owen Whalley (D&R)	31/12/2012	Overdue	75%	All of the processes are complete, in terms of the collection and administration of CIL. Delays have been incurred due to a much more lengthy decision making process, than was first anticipated.
Milestone	Lead Officer	Deadline	Status	%	Comments
Introduce arrangements for collecting the Mayor for London's CIL	Owen Whalley (D&R)	30/04/2012	Completed	100%	
Commence process for commissioning Stage 2 Council works	Owen Whalley (D&R)	30/04/2012	Completed	100%	
EIP to consider the proposed CIL charging schedule	Owen Whalley (D&R)	31/12/2012	Overdue	50%	The deadlines have been planned long in advance and it is anticipated that we will not be able to make this target. The EIP is now programmed for October 2013. This is to allow for further, more detailed approvals throughout the process. Proposals will be considered by Full Council, prior to any EIP. This does not disadvantage us in any way and ensures that we deliver CIL before the longstop deadline of April 2014.
A Great Place to Live	Lead Officer	Deadline	Status	% Comp	Comments
Priority 1.5: Improve local transport links and connectively	Lead Officer	Deadline	Status	% Comp	Comments
Support local sustainable transport	Jamie Blake (CLC)	31/03/2013	On target	50%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Deliver phase 1 of the £3 m highway infrastructure improvement programme	Jamie Blake (CLC)	31/03/2013	On target	50%	

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Commence procurement process for the highway construction and maintenance contracts	Jamie Blake (CLC)	31/12/2012	On target	40%	
12 complete streets resurfaced	Jamie Blake (CLC)	31/03/2013	On target	50%	
A Great Place to Live					
Priority 1.6: Deliver a co-ordinated service response to, and throughout, the Olympics					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Mitigate impact on local people in and around the Olympics Route network	Andy Bamber and Robin Beattie (CLC)	30/09/2012	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete implementation of the Council's Olympic Impact Management Plan	Andy Bamber and Robin Beattie (CLC)	31/07/2012	Completed	100%	
4 local bespoke transport and travel advice sessions for SMEs delivered	Andy Bamber and Robin Beattie (CLC)	31/07/2012	Completed	100%	
Delivery of the games time BOCC and BECC arrangements	Andy Bamber and Robin Beattie (CLC)	30/09/2012	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Manage the programme of Olympic community events and activities	Heather Bonfield (CLC)	31/07/2012	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Delivery of Victoria Park Live Site	Heather Bonfield (CLC)	31/07/2012	Completed	100%	
Delivery of the Olympic torch route and torch event requirements	Heather Bonfield (CLC)	31/07/2012	Completed	100%	

A Prosperous Community

Priority 2.1: Improve educational aspiration and attainment

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver effective services through the Children's Centres Sure Start programme and raise levels of attainment at the Early Years Foundation Stage in all settings.	Anne Canning (CSF)	31/03/2013	On target	50%	In 2012, the percentage of pupils achieving a good level of development (78+ points in EYFSP and 6+ points in both Personal, Social & Emotional Development and Communication, Language & Literacy) is 54.7% (please note 2012 figure is provisional and an early estimate from NCER). This is an increase of 4.8% points since 2011 and 14.7% points since 2008. Nationally the improvement over this period is similar at 15% points, albeit from a higher starting point - from 49% in 2008 to 64% in 2012.
Milestone	Lead Officer	Deadline	Q2 Status	%	Q2 Comments
Expand free early education places for disadvantaged two-year-olds	Anne Canning (CSF)	30/09/2012	Delayed	36%	We currently have 473 eligible 2 year olds placed in MPVI settings (compared with 350 in July). These numbers are subject to fluctuation on a termly basis as two year olds become three year olds and receive funding from a different grant. Despite the work that is going into creating new places of quality, we are working towards the challenging DfE figure of 1300 eligible two year olds in September 2013 and 2400 in September 2014. In order to meet this figure we have employed two additional Early Learning Project workers to accelerate the pace at which we can improve settings so that they meet the quality standards to merit taking funded 2 year old places. There are a range of other strategies in place, but we will struggle to meet the statutory DfE figures. The Deputy Prime Minister has announced that there will be £100 million given to LAs to support the expansion of two year old places with capital funding. But we do not know at this stage how much money Tower Hamlets will receive and the conditions attached to this funding.
Identify children at the lowest 20% of attainment at the EYFS, using universal services as a gateway to targeted support	Anne Canning (CSF)	31/03/2013	Completed	100%	All of the lowest 20% children are identified by schools and appropriate interventions are put in place. This happens on an annual basis
Achieve improvements in EYFS results through continued, intensive support for schools, learning from the lessons of 2010/11	Anne Canning (CSF)	30/09/2012	Completed	100%	Each year the schools with the lowest EYFSP outcomes are targeted for support.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Provide effective support for parents and governors	Anne Canning (CSF)	31/03/2013	On Target	65%	The following training opportunities have been introduced to support governors: Governors' Role in Promoting Parental Involvement in Children's Education & the Work of the School - Governors' Responsibilities in Relation to Pupils with SEND – OSFTED & Parent View Briefing. School based Parent forums are supported through PFSS SLA's purchased by schools. The Parent & Carer Council will be launched on the 24 th October. A secondary transition DVD been produced to support parents during the transition process.
Milestone	Lead Officer	Deadline	Status	%	Comments

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Implement a new parental engagement and support policy and a referral protocol to develop the Council's role in brokering the provision of parenting support services delivered by a range of partners	Anne Canning (CSF)	31/12/2012	Completed	80%	The Parent & Family Support policy was signed off by DMT in July and will be considered by their TH Partnership in November.
Ensure new governors undertake induction training and monitor take-up: 50% of governors newly appointed in 2012-13 to attend the course	Anne Canning (CSF)	31/03/2013	On Target	50%	25 governors have been appointed to governing bodies since 1 September 2012, 12 of whom have attended induction training this term. The other newly appointed governors will be invited to attend the course which will be held in the spring term 2013.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Maintain effective relationships with all education providers in the borough and commission support and challenge for local schools.	Anne Canning (CSF)	30/09/2012	Completed	100%	The Primary School SLA has been bought back by most local schools (67 schools including 1 academy). All of these schools are provided with challenge and support to further improve. Those schools that we are concerned about receive additional support as well as monitoring. Maintenance of support and challenge to all secondary schools is on an as required based dependent on achievement outcomes.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop and implement a policy for working with Free Schools and Academies	Anne Canning (CSF)	30/09/2012	Completed	100%	A protocol has been produced, and there are ongoing discussions with Members that need to be finalised before it can be implemented. This is anticipated to be completed before the end of the month.
Achieve improvements at all key stage stages	Anne Canning (CSF)	30/09/2012	Completed	100%	At the end of the Early Years Foundation Stage in 2012 we have improved against all the attainment outcomes. In terms of the gap between the lowest 20% and the median – this has increased by 0.1%. We are still performing below national outcomes. All outcomes at the end of KS1 for 2012 have improved on the results for 2011 across the board. We have made particular gains against national outcomes at Level 2b+ in all subjects and in writing and mathematics at Level 3. All outcomes at the end of KS2 for 2012 have improved on the results for 2011 across the board. We continue to be above national averages for Level 4+ combined mathematics and English at 82% and in both progress measures.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support high quality post-16 provision	Anne Canning (CSF)	31/03/2013	Completed	100%	A post 16 development officer has been appointed as well as a project officer from September 2012.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop new provision in the east of the Borough, with the first of four new school sixth forms	Anne Canning (CSF)	30/09/2012	Completed	100%	SPWTS 6th Form is opening in September 2012. The Head of 6th Form has been appointed and students recruited.
Provide further training for schools in analysing results, and developing strategies to raise achievement	Anne Canning (CSF)	30/09/2012	Completed	100%	Every 6 th Form provider has been visited and data analysis carried out as per training received the previous summer.

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Develop robust understanding of post 16 offer and progression routes	Anne Canning (CSF)	31/03/2013	On Target	50%	On-going and in place. The Careers Service has moved to the local authority and a review of provision is about to be undertaken. Mapping of further and vocational provision is completed and L3 provision is underway. Understanding the progression routes post 16 is part of the Autumn/Spring term work.
Monitor A level average point scores by ethnicity and gender	Anne Canning (CSF)	31/03/2013	On Target	75	To be completed when results are verified.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver the Aim Higher programme	Anne Canning (CSF)	31/03/2013	On Target	50%	An Aim Higher officer has been appointed along with 4 personal advisers. Programme delivery is on-going.
Milestone	Lead Officer	Deadline	Q2 Status	%	Q2 Comments
Provide 1:1 tuition for Level 3 students	Anne Canning (CSF)	31/03/2013	On Target	25%	Funding to be allocated to schools by the end of October 2012. Engagement with UEL and QMUL universities are in place and the programme commences in Nov 2012.
Develop the apprentice programme so that there is a good range of local offers	Anne Canning (CSF)	31/03/2013	On Target	50%	An apprenticeship task group has been established with a framework in place and schools have been briefed. Apprenticeships are being promoted as a viable option post 16. Work is ongoing with Development and Renewal Directorate on the bigger promotion and engagement of employers, and monitoring of take up.
Provide residential, master classes and additional tuition for higher attaining students	Anne Canning (CSF)	31/03/2013	On Target	50%	Programme is being planned and commencing at the end of October 2012.
Implement phase 2 of literacy support and development post 16	Anne Canning (CSF)	31/03/2013	On Target	25%	Summer programme completed and reviewed and a new programme for 2012/13 planned and starting.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver the Mayor's Education Allowance	Alan Finch (Resources) and Anne Canning (CSF)	31/03/2013	On Target	50%	Activity to deliver the MEA is under way. The application process for the academic year 2012/13 is open until the end of October 2012, after which assessments will be made.
Milestone	Lead Officer	Deadline	Q2 Status	%	Q2 Comments
Ensuring staff are aware of MEA scheme changes for the 2012/13 academic year	Anne Canning (CSF)	31/08/2012	Completed	100%	Benefits staff have been involved and are aware of the changes, which are minor and relate to benefits procedures.
Place advertisements for the MEA scheme and undertake publicity	Anne Canning (CSF)	30/09/2012	Completed	100%	The MEA form is now on the TH website. Additional publicity is under way for 2012/13 academic year.
Assess entitlement to support by applying the MEA Policy	Alan Finch (Resources) and Anne Canning (CSF)	31/12/2012	On Target	50%	The applications window for the 2012/13 MEA is open until October 2012. Applications are being made both online and by paper. Income assessments will be made after the closing date for applications, and thereafter schools will monitor students termly attendance to assess if they are entitled to the full award at the end of each academic term. This is in line with the MEA Policy.
Make first payments	Alan Finch (Resources) and Anne Canning (CSF)	31/01/2013	On Target	50%	MEA payments are made on a termly basis, pending the students attendance record for that term, as above. The service anticipates that all students entitled to the award will receive their first payment in January 2013.

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Continue to make provision for Bursary support to enable students to maintain their attendance in education	Alan Finch (Resources) and Anne Canning (CSF)	31/03/2013	On Target	25%	The service will continue to monitor the current MEA and other bursary provision. Future provision will be outlined in due course.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Provide an effective youth service	Andy Bamber (CLC)	31/07/2012	Completed	100%	
Milestone	Lead Officer	Deadline	Q2 Status	%	Q2 Comments
Roll out new PAYP programme for 2012/13	Andy Bamber (CLC)	30/04/2012	Completed	100%	
Develop a work programme and priorities for the Young Mayor and Youth Council	Andy Bamber (CLC)	30/04/2012	Completed	100%	
Deliver summer activities during the Olympics	Andy Bamber (CLC)	31/07/2012	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Ensure sufficient places are provided to meet the need for statutory school places	Kate Bingham (CSF)	31/03/2013	On Target	65%	GLA projections have been incorporated into reports but feasibility studies are still underway. These studies will inform the Pupil Place Growth Strategy and work remains ongoing to meet the end of year deadline.
Milestone	Lead Officer	Deadline	Q2 Status	%	Q2 Comments
Review land and asset options to plan for growth of primary and secondary provision to report to Cabinet. Review existing school and education assets to understand the immediate need for additional statutory school places.	Kate Bingham (CSF) Ann Sutcliffe (D&R)	31/05/2012	Delayed	75%	While GLA latest projections (July 2012) have been incorporated into Cabinet Report, Strategy and Action Plan allowing for medium and long term planning, Feasibility Studies of existing LBTH sites and schools are underway but not yet completed.
Complete implementation of expansion schemes and any temporary schemes to provide sufficient primary places	Kate Bingham (CSF)	30/09/2012	Delayed	85%	Planning for Pupil Place Growth Strategy to be developed into action plan – approval at Corporate Pupil Place Planning Group scheduled for December 2012.
Develop medium and long term strategy to meet projected pupil growth to 2020	Kate Bingham (CSF) Ann Sutcliffe (D&R)	30/11/2012	Delayed	35%	Bow School under construction and on programme to meet demand for additional secondary places in Sept 2014-20. The ability to find additional sites and deliver a longer term strategy is dependent on the finalisation of pupil population growth projections.
Review annual projections and adjust short, medium and long term planning accordingly	Kate Bingham (CSF)	31/12/2012	Completed	100%	GLA latest projections (July 2012) incorporated into Cabinet Report, Strategy and Action Plan. The next review is anticipated in June 2013.
Plan for implementation of expansion schemes, working with D&R on land and funding matters where required, including implications for CIL and s. 106, and planning for use of capital resources to implement schemes	Kate Bingham (CSF)	31/03/2013	On Target	25%	Awaiting the outcome of the examination in public of the Westferry Printworks and News International sites, and continuing with feasibility studies for future expansions.
A Prosperous Community					
Priority 2.2: Support more people into work					
Activity	Lead Officer	Deadline	Status	% Comp	Comments

APPENDIX 5 - STRATEGIC PLAN MONITORING

Work with Work Programme providers to maximise employment	Chris Holme (D&R)	31/03/2013	On Target	50%	On going discussion with Work Programme providers and Jobcentre Plus to ensure joined up working on: job brokerage, TH residents accessing opportunities, welfare reform impacts and responses, geographic programme development.
Milestone	Lead Officer	Deadline	Q2 Status	%	Q2 Comments
Scope review to develop cross-borough partnership to tackle geographical worklessness	Chris Holme (D&R)	30/06/2012	Completed	100%	Scoping of overall programme has been completed and Host Boroughs have identified a three borough partnership. On going discussion on development of targeted partnership programme. Trussler Hall has been identified as community hub building for delivery.
Identify and formalise partnership steering group for initiative	Chris Holme (D&R)	31/12/2012	On Target	28%	Project plan in development for fit out of space and partnership methodology of service delivery. Partners identified and informally committed to programme. Formal partnership in development including data sharing arrangements.
Commence implementation of programme	Chris Holme (D&R)	31/03/2013	On Target	0%	Implementation due by end of financial year.
Monitor employment rate by ethnicity, gender and disability every six months	Chris Holme (D&R)	31/03/2013	On Target	50%	Employment rate monitored and job entry performance data from Council Skillsmatch service is available.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support residents into jobs through the LDA Employment and Skills Programme	Chris Holme (D&R)	31/03/2013	On Target	50%	GLA targets agreed with Council, delivery underway and on target
Milestone	Lead Officer	Deadline	Status	%	Comments
Design process of referral support to economically inactive residents into employment	Chris Holme (D&R)	30/06/2012	Completed	100%	Process in place
Implement volunteering offer to support residents distanced from the labour market to engage	Chris Holme (D&R)	30/06/2012	Completed	100%	Volunteering offer of training time has been incorporated into the Working Start programme of delivery. Those furthest from labour market clients are identified through Skillsmatch and obtain a commercial placement whilst voluntarily receiving training from the Council.
Secure referrals from strategic developments - including Westfield, 2012, Crossrail, and Wood Wharf -onto the Employment and Skills Programme	Chris Holme (D&R)	31/03/2013	On Target	50%	On going referral of opportunities through Westfield retail turnover and vacancies from developments across the borough including Crossrail. Opportunities in construction bolstered by the new construction desk at Skillsmatch and jobs and apprenticeships coming forward as new SPD takes affect.
Evaluate opportunities made available through procurement to maximise job outcomes for residents	Chris Holme (D&R)	31/03/2013	On Target	50%	Agilisys recruitment is on going - currently 12 apprentices recruited through open days. Awaiting information regarding winning bidder for TH Homes contracts. Evaluation of opportunities from the early stages of the Agilisys contract and the forthcoming Tower Hamlets Homes Decent Homes programme will be undertaken at year end.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support local people to secure Olympic Games time jobs	Chris Holme (D&R)	30/09/2012	Completed	100%	
Milestone	Lead Officer	Deadline	Q2 Status	%	Comments

APPENDIX 5 - STRATEGIC PLAN MONITORING

Work with Olympic contractors and sub-contractors to identify suitable vacancies	Chris Holme (D&R)	30/06/2012	Completed	100%	Vacancies identified through Host Borough and LOCOG programme. Vacancies across all contractor strands of work.
On going matching and screening of local residents to vacancies complete	Chris Holme (D&R)	30/09/2012	Completed	100%	Local residents matched and referred to active vacancies up to the last recruitment day.
1000 Olympic Games job offers to local residents provided	Chris Holme (D&R)	30/09/2012	Completed	100%	Games completed. 285 local residents worked for LOCOG organisation and 1,801 contractor job offers made. Awaiting full job start information from Host Boroughs and LOCOG to ensure the Mayor's commitment of 1000 jobs from the Games is met.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Provide support to young people at risk of not being in education, employment or training after Year 11	Anne Canning (CSF)	31/03/2013	On Target	50%	On track. The final outturn report for the Year 11 Activity survey will be completed by March 2013.
Milestone	Lead Officer	Deadline	Q2 Status	%	Comments
Provide careers information, advice and guidance, submission placing and aftercare for young people 'at risk of NEET' to ensure successful transition post-16	Anne Canning (CSF)	31/03/2013	On Target	50%	On track. This is an on-going process; young people at risk of NEET are given the appropriate information, guidance and aftercare to reduce the likelihood of them becoming NEET.
Provide S139 Transition plans for statemented young people leaving their current education institution	Anne Canning (CSF)	31/03/2013	On Target	50%	All S139s for 2011 school leavers are complete. Progress for the 2012/13 academic year is on track.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support lifelong learning, including ESOL	Heather Bonfield (CLC) and Chris Holme (D&R)	31/03/2013	On target	80%	
Milestone	Lead Officer	Deadline	Q2 Status	%	Comments
Contribute to the overall target of 5,500 learners for the current academic year. New targets will be set in the summer	Heather Bonfield (CLC) and Chris Holme (D&R)	31/08/2012	Completed	100%	
Further develop the Idea Store learning offer ensuring course offer meets employment and skills requirements	Heather Bonfield (CLC) and Chris Holme (D&R)	31/03/2013	Completed	100%	
Improve progression through ESOL qualifications by developing measures relating to uptake and progression through ESOL for different groups	Heather Bonfield (CLC) and Chris Holme (D&R)	31/03/2013	Completed	100%	
Develop a framework for the delivery of additional ESOL provision through the Third Sector	Heather Bonfield (CLC) and Chris Holme (D&R)	31/03/2013	On target	80%	External Partners Advisory Group is working with 3rd sector organisations and TH College to continue to improve standards and plan and deliver a rational programme of ESOL across the borough.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop and implement the Mayor's Employment and Enterprise Board	Chris Holme (D&R)	31/12/2012	On Target	30%	On going work to develop and implement Mayor's Board for Employment Enterprise
Milestone	Lead Officer	Deadline	Q2 Status	%	Comments

APPENDIX 5 - STRATEGIC PLAN MONITORING

Develop Board partnership organisations and prospective members	Chris Holme (D&R)	31/07/2012	Completed	100%	Membership of both Board and Operation Group developed and agreed.
Develop Board structure and support services	Chris Holme (D&R)	31/08/2012	Delayed	30%	Structure developed with named individuals. Further contact and formal invitations required. Support and facilitation factored into new Division
First Board meeting	Chris Holme (D&R)	31/12/2012	On Target	0%	Awaiting first meeting.

A Prosperous Community

Priority 2.3: Manage the impact of welfare reform on local residents

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a Partnership wide programme of information and awareness raising around welfare reform	Louise Russell (CE's)	31/07/2012	Completed	100%	A wide ranging programme of activity has been running since the beginning of the year. A key focus of this is Money Matters Month being delivered in November and the first event took place on 3rd November. The campaign is in conjunction with other public and voluntary sector partners.
Milestone	Lead Officer	Deadline	Status	%	Comments
High profile launch in East End Life, website and other media	Louise Russell (CE's)	30/04/2012	Completed	100%	The Welfare Reform Pledge was launched in January and was followed up by coverage in East End Life and on the Council website. As part of Money Matters Month (November) the service has produced a video and bus stop campaign posters. In addition, leaflets are being distributed to affected households and other venues such as community centres.
Targeted communication to affected tenants and other groups	Louise Russell (CE's)	30/06/2012	Completed	100%	A letter has been sent to all residents affected by the Benefits Cap and a programme of joint visits has commenced and will be on going. The visits are being undertaken by Housing Options and related services to the worst affected tenants.
Frontline and partner staff briefed and guidance disseminated	Louise Russell (CE's)	30/06/2012	Completed	100%	A web page has been published and a number of sessions have been co-ordinated and delivered for frontline staff and partners.
Deliver programme of information road show events at 4-6 venues across the Borough	Louise Russell (CE's)	31/07/2012	Completed	95%	These events are taking place as part of Money Matters Month.

Activity

Lead Officer

Deadline

Status

% Comp

Comments

Engage housing providers to ensure a co-ordinated approach to address the impact of benefit changes	Louise Russell (CE's) and Jackie Oduoye (D&R)	31/03/2013	On Target	75%	The Tower Hamlets Housing Forum has set up a sub-group on welfare reform, the chair of which participates in the Welfare Reform Task Group and ensures on-going engagement.
Milestone	Lead Officer	Deadline	Status	%	Comments
Implement co-ordinated approach with Tower Hamlets Housing Forum	Louise Russell (CE's) and Jackie Oduoye (D&R)	30/06/2012	Completed	100%	See above.
Quarterly stakeholder briefings and events, including RSLs, Landlords Forum and advice agencies	Louise Russell (CE's) and Jackie Oduoye (D&R)	31/03/2013	On Target	50%	Monthly meetings are being held between partners including RSLs, other public sector partners and advice agencies through the Welfare Reform Task Group.

Activity

Lead Officer

Deadline

Status

% Comp

Comments

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Adoption and implementation of new council tax benefit policy	Claire Symonds (Resources)	31/03/2013	On Target	80%	Requires full Council approval after consultation is completed.
Milestone	Lead Officer	Deadline	Status	%	Comments
New council tax benefit policy agreed	Claire Symonds (Resources)	31/08/2012	Delayed	75%	Policy written and awaiting Legal approval
Systems to implement policy operationalised	Claire Symonds (Resources)	31/03/2013	On Target	80%	ICT proposals received. Notification letter arrangements to be agreed for April 2013.
Ensure 100% of Local Social Fund utilised to support residents	Claire Symonds (Resources)	31/03/2013	On target	50%	Agreement from members for the Social Fund to be administered by the Council's benefit team, now awaiting a further steer from members on details of what the social fund should offer and how to involve partner organisations.
A Prosperous Community					
Priority 2.4: Foster enterprise and entrepreneurship					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Establish a Tower Hamlets Business Forum	Chris Holme (D&R)	31/12/2012	On Target	30%	Progress has continued, and additional sources of business contact information explored.
Milestone	Lead Officer	Deadline	Q2 Status	%	Comments
Develop Business data set	Chris Holme (D&R)	30/09/2012	Completed	100%	Format for collection of business data has been determined.
Develop Business forum event	Chris Holme (D&R)	30/09/2012	Completed	100%	A prospectus for the event has been determined and circulated to potential partners.
Hold forum event and develop next steps	Chris Holme (D&R)	31/12/2012	On Target	20%	Event timing and arrangements also depends on the wishes of partners involved. Discussions taking place on event timing and possible slippage to New Year due to business consultation.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support growth sectors	Chris Holme (D&R)	31/03/2013	On Target	50%	Growth sectors supported by the Council involvement in successful GLA bid under Super-Connected Cities programme.
Milestone	Lead Officer	Deadline	Q2 Status	%	Comments
Engage local businesses to develop and build register of support information	Chris Holme (D&R)	30/09/2012	Completed	100%	Preliminary information set about current business support established; further information being sought on external developments and changes in business support available.
Implement web-based information system	Chris Holme (D&R)	31/12/2012	On Target	50%	Development work continues.
Evaluate take up of services by local business SMEs	Chris Holme (D&R)	31/03/2013	On Target	5%	Development work on website will involve system for evaluating use of facility.

A Safe and Cohesive Community

Priority 3.1: Focus on crime and anti social behaviour

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Further develop the Tower Hamlets Enforcement Officer service (THEOs) to proactively tackle crime and ASB	Andy Bamber (CLC)	31/08/2012	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Implement monthly community feedback initiative	Andy Bamber (CLC)	30/04/2012	Completed	100%	
THEOs operating in 4 localities, supporting the localised performance framework	Andy Bamber (CLC)	30/06/2012	Completed	100%	
Develop and deliver branding for the new Enforcement and Market enforcement team	Andy Bamber (CLC)	31/08/2012	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a partnership 'Violence Against Women & Girls' (VAWG) approach	Andy Bamber (CLC)	31/03/2013	On Target	50%	Further to consulting with organisations on the VAWG strategy, we have started to develop joint partnerships e.g. with Public Health & Female Genital Mutilation Steering Group. The plan will be presented to Cabinet in November
Milestone	Lead Officer	Deadline	Status	%	Comments
Tower Hamlets VAWG strategy finalised and ready for implementation	Andy Bamber (CLC)	31/08/2012	Delayed	90%	As above.
Develop the Domestic Violence Forum into a VAWG Forum encompassing all forms of abuse and exploitation against women and girls	Andy Bamber (CLC)	30/09/2012	Delayed	25%	The current DV forum has been consulted about the all encompassing forum and this action will be complete once the VAWG Officer is appointed and has commenced in post in December 2012.
Facilitate a VAWG Planning Day to forge links with specialist organisations, develop joint working and review and develop the VAWG action plan	Andy Bamber (CLC)	31/10/2012	Delayed	0%	This will be a priority for the new VAWG worker whom we hope to have in post by 1st December 2012.
Develop and provide VAWG training to key statutory and voluntary organisations	Andy Bamber (CLC)	31/03/2013	On Target	25%	We have commenced training with organisations within the borough on VAWG issues.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Re-tender/tendering of a renewed Independent Domestic Violent Advisor (IDVA) & Victim Support Service for the borough	Andy Bamber (CLC)	31/10/2012	On Target	40%	The procurement process is underway
Milestone	Lead Officer	Deadline	Status	%	Comments
Finalise Job Description and tender advert for new contract, including re-tendering of 3 IDVAs and 2 new posts, providing specialist support to victims of the most serious crimes including violent crime and hate crime	Andy Bamber (CLC)	31/05/2012	Completed	100%	
Confirm a base for these officers within the borough, which is accessible to all in line with the Equalities duty	Andy Bamber (CLC)	31/08/2012	Delayed	20%	This process has been delayed due to the Olympic period but will be completed by 30th November 2012.

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New contract for 3 IDVA posts fully operational	Andy Bamber (CLC)	31/10/2012	Delayed	20%	Procurement scoping and re-engineering has meant a delay in re-tendering. The revised deadline for this is 31st March 2013.
Contract for 2 new victim support workers fully operational	Andy Bamber (CLC)	31/10/2012	Delayed	20%	As above.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Implement our Drugs Strategy	Andy Bamber (CLC)	31/03/2013	On Target	50%	With the exception of the re-design of treatment services (see below), all activities are on track for completion by published date. The Strategy was launched by the Partnership in July of this year.
Milestone	Lead Officer	Deadline	Status	%	Comments
Redesign our drug services	Andy Bamber (CLC)	31/03/2013	Overdue	25%	Re-design project was delayed to allow full review of the procurement options. The process will not be completed during this financial year. Re-tender of current services are now underway.
Deliver the dealer a day programme – at least 365 people arrested on suspicion of drug dealing	Andy Bamber (CLC)	31/03/2013	On Target	50%	Programme in operation and currently on track to deliver against target by year end.
Develop a disaggregated PI for substance misuse	Andy Bamber (CLC)	31/03/2013	Completed	100%	
Undertake equality analysis of drug service redesign to ensure access to high quality service by diverse users	Andy Bamber (CLC)	31/03/2013	On Target	70%	EQIA commenced in association with re-design project was suspended but this information will be utilised in conjunction with the proposed re-tender of current services. Needs assessment data including equality data will be presented to Joint Commissioning Group in November 2012.
Develop drug youth engagement strategy for young people	Andy Bamber (CLC)	31/03/2013	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Manage the night time economy	Andy Bamber (CLC)	30/09/2012	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Establish proposals for a Cumulative Impact Policy (Saturation Policy) to provide stronger controls around the licensing of additional premises in the Brick Lane area	Andy Bamber (CLC)	30/09/2012	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
With our partners, deliver the Partnership Community Safety Plan	Andy Bamber (CLC)	31/03/2013	On Target	10%	The Community Safety Partnership are currently planning how to produce the next high level Community Safety Plan. This is dependent on the production of the CSP Strategic Assessment which the Partnership's Responsible Authorities have just begun to produce. Responsible Authorities of the CSP will present amended Development Schedule to CSP on 24th October. Community Safety Plan to be produced and signed of by CSP in March 2013.
Milestone	Lead Officer	Deadline	Status	%	Comments

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Purchase new Police officer provision to further enhance the control of Crime and ASB	Andy Bamber (CLC)	31/10/2012	On target	80%	The Police Memo presented in early October outlined the new team structure and priorities for the team. The start date for the new team is 1st November 2012. The team will focus on ASB, drugs, gangs and prostitution. The Council wish to purchase 1 PS and 8 Constables. A further 9 Constables will be supplied under the MPS BOGOF scheme and TH Police will provide 1 further PS for supervision. The additional asset will be placed under the command of the currently funded Inspector. A report is with the Director for CLC to discuss with the Mayor for agreement.
Crime and ASB Strategic Review completed	Andy Bamber (CLC)	31/10/2012	Delayed	40%	CSP Strategic Group met on 4th October to agree production process. This is behind schedule due to partnership's Responsible Authorities being unable to meet June - September due to Olympics Planning and Delivery. New development schedule has been agreed and Strategic Assessment will be presented to CSP on 11th December for approval.
Develop an equality and cohesion analysis within the Community Safety Plan	Andy Bamber (CLC)	31/12/2012	Delayed	0%	Equalities Impact Assessment will be produced in line with Community Safety Plan development schedule. Deadline should be amended in-line with Community Safety Plan deadline of 31st March 2013
Community Safety Plan agreed	Andy Bamber (CLC)	31/03/2013	On target	0%	Community Safety Plan to be presented to Community Safety Partnership in March for approval.
A Safe and Cohesive Community					
Priority 3.2: Reduce fear of crime					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Implement our CCTV Policy	Andy Bamber (CLC)	31/12/2012	On target	95%	Activity on target. A draft new strategy has been produced and is scheduled for DMT in November.
Milestone	Lead Officer	Deadline	Status	%	Comments
Finalise the CCTV policy	Andy Bamber (CLC)	31/05/2012	Completed	100%	
Develop the capital funded installation plan	Andy Bamber (CLC)	31/05/2012	Completed	100%	
Incorporate & manage the Olympic ANPR CCTV legacy	Andy Bamber (CLC)	31/12/2012	Completed	100%	
A Safe and Cohesive Community					
Priority 3.3: Foster greater community cohesion					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support the delivery of a wide range of community events	Heather Bonfield (CLC)	31/03/2013	On target	83%	Activity on target.
Milestone	Lead Officer	Deadline	Status	%	Comments
Support the successful delivery of the 2012 Mela	Heather Bonfield (CLC)	31/05/2012	Completed	100%	
Establish management and support arrangements for street parties	Heather Bonfield (CLC)	30/06/2012	Completed	100%	
Plan activities and support the golden Jubilee Big Lunch event, Beacon lighting and River Pageant	Heather Bonfield (CLC)	30/06/2012	Completed	100%	

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Support the delivery of a programme of events which celebrate the contribution of diverse communities to building 'One Tower Hamlets'	Heather Bonfield (CLC)	31/03/2013	On target	83%	Target was 120 events with audience of 100 plus supported or delivered. September figure is 99 and well on target.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a greater understanding of Islamophobia and strengthen our response to it	Louise Russell (CE's)	31/12/2012	Completed	100%	Action Learning Sets and an evaluation report has been produced and was discussed by the Community Safety Partnership in October.
Milestone	Lead Officer	Deadline	Status	%	Comments
Action learning programme established to review research on far right activity and engage local communities	Louise Russell (CE's)	31/07/2012	Completed	100%	Two action learning workshops held to review our approach to responding to the far right between 2010-12. These involved a range of stakeholders including representatives of local community and faith organisations, youth services, Police and Council services.
Evaluation produced	Louise Russell (CE's)	31/12/2012	Completed	100%	Evaluation report produced drawing on evidence gathered during action learning workshops. Report will be presented to Community Safety Partnership in December 2012.

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver a local Prevent programme	Louise Russell (CE's)	31/03/2013	On Target	50%	On Track
Milestone	Lead Officer	Deadline	Status	%	Comments
Bids submitted to Home Office	Louise Russell (CE's)	31/10/2012	Completed	100%	The bid was submitted on 14th September, and a decision from the Home Office will be made at the end of November.
Evaluation of programme completed	Louise Russell (CE's)	31/03/2013	On Target	N/A	The evaluation of the programme will be completed subject to the successful bid.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support the delivery of effective community cohesion work	Louise Russell (CE's)	31/03/2013	On Target	50%	The Mayor's One Tower Hamlets learning programme has been launched and nine groups have been funded.
Milestone	Lead Officer	Deadline	Status	%	Comments
Launch the Mayor's One Tower Hamlets learning programme	Louise Russell (CE's)	30/04/2012	Completed	100%	As above.
Hold an event for key partners to disseminate the learning from the programme	Louise Russell (CE's)	30/11/2012	Completed	100%	The event was delivered at the Partnership Executive Board in October.
Report on project outcomes and learning to Safe and Cohesive CPDG for consideration	Louise Russell (CE's)	31/12/2012	On Target	75%	Evaluation report will be drafted during November and presented to Safe and Cohesive CPDG in December 2012.
Monitor responses to Annual Residents Survey question on 'Percentage of people who say that people from different backgrounds get on well together' by ethnicity and gender	Louise Russell (CE's)	31/03/2013	On Target	50%	Preparations have been put in place for the 2012/13 Annual Residents Survey.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a Community Champions programme	Shazia Hussain (CLC)	31/03/2013	On Target	50%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Engage volunteers for the Olympic period	Shazia Hussain (CLC)	31/07/2012	Completed	100%	
Develop community environmental champions	Shazia Hussain (CLC)	31/03/2013	On Target	50%	
Develop a Community Champion Action Plan	Shazia Hussain (CLC)	31/03/2013	On Target	50%	
A Healthy and Supportive Community					
Priority 4.1: Reduce health inequalities and promote healthy lifestyles					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Ensure that NHS reforms are implemented effectively locally	Deborah Cohen (AHW) and Louise Russell (CE's)	31/03/2013	On Target	60%	The transition plan has been submitted, staff consultations are underway and proposals for a formal transfer is being prepared for stakeholder engagement. A Healthwatch project board has been established with a contract advertised with the procurement process expected to be completed by March 2013.

APPENDIX 5 - STRATEGIC PLAN MONITORING

Milestone	Lead Officer	Deadline	Status	%	Comments
NHS cluster transition plan submitted for public health with council involvement	Deborah Cohen (AHW) and Louise Russell (CE's)	30/04/2012	Completed	100%	The Plan was submitted on time and received a green RAG rating from NHS London. A further NHS assurance exercise on progress against the Plan is anticipated in October.
Staff consultation on proposed Public Health delivery structures and staff teams	Deborah Cohen (AHW) and Louise Russell (CE's)	30/11/2012	On Target	25%	Public Health Staff side representatives continue to be engaged in the transition governance meetings and have stated that they are happy with the way they are being involved. LBTH Joint Trade Union Form was briefed in July and will be briefed again in October. Engagement paper will be issued on proposals for staff structures in October.
Arrangements in place for a formal transfer of staff to the council for public health	Deborah Cohen (AHW) and Louise Russell (CE's)	31/03/2013	On Target	30%	Proposals are awaiting sign off and can then go forward for stakeholder engagement. A list of staff transferring is required by 1 December 2012.
Provide support and leadership to enable the establishment of Local Health Watch	Deborah Cohen (AHW) and Louise Russell (CE's)	31/03/2013	On Target	70%	on the establishment of Healthwatch Tower Hamlets. Consultation has been undertaken with a wide range of local stakeholders to develop the vision and characteristics for Healthwatch Tower Hamlets. The contract has been advertised and the procurement process is expected to be completed by March 2013.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Reduce health inequalities	Deborah Cohen (AHW) and Louise Russell (CE's)	31/03/2013	On Target		
Milestone	Lead Officer	Deadline	Status	%	Comments
Joint Health and Wellbeing Board Strategy scope agreed through Health and Wellbeing workshop	Deborah Cohen (AHW) and Louise Russell (CE's)	31/05/2012	Completed	100%	Joint Health and Wellbeing Board Strategy scope has been agreed. Service Delivery workshops have been set up to develop the delivery plan.
Health and Wellbeing Strategy published, including the vision for Public Health	Deborah Cohen (AHW) and Louise Russell (CE's)	31/03/2013	On Target	50%	Public health vision will be integral to the HWB Strategy. The strategy is on target for publication by year end.
Support the Primary Care Trust to reduce smoking including delivering the Smoke Free Awards	Andy Bamber (CLC)	31/03/2013	On target	60%	18 awards have been issued from a target of 30. One award ceremony has taken place.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support young people to live healthy lives	Lead Officer	Deadline	Status	% Comp	Comments
Support young people to live healthy lives	Anne Canning (CSF)	31/03/2013	On Target	70%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Recruit a mental health worker to support care leavers	Anne Canning (CSF)	30/06/2012	Completed	100%	A mental health worker has been commissioned by the mental health service.

APPENDIX 5 - STRATEGIC PLAN MONITORING

Increase the proportion of schools with Healthy School status: 89% of schools to have status	Anne Canning (CSF)	31/03/2013	Completed	100%	89% of schools have or are renewing their Healthy Schools Status. The Healthy Lives Team has been chosen by the GLA as one of the pilot boroughs for Healthy Schools London.
Provide schools with support to develop healthy eating and physical activity, including: <ul style="list-style-type: none"> Lunchtime experience training with 50 schools Practical packed lunch training with 20 primary school children and 20 parents 	Anne Canning (CSF)	31/03/2013	On Target	40%	Lunchtime experience: 66 members of staff from 16 different schools have received training. Practical packed lunch: 40 pupils, parents and school staff have been trained in practical packed lunch from 6 different schools.
Healthy Life Champions deliver a programme targeted at young people within primary schools, identified as either overweight or obese	Anne Canning (CSF)	31/03/2013	Completed	100%	The Healthy Lives Champions programme has been delivered within 15 primary schools across the borough. Over 500 children and 150 parents have been involved.
Deliver a series of SRE training, both centrally and within schools. <ul style="list-style-type: none"> Two centrally led training sessions open to all school staff 5 school based training sessions 	Anne Canning (CSF)	31/03/2013	Completed	100%	The Healthy Lives Team works closely with schools and have provided 2 days of central SRE training. The team has also delivered SRE training for staff at 5 schools as part of INSET.
Explore the possibility of increasing the school nurse provision within all primary and secondary schools	Anne Canning (CSF)	31/03/2013	On Target	50%	School nurses are commissioned by Tower Hamlets PCT and provided by Barts Health Community Health Service.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Invest in the borough's leisure centres and playing pitches	Heather Bonfield (CLC) and Ann Sutcliffe (D&R)	31/03/2013	On Target	60%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete the improvement works to St. George's Pool	Heather Bonfield (CLC)	31/05/2012	Completed	100%	
Deliver improvements to Mile End Stadium	Heather Bonfield (CLC)	31/03/2013	Completed	100%	
Progress the Victoria Park cricket pitch improvement project and develop an investment initiative to enhance cricket provision in the south of the borough	Heather Bonfield (CLC)	31/03/2013	On target	30%	External funding agreed in principle. Awaiting the complete allocation of Section 106 funds to be available. This is subject to the decisions of the Planning Contributions Overview Panel which assess bids against a wide range of priority needs.
Improve changing accommodation at Victoria Park	Heather Bonfield (CLC)	31/03/2013	On target	30%	As above.
Poplar Baths redevelopment – preferred development partner initial selection	Ann Sutcliffe (D&R)	30/06/2012	Delayed	90%	OJEU was launched in February 2012. Competitive dialogue has been ongoing with tender returns to our initial invitation due on 19 th November. An initial selection will be made early December 2012
Preferred development partner final selection	Ann Sutcliffe (D&R)	30/11/2012	Delayed	75%	Delays in dialogue process means a development agreement will not be entered into until January 2013, subject to Cabinet approval.
A Healthy and Supportive Community					
Priority 4.2: Enable people to live independently					

APPENDIX 5 - STRATEGIC PLAN MONITORING

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve support to carers	Katharine Marks and Deborah Cohen (AHW)	31/03/2013	Delayed	30%	A number of strands are delayed but contingency planning is being put into place and the Carers Journey is being taken forward
Milestone	Lead Officer	Deadline	Status	%	Comments
Introduce a new health checks for carers project linked to the Community Virtual Ward	Katharine Marks and Deborah Cohen (AHW)	31/05/2012	Delayed	30%	The project has started with one nurse and health checks being completed at the Carers Centre and at Old Montague Street. The project is not yet linked into the Virtual Ward.
Carers' budgets to be introduced and expanded to give carers control over the services they choose to receive	Katharine Marks and Deborah Cohen (AHW)	31/10/2012	Delayed	5%	Now that the Carers Plan has been agreed by Cabinet, carers budgets to be taken forward by the Carers Journey
Extend the current scheme of leisure passes to other client groups	Katharine Marks and Deborah Cohen (AHW)	31/12/2012	On Target	50%	Funds have been identified and discussions taking place with Carers Centre
Ensure carers have contingency plans drawn up as part of the Support Planning process	Katharine Marks and Deborah Cohen (AHW)	31/03/2013	On Target	20%	As part of the Carers Journey Project, contingency planning is being developed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve the customer journey by embedding the principles of choice and control	Katharine Marks and Deborah Cohen (AHW)	31/03/2013	Delayed	40%	A review of the customer journey is complete, but a risk of slippage has been identified for end of October 2012 deadlines. Contingency and action plans have been put in place alongside ongoing monitoring for the March 31 2013 deadlines.
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete review of the new 'customer journey' with a focus on enabling more people to take their budget as a cash budget	Katharine Marks and Deborah Cohen (AHW)	30/09/2012	Completed	100%	Formal Customer Journey Review project has concluded & closed. Actions remaining have transitioned to PSMT Service Plan.
Implement the new 'customer journey' for the community learning disability service	Katharine Marks and Deborah Cohen (AHW)	31/10/2012	Delayed	40%	Dedicated Project resources is being secured. All work streams have been defined.
Evaluate the independent living support service pilot and make recommendations for future commissioning decisions	Katharine Marks and Deborah Cohen (AHW)	31/10/2012	Delayed	70%	The quantitative evaluation is complete, and qualitative evaluation is underway (in tandem with PPRE research on customer journey experience). There is a risk that the focus groups and interviews which inform the qualitative evaluation may not be complete and incorporated into the evaluation report by
Agree future approach to providing choice in support planning and brokerage	Katharine Marks and Deborah Cohen (AHW)	31/10/2012	Delayed	40%	A project team of JSMT members has been agreed, and work is underway on producing a final report, but this may not be available by 31 October 2012, and may be delayed by 1 month as a result of delays in early project phases.
Launch the e-marketplace to enable people to purchase health and social care services over the internet	Katharine Marks and Deborah Cohen (AHW)	31/03/2013	Delayed	25%	Level Three Quotation process will begin once input into the specification from IT is obtained. We are aiming for a deadline of late October to post the advert.

APPENDIX 5 - STRATEGIC PLAN MONITORING

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Monitor uptake of Telecare products and cash budgets by different equality groups	Katharine Marks and Deborah Cohen (AHW)	31/03/2013	Delayed	30%	Equality Working Groups will be implemented to monitor all equality issues in the directorate. However specific monitoring of Telecare products will be subject to Framework I functionality.
Improve Equipment and Accommodation	Katharine Marks and Deborah Cohen (AHW)	30/09/2012	Delayed	90%	All milestones are either close to completion or have been completed.
Milestone	Lead Officer	Deadline	Status	%	Comments
Roll out of the transforming community equipment model in social care	Katharine Marks and Deborah Cohen (AHW)	30/06/2012	Completed	100%	Transforming Community Equipment Service is fully embedded.
Launch new approach to Telecare with the service available to more people especially those with medium or high social care needs	Katharine Marks and Deborah Cohen (AHW)	30/09/2012	Delayed	80%	New Assistive Technology Service will launch in November.
Official opening of Sue Starkey House - new extra care sheltered housing scheme accessible to younger adults with physical or learning disabilities, as well as older people	Katharine Marks and Deborah Cohen (AHW)	31/07/2012	Completed	100%	Opened to accept referrals June 2012 and official opening on 19th July 2012.
Official opening of Shipton House - extra care facility for people with dementia	Katharine Marks and Deborah Cohen (AHW)	31/07/2012	Completed	100%	Opened for referrals in August.
A Healthy and Supportive Community					
Priority 4.3: Provide excellent primary and community care					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Engage effective partnership working across health and social care	Deborah Cohen (AHW)	31/03/2013	On Target	70%	The date has slipped for setting up the Programme Management Office to support further integration across the partnership, however, several opportunities for joint working have been identified, with the community virtual ward and refresh JSNA and Mental Health Commissioning on track
Milestone	Lead Officer	Deadline	Status	%	Comments
Set up the Programme Management Office to support further integration through the Health & Wellbeing Board	Deborah Cohen (AHW)	30/06/2012	Delayed	50%	Date has slipped due to change in NHS personnel. This will be set up before year's end.
Identification of further opportunities for health and social care joint service delivery	Deborah Cohen (AHW)	31/10/2012	Completed	100%	Work developed through Integrated Care Board and delivery sub groups
Community virtual ward to be rolled out across the whole Borough	Deborah Cohen (AHW)	31/03/2013	On Target	60%	On track for completion
Refresh JSNA and Mental Health Commissioning Strategy excluding dementia	Deborah Cohen (AHW)	31/03/2013	On Target	70%	On track for completion
A Healthy and Supportive Community					
Priority 4.4: Keep vulnerable children, adults and families safer, minimising harm and neglect					
Activity	Lead Officer	Deadline	Status	% Comp	Comments

APPENDIX 5 - STRATEGIC PLAN MONITORING

Deliver the Adults Safeguarding work programme	Katharine Marks (AHW)	31/03/2013	Delayed	50%	Several strands of the work programme are in place, but many will now be taken on by the new Safeguarding Coordinator.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop a public communication strategy to raise awareness of safeguarding and how to make a safeguarding referral	Katharine Marks (AHW)	31/12/2012	Overdue	20%	This will need to be led on by the new Safeguarding Coordinator starting in November 2012. A budget has been agreed and partner agencies are aware of the plan.
Introduce an inter-agency approach and practice guidance for addressing issues of severe self-neglect	Katharine Marks (AHW)	30/09/2012	Delayed	50%	Basic work has been done to guide teams and local practice - a formal policy is required which needs to go to the next SAB and this, again, will be led on by the incoming Safeguarding Coordinator. Learning from the SCR has been shared with local teams to ensure a competent approach to present and future self neglect cases.
Define and agree the relationship between Health and Wellbeing Board and the Safeguarding Adults Board	Katharine Marks (AHW)	31/03/2013	Delayed	20%	The SAB chair will input into the HWBG; adult safeguarding should be a standing item for this group. The incoming Safeguarding Coordinator should take a view as to what role they should play on the HWBG.
Establish service user and community representation in the work of the Safeguarding Adults Board	Katharine Marks (AHW)	31/03/2013	Completed	100%	Meetings set up for re-energised Sub groups; the coordinator has met carer and service users to ensure involvement in the SAB's work
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Identify and meet the needs of families using our Family Wellbeing Model approach	Steve Liddicott (CSF)	31/03/2013	On Target	60%	Work is underway to further implement the FWM across the Council and partner agencies. This is being carried forward by the Children and Families Partnership.
Milestone	Lead Officer	Deadline	Status	%	Comments
Further develop the Family Wellbeing Model approach through the development of a Tower Hamlets Multi-Agency Safeguarding Hub (MASH), in partnership with the police and NHS	Steve Liddicott (CSF)	31/03/2013	On Target	60%	An Implementation Groups has been set up to deliver the MASH; Police and NHS representatives are members of the Group. The Implementation Group is currently researching MASH models in other LAs, scoping options for the local model and exploring the logistical arrangement required for the co-location of different agencies.


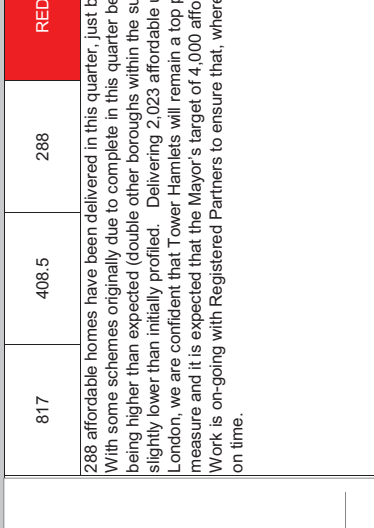

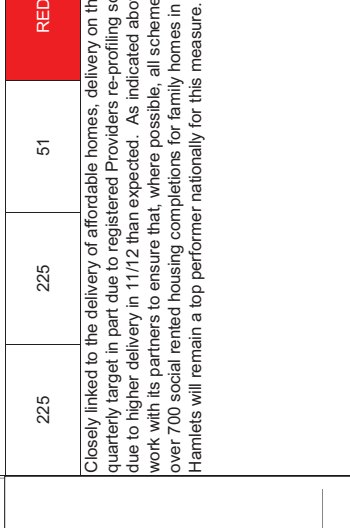

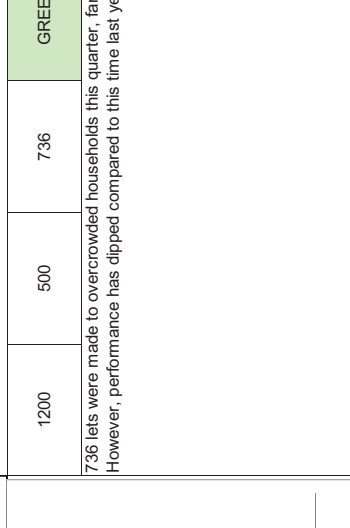
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While the overall quarterly figure (July-September) shows a slight drop from 90% to 89%, which is below the standard target, the monthly performance is showing an upward trend from 88% in July to 92% in September. This is as a result of a drive to increase take-up of the satisfaction survey and to improve the on call handling soft skills of customer advisers.

This outturn is the latest available and relates to September data. Overall the Council's sickness absence rate has not changed this period and remains at 7.17 days. This is 0.67 days above our stretch target of 6.5 days. Short term absences have decreased by 0.03 of a day to 3.53 and long term absences have increased by 0.02 of a day to 3.67 compared with the previous month. The number of days lost to sickness absence per employee has stabilised. The Corporate Absence Management Panel (CAMP) and directorate sickness absence management panels will continue to develop local targets for service areas in order to ensure sickness cases are dealt with consistently and robustly. Specific action is being developed in respect of sickness returns. Sickness reporting and sickness management are areas which are being looked at as part of the adoption of improved HR IT systems.

Although September data shows an increase in the percentage of senior staff who are women, performance remains below target. HR is in the process of developing a revised Workforce to Reflect the Community (WFRCC) Action Plan which will incorporate actions to improve performance. However, it is to be noted that there are limited vacancies at this level. It is also hoped that the Navigate programme, the new career development initiative, will positively impact on performance. Following recent recruitment, 54% of those successfully nominated to the management development pool were women.

Description	Annual Stretched Target (2012/13)	Q2 Stretched Target (July-Sept 2012/13)	Q2 Actual (July-Sept 2012/13)	Variance (performance against Q2 stretch target)	Direction of Travel (Comparing Q2 12/13 and Q2 11/12 actual)
<p>Percentage of LP07 or above Local Authority staff that are from an ethnic minority (%)</p> <p>Measured in: % Good Performance: Higher</p> <p>Percentage of staff at LP07 or above who are from an ethnic minority</p>	30	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: % Good Performance: Higher</p> <p>Percentage of staff at LP07 or above that have a disability</p>	5.5	5.5	4.10	AMBER	↑

Description	Annual Stretched Target (2012/13)	Q2 Stretched Target (July-Sept 2012/13)	Q2 Actual (July-Sept 2012/13)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing Q2 12/13 and Q2 11/12 actual)
Great Place to Live					
<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>	817	408.5	288	RED	
 <p>Number of affordable homes delivered (gross)</p>	<p>288 affordable homes have been delivered in this quarter, just below the standard target of 300. With some schemes originally due to complete in this quarter being delayed and delivery in 11/12 being higher than expected (double other boroughs within the sub region), the annual forecast is slightly lower than initially profiled. Delivering 2,023 affordable units in 11/12, the highest across London, we are confident that Tower Hamlets will remain a top performer nationally for this measure and it is expected that the Mayor's target of 4,000 affordable homes will be delivered. Work is on-going with Registered Partners to ensure that, where possible, all schemes complete on time.</p>				
<p>Number of social rented housing completions for family housing (gross figures only)</p> <p>Measured in: Number (a count of the number of affordable housing - local authority, housing associations, and co-operative tenants. Family housing is 3 bedrooms or more)</p> <p>Good Performance: Higher</p>	225	225	51	RED	
 <p>Number of social rented housing completions for family housing (gross)</p>	<p>Closely linked to the delivery of affordable homes, delivery on this measure is beneath the quarterly target in part due to registered Providers re-profiling some schemes into 13/14 and also due to higher delivery in 11/12 than expected. As indicated above, the Council is continuing to work with its partners to ensure that, where possible, all schemes complete on time. Delivering over 700 social rented housing completions for family homes in 11/12, it is expected that Tower Hamlets will remain a top performer nationally for this measure.</p>				
<p>The number of overcrowded families rehoused, lets to overcrowded households</p> <p>Measured in: Number (count of lets to overcrowded housing applicants and tenants of CHR partner landlords lacking one or more bedrooms)</p> <p>Good Performance: Higher</p>	1200	500	736	GREEN	
 <p>Lets to overcrowded households</p>	<p>736 lets were made to overcrowded households this quarter, far exceeding the quarterly target. However, performance has dipped compared to this time last year.</p>				

Description	Annual Stretched Target (2012/13)	Q2 Stretched Target (July-Sept 2012/13)	Q2 Actual (July-Sept 2012/13)	Variance (performance against Q2 stretch target)	Direction of Travel (Comparing Q2 12/13 and Q2 11/12 actual)																
<p>Homelessness Prevention</p> <p>The number of households who considered themselves as homeless, who approached the local authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation.</p> <p>Measured in: The number of cases assisted through successful casework intervention divided by the number of thousand households in the local authority area. Good Performance: Higher</p>	<table border="1"> <caption>Homelessness Prevention Data</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>11.0</td> </tr> <tr> <td>2010/11</td> <td>9.7</td> </tr> <tr> <td>2011/12</td> <td>8.19</td> </tr> <tr> <td>Jun</td> <td>1.8</td> </tr> <tr> <td>Sep</td> <td>1.8</td> </tr> <tr> <td>Dec</td> <td>-</td> </tr> <tr> <td>Mar</td> <td>-</td> </tr> </tbody> </table>	Year	Value	2009/10	11.0	2010/11	9.7	2011/12	8.19	Jun	1.8	Sep	1.8	Dec	-	Mar	-	6	1.5	1.8	GREEN ↓
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2009/10	11																				
2010/11	6																				
2011/12	2.3																				
Tranche 1	3.9																				
Tranche 2	-																				
Tranche 3	-																				
<p>Improved Street & Environmental Cleanliness - Detritus</p> <p>Level of street and environmental cleanliness - detritus (%)</p> <p>Measured in % Good performance: Lower</p>	<table border="1"> <caption>Improved Street & Environmental Cleanliness - Detritus Data</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>10</td> </tr> <tr> <td>2010/11</td> <td>7</td> </tr> <tr> <td>2011/12</td> <td>4.1</td> </tr> <tr> <td>Tranche 1</td> <td>5.9</td> </tr> <tr> <td>Tranche 2</td> <td>-</td> </tr> <tr> <td>Tranche 3</td> <td>-</td> </tr> </tbody> </table>	Year	Value	2009/10	10	2010/11	7	2011/12	4.1	Tranche 1	5.9	Tranche 2	-	Tranche 3	-	4	4	6.9	AMBER ↔		
Year	Value																				
2009/10	10																				
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Description	Annual Stretched Target (2012/13)	Q2 Stretched Target (July-Sept 2012/13)	Q2 Actual (July-Sept 2012/13)	Variance (performance against Q2 stretch target)	Direction of Travel (Comparing Q2 12/13 and Q2 11/12 actual)
<p>Improved street and environmental cleanliness - graffiti (%)</p> <p>Measured in % Good performance: Lower</p>	<p>Improved Street & Environmental Cleanliness -Graffiti</p>	6	5.9	GREEN	↑
<p>Improved street and environmental cleanliness - fly-posting (%)</p> <p>Measured in % Good performance: Lower</p>	<p>Improved Street & Environmental Cleanliness -Fly-posting</p>	2	0.7	GREEN	↑
<p>Percentage of household waste sent for reuse, recycling and composting</p> <p>Measured in % Good performance: Higher</p>	<p>Percentage of household waste sent for reuse, recycling and composting</p>	29	26.82	RED	↔

Description	<div style="border: 1px solid black; padding: 2px;"> — Stretch Target - - - Standard Target </div>	Annual Stretched Target (2012/13)	Q2 Stretched Target (July-Sept 2012/13)	Q2 Actual (July-Sept 2012/13)	Variance (performance against Q2 stretch target)	Direction of Travel (Comparing Q2 12/13 and Q2 11/12 actual)										
Prosperous Community																
A Level Average Points Score per student in Tower Hamlets. Measured in % Good performance: Higher	<table border="1"> <caption>A Level Average Points Score per student in Tower Hamlets</caption> <thead> <tr> <th>Year</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>631</td> </tr> <tr> <td>2010/11</td> <td>637</td> </tr> <tr> <td>2011/12</td> <td>642.4</td> </tr> <tr> <td>2012/13</td> <td>637.9</td> </tr> </tbody> </table>	Year	Score	2009/10	631	2010/11	637	2011/12	642.4	2012/13	637.9	700	700	637.9	RED	↔
Year	Score															
2009/10	631															
2010/11	637															
2011/12	642.4															
2012/13	637.9															
Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths. Measured in % Good performance: Higher	<table border="1"> <caption>Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>45.8</td> </tr> <tr> <td>2010/11</td> <td>51.8</td> </tr> <tr> <td>2011/12</td> <td>61.4</td> </tr> <tr> <td>2012/13</td> <td>61.2</td> </tr> </tbody> </table>	Year	Percentage	2009/10	45.8	2010/11	51.8	2011/12	61.4	2012/13	61.2	61	61	61.2	GREEN	↔
Year	Percentage															
2009/10	45.8															
2010/11	51.8															
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2012/13	61.2															
Achievement at level 4 or above in both English and Maths at Key Stage 2. Measured in % Good performance: Higher	<table border="1"> <caption>Achievement at level 4 or above in both English and Maths at Key Stage 2</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>74</td> </tr> <tr> <td>2010/11</td> <td>76</td> </tr> <tr> <td>2011/12</td> <td>76</td> </tr> <tr> <td>2012/13</td> <td>82</td> </tr> </tbody> </table>	Year	Percentage	2009/10	74	2010/11	76	2011/12	76	2012/13	82	78	78	82	GREEN	↑
Year	Percentage															
2009/10	74															
2010/11	76															
2011/12	76															
2012/13	82															

The provisional A-Level average points score per learner is 637.9 for the academic year 2011/12 (financial year 2012/13), down 4.5 points from the previous year. The provisional figure is below the lower bandwidth target of 642.4 and the national average of 717.7, but above the inner London average of 631.2. Final figures will be published by the Department for Education in January 2013.

The provisional result for 2012/13 (academic year 2011/12) is 61.2%, above the stretched target, though a slight decrease from the previous year's figure. Final figures will be confirmed in January 2013, at which point it is normal to see a slight improvement in the figures.

The provisional result for achievement at level 4 or above in both English and Maths at Key Stage 2 in 2012/13 (academic year 2011/12) is 82%. This exceeds the target and is a significant improvement from the previous year. Tower Hamlets is above the provisional national average results of 80%. Final results will be published in January 2013.

Description	Annual Stretched Target (2012/13)	Q2 Stretched Target (July-Sept 2012/13)	Q2 Actual (July-Sept 2012/13)	Variance (performance against Q2 stretch target)	Direction of Travel (Comparing Q2 12/13 and Q2 11/12 actual)
<p>Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy. Measured in % Good performance: Higher</p>	<p>Achievement of at least 78 points across the Early Years Foundation Stage</p>	55	55	GREEN	↑
<p>16 to 19 year olds who are not in education, employment or training (NEET) (%) Measured in: % Good Performance: Lower</p>	<p>16-18 year olds who are not in education, employment or training (NEET)</p>	4.5	13.5	RED	N/A
<p>Overall employment rate - gap between the Borough and London average rate (working age) (%) Measured in: % Good Performance: Gap - Lower</p>	<p>Gap between the Borough and London average employment rate (working age)</p>	7.3	7.6	AMBER	↑

Description	Annual Stretched Target (2012/13)	Q2 Stretched Target (July-Sept 2012/13)	Q2 Actual (July-Sept 2012/13)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing Q2 12/13 and Q2 11/12 actual)																
<p>JSA Claimant Rate (gap between the Borough and London average rate (working age) (%)</p> <p>Good Performance: Gap - Lower</p>	2	2	2.1	AMBER	↔																
<p>Gap between the Borough and London average Job Seekers Allowance (JSA) claimant rate</p> <table border="1"> <caption>Gap between the Borough and London average Job Seekers Allowance (JSA) claimant rate</caption> <thead> <tr> <th>Period</th> <th>Claimant Rate</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>1.8</td> </tr> <tr> <td>2010/11</td> <td>2.0</td> </tr> <tr> <td>2011/12</td> <td>2.0</td> </tr> <tr> <td>Jun</td> <td>1.9</td> </tr> <tr> <td>Sep</td> <td>2.1</td> </tr> <tr> <td>Dec</td> <td>2.1</td> </tr> <tr> <td>Mar</td> <td>2.1</td> </tr> </tbody> </table> <p>This measure has met its standard target but not achieved its stretched target. There has been a 0.2pp increase in the Tower Hamlets JSA claimant rate from 6.0% to 6.2%, whilst the London average remains at 4.1%. This increase is in line with internal forecasts for the period using data available from Office for Budget Responsibility (OBR) on the England rate suggesting that the claimant count will increase in the second and third quarters of 2012, contributed to in the main by students completing one academic year whilst making decisions on progressing and continuing into the next.</p>						Period	Claimant Rate	2009/10	1.8	2010/11	2.0	2011/12	2.0	Jun	1.9	Sep	2.1	Dec	2.1	Mar	2.1
Period	Claimant Rate																				
2009/10	1.8																				
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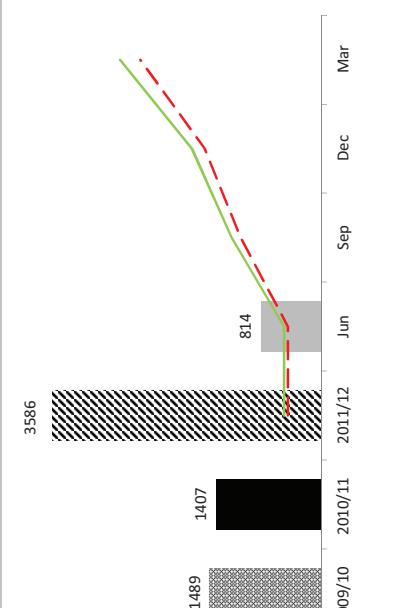

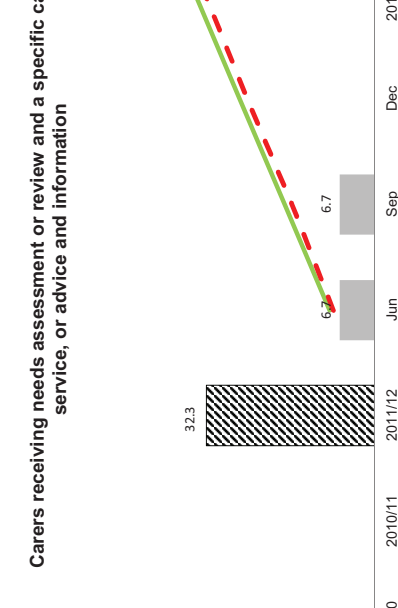
Description	Annual Stretched Target (2012/13)	Q2 Stretched Target (July-Sept 2012/13)	Q2 Actual (July-Sept 2012/13)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing Q2 12/13 and Q2 11/12 actual)
Safe and Cohesive Community					
<p>Rate of personal robbery incidents 1,000 population</p> <p>Measured in: Number (No. of personal robbery incidents/total population x 1,000)</p> <p>Good Performance: Lower</p>	5.2	2.6	2.9	RED	↔
<p>Number of personal robbery incidents (per 1,000 population)</p>	<p>Borough/Metropolitan Police are proactively targeting known robbers, undertaking additional patrols and working hard on underlying gang issues with partners. It is anticipated that end of year targets will be reached.</p>				
<p>Rate of residential burglary incidents per 1,000 households</p> <p>Measured in: Number (No. of residential burglary incidents/total population x 1,000)</p> <p>Good Performance: Lower</p>	15.9	8.0	6.8	GREEN	↑
<p>Number of residential burglary incidents (per 1,000 households)</p>	<p>The target for this measure has been exceeded. Performance has also improved compared to last year's outcome.</p>				

Description		Annual Stretched Target (2012/13)	Q2 Stretched Target (July-Sept 2012/13)	Q2 Actual (July-Sept 2012/13)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing Q2 12/13 and Q2 11/12 actual)																
<p>Rate of motor vehicle crime incidents per 1,000 population</p> <p>Measured in: Number (No. of residential burglary incidents/total population x 1,000)</p> <p>Good Performance: Lower</p>	<p>Number of motor vehicle incidents (per 1,000 population)</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Apr 2011/12</td><td>13</td></tr> <tr><td>May</td><td>0.99</td></tr> <tr><td>Jun</td><td>1.92</td></tr> <tr><td>Jul</td><td>2.95</td></tr> <tr><td>Aug</td><td>3.91</td></tr> <tr><td>Sep</td><td>5.17</td></tr> <tr><td>Oct</td><td>6.03</td></tr> </tbody> </table>	Month	Value	Apr 2011/12	13	May	0.99	Jun	1.92	Jul	2.95	Aug	3.91	Sep	5.17	Oct	6.03	12	6	6.03	AMBER	↑
Month	Value																					
Apr 2011/12	13																					
May	0.99																					
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<p>Rate of violence with injury crimes per 1,000 population</p> <p>Measured in: Number (No. of residential burglary incidents/total population x 1,000)</p> <p>Good Performance: Lower</p>	<p>Number of violence with injury incidents (per 1,000 population)</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Apr 2011/12</td><td>8.7</td></tr> <tr><td>May</td><td>0.77</td></tr> <tr><td>Jun</td><td>1.68</td></tr> <tr><td>Jul</td><td>2.43</td></tr> <tr><td>Aug</td><td>4.13</td></tr> <tr><td>Sep</td><td>4.91</td></tr> </tbody> </table>	Month	Value	Apr 2011/12	8.7	May	0.77	Jun	1.68	Jul	2.43	Aug	4.13	Sep	4.91	8.4	4.2	4.91	RED	↓		
Month	Value																					
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The outturn remains positive given the seasonal adjustment. The Borough Police are running regular vehicle crime operations to counter vehicle crime around motorcycle theft and anticipate that end of year targets will be reached.

Police analysis suggests that actual incidents are not rising but the proportion of incidents that get reported as crime resulting in injury is increasing. The increase in reporting violence indicates that victims are more confident in reporting injuries sustained as a result of DV and this is a key element in securing positive action in relation to perpetrators, and improving the safety of the victims of this form of violence. Tower Hamlets has one of the highest arrest rates in the Metropolitan Police Service for DV and a proactive unit to target offenders has been established.

To support the Police the Council has increased resources to support DV mitigation, is moving forward with a Violence against Women and Girls Partnership Plan, has paid for extra police for the Borough and is consulting on a Saturation Policy to limit additional licensed premises in areas of high crime / ASB. The Council, like many other London Boroughs, has adopted Responsible Drinking Borough Policies to help target areas with high levels of drink related crime or antisocial behaviour.

Description	Annual Stretched Target (2012/13)	Q2 Stretched Target (July-Sept 2012/13)	Q2 Actual (July-Sept 2012/13)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing Q2 12/13 and Q2 11/12 actual)
Healthy and Supportive Community					
<p>Stopping smoking Measured in: the number of four-week smoking quitters who have attended NHS Stop Smoking Services per 100,000 . Good Performance: Higher</p>	2686	500	814	GREEN	
	<p>This outturn is the latest available and relates to June (Q1) rather than September. The quarter 1 outturn far exceeds the stretch target and the standard target. Tower Hamlets continues to performance well on this measure.</p>				
<p>Carers receiving needs assessment or review and a specific carer's service, or advice and information (%) Measured in: % (number of carers whose needs were assessed or reviewed by the council in a year who received a specific carer's service, or advice and information in the same year as a percentage of people receiving a community based service in the year) Good Performance: Higher</p>	34.5	8.63	6.7	RED	
	<p>This outturn is the latest available data and relates to June (Q1) rather than September. The Quarter 1 outturn is below the stretch target and the standard target. AHWB Directorate will seek to update the performance on this indicator once pending data are received from commissioned providers. This is being pursued as a priority and will be reported as part of the Quarter 3 performance report.</p>				

Description	Annual Stretched Target (2012/13)	Q2 Stretched Target (July-Sept 2012/13)	Q2 Actual (July-Sept 2012/13)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing Q2 12/13 and Q2 11/12 actual)
<p>Social care clients and carers in receipt of Self Directed Support</p> <p>Measured in: % (Number of adults, older people and carers receiving social care through a Direct Payment (and/or an Individual Budget) in the year to 31st March per 100,000 population aged 18 or over) Good Performance: Higher</p>	68.6	48.6	47.1	RED	<p>↑</p>
<p>The provisional outturn at the end of quarter 2 is 47.1% compared to the stretched target of 48.6%. In comparison with the quarter 1 outturn (39.8%) the current performance is showing a strong upward trend, with the results improved by 7.3 percentage points. It is anticipated that the performance will improve further once we include two providers' figures which are still pending.</p>					

Proportion of people using social care who receive self-directed support, and those receiving direct payments

