



Meeting of the

CABINET

Wednesday, 8 January 2014 at 5.30 p.m.

AGENDA – SECTION ONE – PACK A

VENUE

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

Members:

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

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

Committee Services Contact:

Matthew Mannion, Democratic Services,
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Tel: 020 7364 4651, E-mail: matthew.mannion@towerhamlets.gov.uk
www.towerhamlets.gov.uk/committee

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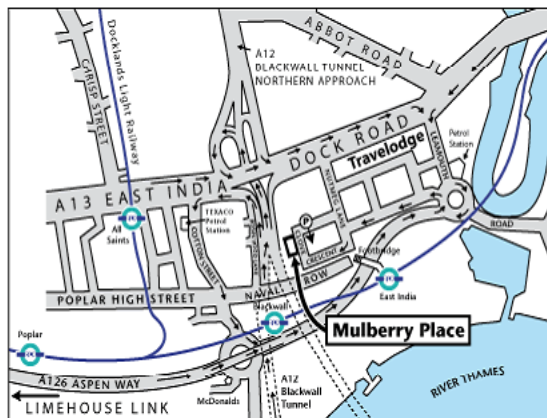
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A Guide to CABINET

Decision Making at Tower Hamlets

As Tower Hamlets operates the Directly Elected Mayor system, **Mayor Lutfur Rahman** holds Executive powers and takes decisions at Cabinet or through Individual Mayoral Decisions. The Mayor has appointed nine Councillors to advise and support him and they, with him, form the Cabinet. Their details are set out on the front of the agenda.

Which decisions are taken by Cabinet?

Executive decisions are all decisions that aren't specifically reserved for other bodies (such as Development or Licensing Committees). In particular, Executive Key Decisions are taken by the Mayor either at Cabinet or as Individual Mayoral Decisions.

The constitution describes Key Decisions as an executive decision which is likely

- a) to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the borough.

Upcoming Key Decisions are published on the website on the 'Forthcoming Decisions' page through www.towerhamlets.gov.uk/committee

Published Decisions and Call-Ins

Once the meeting decisions have been published, any 5 Councillors may submit a Call-In to the Service Head, Democratic Services requesting that a Key Decision be reviewed. This halts the decision until it has been reconsidered.

- The decisions will be published on: **Friday, 10 January 2014**
- The deadline for call-ins is: **Friday, 17 January 2014**

Any Call-Ins will be considered at the next meeting of the Overview and Scrutiny Committee. The Committee can reject the call-in or they can agree it and refer the decision back to the Mayor, with their recommendations, for his final consideration.

Public Engagement at Cabinet

The main focus of Cabinet is as a decision-making body. However there are opportunities for the public to contribute.

1. Public Question and Answer Session

Before the formal Cabinet business is considered, up to 15 minutes are available for public questions on any items of business on the agenda. Please send questions to the clerk to Cabinet (details on the front page) by **5pm the day before the meeting**.

2. Petitions

A petition relating to any item on the agenda and containing at least 30 signatures of people who work, study or live in the borough can be submitted for consideration at the meeting. Petitions must be submitted to the clerk to Cabinet (details on the front page) by: **Thursday, 2 January 2014 (Noon)**

LONDON BOROUGH OF TOWER HAMLETS

CABINET

WEDNESDAY, 8 JANUARY 2014

5.30 p.m.

PUBLIC QUESTION AND ANSWER SESSION

There will be an opportunity (up to 15 minutes) for members of the public to put questions to Cabinet members before the Cabinet commences its consideration of the substantive business set out in the agenda.

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS (Pages 1 - 4)

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

3. UNRESTRICTED MINUTES

The unrestricted minutes of the Cabinet meeting held on 4 December 2013 will be presented for information.

4. PETITIONS

To receive any petitions.

5. OVERVIEW & SCRUTINY COMMITTEE

5.1 Chair's Advice of Key Issues or Questions in Relation to Unrestricted Business to be Considered

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

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

PAGE NUMBER	WARD(S) AFFECTED
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UNRESTRICTED REPORTS FOR CONSIDERATION

6. A GREAT PLACE TO LIVE

- | | | | |
|------|--|--|-----------|
| 6 .1 | Housing Revenue Account First Budget and Rent Setting Report - 2014/15 (to follow) | | All Wards |
|------|--|--|-----------|

7. A PROSPEROUS COMMUNITY

Nil items.

8. A SAFE AND COHESIVE COMMUNITY

Nil items.

9. A HEALTHY AND SUPPORTIVE COMMUNITY

Nil items.

10. ONE TOWER HAMLETS

- | | | | |
|-------|---|-----------|-----------|
| 10 .1 | Strategic Performance, 13/14 General Fund Revenue Budget and Capital Programme Monitoring Q2 | 5 - 122 | All Wards |
| 10 .2 | Contract Forward Plan Q4 | 123 - 132 | All Wards |
| 10 .3 | Voluntary and Community Sector Strategy (to follow) | | All Wards |
| 10 .4 | Fees and Charges 2014/15 (to follow) | | All Wards |
| 10 .5 | Council Tax Base Report and Technical Changes (to follow) | | All Wards |
| 10 .6 | Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2014-15 (to follow) | | All Wards |
| 10 .7 | General Fund Capital and Revenue Budgets and Medium Term Financial Plan 2014-2017 (to follow) | | All Wards |

11. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

12. UNRESTRICTED REPORTS FOR INFORMATION

- | | | | |
|-------|--|-----------|-----------|
| 12 .1 | Exercise of Corporate Directors' Discretions | 133 - 138 | All Wards |
|-------|--|-----------|-----------|

13. EXCLUSION OF THE PRESS AND PUBLIC

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

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

EXEMPT/CONFIDENTIAL SECTION (PINK)

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

14. EXEMPT / CONFIDENTIAL MINUTES

Nil items.

15. OVERVIEW & SCRUTINY COMMITTEE

15 .1 Chair's Advice of Key Issues or Questions in Relation to Exempt / Confidential Business to be Considered.

15 .2 Any Exempt / Confidential Decisions "Called in" by the Overview & Scrutiny Committee

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

EXEMPT / CONFIDENTIAL REPORTS FOR CONSIDERATION

16. A GREAT PLACE TO LIVE

Nil items.

17. A PROSPEROUS COMMUNITY

Nil items.

18. A SAFE AND COHESIVE COMMUNITY

Nil items.

19. A HEALTHY AND SUPPORTIVE COMMUNITY

Nil items.

20. ONE TOWER HAMLETS

Nil items.

**21. ANY OTHER EXEMPT/ CONFIDENTIAL
BUSINESS CONSIDERED TO BE URGENT**

**22. EXEMPT / CONFIDENTIAL REPORTS FOR
INFORMATION**

Nil items.

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Agenda Item 2

DECLARATIONS OF INTERESTS - NOTE FROM THE MONITORING OFFICER

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

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

Interests and Disclosable Pecuniary Interests (DPIs)

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

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

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

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

Effect of a Disclosable Pecuniary Interest on participation at meetings

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

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

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

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

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

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

Further advice

For further advice please contact:-


- Mark Norman, Interim Monitoring Officer, 020 7364 4800
- 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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<p>Cabinet 08 January 2014</p>	 TOWER HAMLETS
<p>Report of: Chris Holme - Corporate Director, Resources</p>	<p>Classification: Unrestricted</p>
<p>Strategic Performance and Corporate Revenue and Capital Budget Monitoring Q2 2013/14 (Month 6)</p>	

Lead Member	Cabinet Member for Resources, Cllr Alibor Choudhury
Originating Officers	Louise Russell, Service Head Corporate Strategy and Equality Kevin Miles, Chief Accountant Kevin Kewin, Service Manager, Strategy, Policy and Performance
Wards affected	All wards
Community Plan Theme	All
Key Decision?	No

EXECUTIVE SUMMARY

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; and
- An overview of performance for all of the reportable strategic measures.

Recommendations:

The Mayor in Cabinet is recommended to:

- Review and note the Quarter 2 2013/14 performance; and
- Note the Council's financial position as detailed in section 4 and Appendices 1-3 of this report.

1. REASONS FOR THE DECISIONS

1.1. Good financial practice requires that regular reports be submitted to Council/Committee setting out the financial position of the Council against budget, and its service performance against targets

1.2. The regular reporting of the Strategic Performance and Corporate Revenue and Capital Budget Monitoring should assist in ensuring that Members are able to

scrutinise officer decisions.

2. ALTERNATIVE OPTIONS

2.1. The Council reports its quarterly budget against spend, its capital monitoring and its Strategic Performance.

2.2. Significant variations, trends and corrective action are reported in the body and appendices of the report. No alternative action is considered necessary beyond that included below and this report is produced to ensure that Members are kept informed about decisions made under the delegated authority.

3. DETAILS OF REPORT

3.1 Finance Overview

3.1.1 General Fund

As at the end of September 2013, all Directorates are forecasting a breakeven position on an overall net budget of £298m, except for Resources who are looking to bring a projected overspend of £202k back to budget, and Chief Execs Directorate who are projecting a £50k underspend, giving a forecast outturn variance of £152K (less than 0.1%).

3.1.2 HRA

The HRA is projecting an overall underspend of £571k, this equates to less than 0.7% based on budgeted income of £86.4m.

3.1.3 Capital Programme

Directorates have spent 19% of their capital budgets for the year (£41m against budgets of £221.3m). Further information is provided in section 5 of the report and Appendix 4.

3.2 Strategic Plan and Strategic Measures

3.2.1 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 81 activities in the Strategic Plan. 85% of these activities are either complete or on target to complete on time. Of the total activities within the Plan, 9 (11%) were due for completion between April and September 2013. 4 of these 9 are complete, the remaining five activities are either overdue or delayed.

3.2.2 The Strategic Measures Set enables the Council to monitor progress against our priorities. Of the 33 measures reportable this quarter (including subset of

measures), 12 (39%) are at or exceeding the standard target (lower bandwidth), with a further 4 (13%) meeting or exceeding the stretched target (Green).

3.3 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 capital budget movements
- 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 update on progress against the actions and milestones in the Strategic Plan
- Appendix 6 – provides an overview of performance for all of the reportable strategic measures

4 REVENUE

4.1 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
Chief Executive	9,592	4,796	5,256	460	9,542	(50)
Communities, Localities and Culture	76,951	34,558	28,664	(5,894)	76,951	0
Development and Renewal	15,741	7,994	9,792	1,798	15,741	0
Education, Social Care and Wellbeing	219,686	114,176	97,637	(16,539)	219,686	0
Resources	8,398	4,199	33,208	29,009	8,600	202
Corporate Costs / Capital Financing	(32,561)	(12,709)	4,302	17,011	(32,561)	0
Total	297,807	153,014	178,859	25,845	297,959	152

4.2 Year-to-date variances are explained in the detailed budget analysis in Appendix 2.

4.3 **Chief Executive** **£50k Underspend**

The forecast levels of budgeted income are lower than anticipated to date and therefore has increased the pressure on 2013/14 budget. However, this risk is expected to be managed within the overall performance of the Chief Executives budget.

4.4 **Communities, Localities & Culture** **NIL**

A breakeven position is forecast for the financial year.

4.5 **Development and Renewal** **NIL**

A breakeven position is forecast for the financial year.

4.6 **Education, Social Care and Wellbeing** **NIL**

The General Fund and the Schools Budget within Education Social Care and Wellbeing are reported as being balanced at year end. There are, however, significant risks (Vacancy management, auto pension enrolment and savings associated with the review of management and support services) with both budgets that could make significant calls on Directorate-wide reserves or which could deplete unallocated DSG to a level that requires retained budget reductions in 2014/15.

The variance to date is down to expenditure for schools being incurred at year end.

4.7 **Resources** **£202k Overspend**

The projected Resources overspend relates to savings on the closure of One Stop Shops which were anticipated before the 2013/14 financial year, but which no longer seem realisable. Management are looking at ways to bring expenditure back in line with budget.

The variance to date is primarily due to the Housing Benefit Subsidy being received at year end.

4.8 **Corporate Costs & Capital Financing** **NIL**

A breakeven position is forecast for the financial year. Spend to date variance is due to items such as depreciation and minimum revenue provision being processed at year-end.

4.9 Housing Revenue Account (HRA) £571k underspend

The overall projected HRA underspend is the net result of a number of variances, the main ones being that it is anticipated that income will be received in 2013/14 in respect of the recovery of costs incurred as part of various stock transfers carried out a few years ago; and it is forecast that rental income will be higher than budgeted due to a lower than anticipated level of voids and lower than anticipated level of Right to Buy sales in the first six months of the year.

The 2013/14 dwelling rent budget assumed 100 Right to Buy sales in each of 2012/13 and 2013/14. There were 12 sales in 2012/13 and there have been 14 completed sales to the end of September 2013; there are approximately a 1,000 live applications and a steady stream of sales for the rest of the year is anticipated.

In addition, it is currently expected that capital fee income will be higher than budgeted, however, any underspends 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 and re-confirmed in May 2013.

4.10 Income Collection Performance Targets

Details of income collection during 2013/14 are shown below:

Income Stream	Collected in 2012/13 %	2013/14 Target to 30.09.13 %	2013/14 Collected to 30.09.13 %	Direction of Travel
Business Rates	99.69	49.80	59.76	↑
Central Income	91.00	82.00	60.00	↓
Council Tax	95.10	47.58	47.94	↑
Housing Rents	99.72	98.00	100.56	↑

Collection rates are above target, except for Central Income which is currently not reaching its target. This is being reviewed to ensure it is brought back on target.

5. CAPITAL

5.1 The capital budget now totals £221.3m, increased from the £206m reported for the first quarter following the adoption of new schemes for Bromley by Bow station upgrade, Wellington Way Health Centre and energy saving schemes relating to HRA properties.

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

5.3 Total capital expenditure to the end of Quarter 2 represented 19% of the revised capital programme budget for 2013/14 as follows:

	Annual Budget as at 30-Sep-13	Spend as at 30-Sep-13	% Budget Spent
	£m	£m	%
TOTALS BY DIRECTORATE:			
Education, Social Care and Wellbeing	19.641	5.732	29%
Communities, Localities and Culture	17.123	3.380	20%
Development and Renewal	28.557	1.655	6%
Building Schools for the Future (BSF)	42.859	22.019	51%
Housing Revenue Account (HRA)	103.026	8.188	8%
Resources	0.128	0.000	0%
Corporate GF provision for schemes under development	10.000	0.000	0%
GRAND TOTAL	221.334	40.974	19%

This compares with £54.4m, (28%) at the same stage last year.

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

	Annual Budget as at 30-Sep-13	Projection 31-Mar-14	Forecast Variance
	£m	£m	£m
TOTALS BY DIRECTORATE:			
Education, Social Care and Wellbeing	19.641	17.366	-2.275
Communities, Localities and Culture	17.123	17.123	0.000
Development and Renewal	28.557	28.123	-0.434
Building Schools for the Future (BSF)	42.859	42.858	-0.001
Housing Revenue Account (HRA)	103.026	88.714	-14.312
Resources	0.128	0.128	0.000
Corporate GF provision for schemes under development	10.000	0.000	-10.000
GRAND TOTAL	221.334	194.312	-27.022

Programme slippage of £27.0m is currently being projected. It should be noted that this figure includes a £10m provision for General Fund capital schemes which is not yet allocated to individual schemes. The remaining forecast in-year underspend is due to slippage on HRA and education schemes, though these are expected to be spent in future years.

5.5 The total approved budget, taking into account the whole life of all capital schemes, is currently £865.8m against which spend of £835.8m is forecast resulting in a total underspend variance of £30.9m. The main reason for this

underspend is that a £30.0m borrowing provision was set aside in the budget, of which £20m relates to a credit arrangement which will fund the development of Poplar Baths and Dame Colet House. The other £10m is not currently allocated to specific schemes.

	All year budget as at 30-Sep-13	Projection 30-Sep-13	Variance
	£m	£m	£m
Education, Social Care and Wellbeing	100.474	100.474	0.000
Communities, Localities and Culture	74.726	74.726	0.000
Development and Renewal	45.034	45.034	0.000
Building Schools for the Future (BSF)	325.531	325.531	0.000
Housing Revenue Account (HRA)	289.779	289.779	0.000
Resources	0.220	0.220	0.000
Poplar Baths & Dame Colet House	20.000	0.000	-20.000
Corporate GF provision for schemes under development	10.000	0.000	-10.000
GRAND TOTAL	865.764	835.764	-30.000

5.6 Capital receipts received in 2013/14 from the sale of Housing and General fund assets as at 30 September 2013 are as follows:

Capital Receipts		
	£m	£m
Receipts from Right to Buy (7 properties)	0.618	
less estimated poolable amount to DCLG	-0.458	
		0.160
Sale of Housing Land		
Queens Head PH	0.350	
Enfranchisement	0.070	
Cotall Street	0.610	
		1.030
Sale of General Fund assets		
Travelodge site	2.910	
Overage Payments (Wapping Lane)	0.008	
		2.918
Total		4.108

The allocation of these receipts against capital projects will be considered alongside other resources when setting the 2014/15-2016/17 capital programme.

6. STRATEGIC PLAN 2013/14

6.1 The council's performance management and accountability framework requires CMT and members to consider our progress against Strategic Plan

activities every 6 months. This section provides a monitoring update for the first 6 months of the 2013/14 Plan.

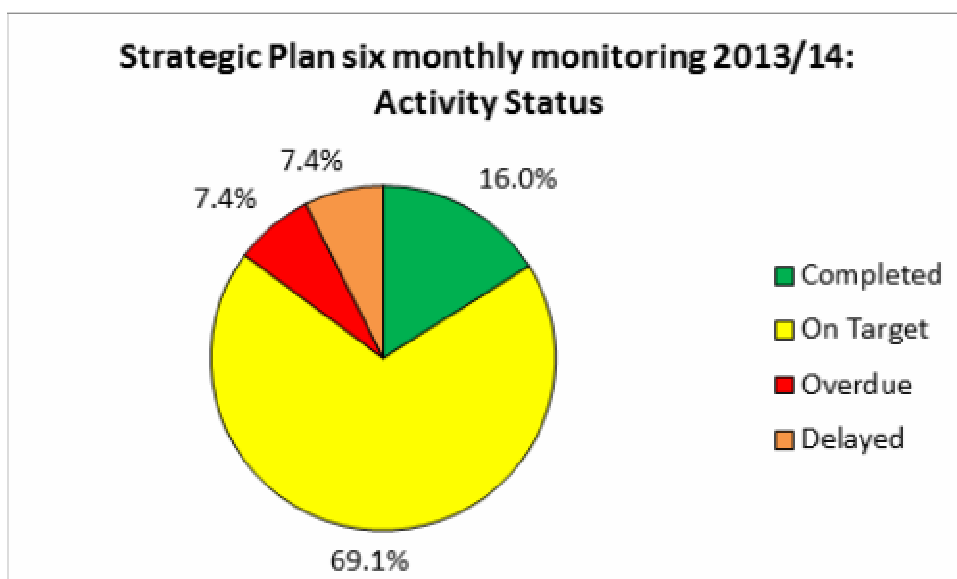
6.2 All activities within the Strategic Plan have been monitored and are included in Appendix 5. The following criteria are used to report on the status of activities:

- Completed (Green) - where an activity has been completed.
- On Target (Gold/Amber) - where an activity is not due for completion yet, and managers consider that progress is on track to meet the deadline. The percentage completed is given to provide an indication of the work already carried out.
- Delayed (Orange) - where an activity has missed its deadline or is assessed as likely to miss its deadline, but is still anticipated to complete within the financial year.
- Overdue (Red) - where an activity has been identified as likely to not be completed this financial year. Managers have provided comments for all overdue activities to explain why the deadline was missed; what is being done to rectify the situation; and when the activity will be completed.

6.3 There are 81 activities in the Strategic Plan. 85% of these activities are either complete or on target to complete on time, meaning the Council is well on track to delivering our strategic objectives within this financial year.

6.4 Of the total activities within the Plan, 9 (11%) were due for completion between April and September 2013. 4 of these 9 are complete, the remaining 5 activities are either overdue or delayed. Further detail and explanation are provided in the remainder of this report.

6.5 In total 13 (16%) of activities are completed, 56 (69%) are on target with 6 (7%) delayed and 6 (7%) overdue.



- 6.6 Overall performance in delivering against the Strategic Plan is strong, with several activities complete, some earlier than anticipated. **Community facilities have been improved** with the opening of the new Idea Store Watney Market and the One Stop Shop. The design and implementation of the **People's History Plaque Scheme** has now been completed earlier than originally scheduled. All Tower Hamlets streets have been visited and **potholes** have been repaired.
- 6.7 **Delivery of the Partnership community offer through the Community Champion Programme** has been achieved. Several Community Champion co-ordinators have been recruited and trained, and an outreach framework to guide them when engaging with the local community has been developed. In addition, an activity in **engaging residents and community leaders in policy and budget changes** has been delivered ahead of time with the completion of an assessment to determine the method of delivering the first Community Budget. Both of these activities have been achieved before the year-end Strategic Plan deadline.
- 6.8 The proposal for a **framework for engagement of borough-wide equality forums in the Partnership** was agreed by the Partnership Executive in June, and now all Community Plan Delivery Groups have third sector representation. The **delivery of locally appropriate services through the four locality Hubs** has been achieved, with the co-location of police, public health, youth services and CLC front-line services.
- 6.9 The **introduction of 'TH Personnel' as a mechanism for recruiting local residents into temporary opportunities** activity has been achieved prior to the deadline. The TH Personnel temporary desk is now operational. Referral routes into external temporary agencies across East London businesses and agencies have been developed. A talent pool of residents who can be placed into temporary opportunities has been created.
- 6.10 The **Welfare Reform Temporary Accommodation Support Fund** has been implemented ahead of time. The most vulnerable residents are being identified to receive funds and monitoring of the impact is being fed back to the Welfare Reform Task Group on a regular basis.
- 6.11 Two activities within the focus on crime and anti-social behaviour theme have been completed early. **Further develop the Tower Hamlets Enforcement Officer service** – a further ten THEOs were recruited over the summer. The THEOs are operating in the 4 locality hubs, supporting the new local ward forums and their priorities for reducing ASB. **The Partnership approach to Violence against Women and Girls (VAWG)** has been developed. A forum

has been established, a VAWG Day was held, and a programme of training to key statutory and voluntary organisations has been developed.

- 6.12 The activity to **support young people to live healthy lives** has been completed. Healthy eating and physical activity support is being provided to 33 schools. Achievements include: 13 schools delivered the Healthy Lives Champions Project, 16 schools achieved Advanced Healthy School status, lessons to Year 6 pupils around drug education have been delivered to 730 pupils, and Key Stage 3 alcohol lesson plan delivered to 995 students.
- 6.13 The council **launched its mechanism for engaging local disabled people in design, delivery and scrutiny of local services** through the Local Voices project. It reported in June with a number of recommendations and an action plan has been developed and agreed by the Tower Hamlets Equalities Steering Group. The next phase of Local Voices has been commissioned. An activity to **improve customer satisfaction and value for money** has been completed ahead of time, with the re-location of Cheviot House One Stop Shop to Watney Market.
- 6.14 Six activities (7.4%) have been flagged as being delayed (Amber). An activity is flagged as delayed where it has missed its deadline, or is assessed as likely to miss its deadline, but is still anticipated to complete within the financial year.
- 6.15 **Provide support for the improvement of faith buildings in the borough** – the launch of the application process was delayed and this has had a knock on effect on the following milestones. The service anticipates that the activity will be completed two months after the end of December deadline.
- 6.16 **Implement a programme of information to third sector and social enterprises to support commercial independence** – the restructure of the council's Third Sector Team has caused a delay in this activity.
- 6.17 **Deliver free school meals for all reception and year 1 pupils** –from September 2013, all Reception and Year 1 pupils are now receiving a free school meal – either statutory or via the Mayor's scheme. Whilst there has been a delay in the recruitment of permanent kitchen assistants due to the summer break, vacancies are currently being covered by temporary staff and a recruitment exercise through Skillsmatch should mean that permanent staff are in post by the new year.
- 6.18 **Ensure that integrated governance arrangements are in place to maximise health outcomes** – The Towards a Healthier Tower Hamlets Strategy and delivery plan has been agreed and the Healthwatch service is

up and running. Work is underway to identify locally appropriate interventions to co-produce with residents with an initial focus on diabetes.

- 6.19 ***Provide proportionate support to vulnerable children and families*** – this activity is projected to be completed by January 2014. The TH Multi-Agency Safeguarding Hub will be formally launched in December following delays with building work and new technology. The further development of the Family Wellbeing Model was delayed in order to take into account the findings of the Working Together 2013 publication.
- 6.20 ***Make better use of our buildings*** – work is now underway on a complete refresh of the Strategic Asset Management Plan, and this should be achieved by March 2014. The Corporate Landlord Model is due to be completed in April 2014.
- 6.21 Of the 81 activities in the Strategic Plan, six have been assessed as being overdue (Red), 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.
- 6.22 ***Improve the quality of housing services*** – while review of the Leaseholder CAP and implementation of the Democratic Filter for housing will be completed within year, adoption of the Mayor's Housing Statement is projected to slip into 2014/15 because of a delay in consulting with Members. However, there is a suite of other sub-statements and policies, signed off at Cabinet, which deliver our strategic approach to Housing.
- 6.23 ***Introduce the Tower Hamlets local Community Infrastructure Levy (CIL)*** – amendments to existing CIL regulations by the Government have delayed this activity. The service anticipates that this activity will be completed by July 2014.
- 6.24 ***Expand free early education places of high quality for disadvantaged two-year-olds*** – this target was set by the DfE but it has been an extremely difficult task as most other inner city boroughs have found. Several activities are taking place to progress the activity. The service anticipates that the activity will be 80% completed by end of year.
- 6.25 ***Invest in the borough's leisure centres and playing pitches*** – the deadline for this activity as reported in the Strategic Plan was March 2014. Revisions in the specification of Poplar Baths have caused a delay of approximately one month on this activity. In addition, improvement works on

football pitches have been rescheduled in order to avoid pitch disruption during the current football season.

- 6.26 ***Ensure effective partnership working across health and social care*** – the deadline for this activity is reported in the Strategic Plan as March 2014. The Mental Health Strategy is now completed, and discussions are on-going with health on a more integrated approach for delivery. However work to agree a council policy on integrated care pathways and to establish governance arrangements with health partners have been delayed until several key decisions about the future course for the council and health partners have been made.
- 6.27 ***Improve Accommodation and Equipment*** – whilst this activity was not due to complete until the end of the financial year, already a number of milestones are overdue. The service has confirmed that this activity will not be completed by March 2014; this is partly due to extended negotiations with another council on resource sharing. The activity is focussed on accommodation to support independence and wellbeing, including people needing high level support.

7 STRATEGIC PERFORMANCE MEASURES

- 7.1 The strategic measures enable the Council to monitor progress against its priorities outlined in the Strategic Plan. The strategic measures reflect the Council's continued commitment to set itself stretching targets. They are 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.
- 7.2 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 better than the standard target, but below the stretched target – indicated as the solid green line, it is 'Amber'. Where performance is at or better than 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, or no statistically significant change for survey measures) it is neutral ↔, and where performance has improved compared to the previous year, it is indicated as an upward arrow ↑.

2012/13 Final Outturn Reporting Update

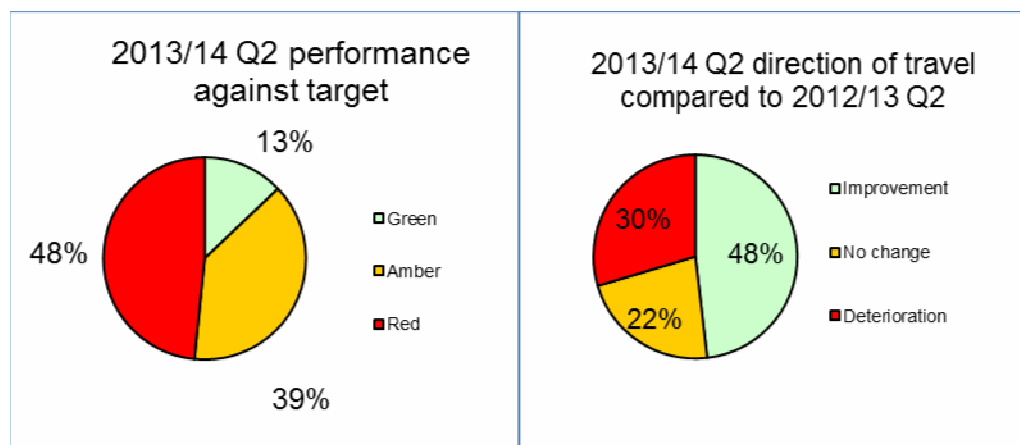
- 7.3 Since the year end performance reporting was undertaken, final outturns for the following outstanding performance measures are now available, and are included in Appendix 6:
- All age, all-cause mortality (male and female)
 - Percentage of overall council housing stock that is non-decent
 - Self-reported experience of social care users
 - Percentage of CAF reviews with an improved score
- 7.4 Quarter 1 data for the following strategic measure was not available in time to report to CMT within the relevant report, but is now available, and is included in Appendix 6.
- Smoking quitters
 - Homelessness Prevention

Strategic Performance Measures – Quarter 2 (July-September 2013)

- 7.5 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, 33 are reportable this quarter (including previously outstanding 2012/13 final outturns and Quarter 1 data). Of these, four measures are new or changed for 2013/14:
- Rate of violence with injury crimes (excluding Domestic Violence)
 - Rate of violence with injury crimes (Domestic Violence only)
 - Average time between a child entering care and moving in with his/her adoptive family (Time to adoption)
 - Percentage of ethnic minority background children adopted (BME adoptions)
- 7.6 For new or significantly changed measures, it is not usually possible to measure direction of travel (because previous quarters are not available); as a result, the proportions allocated to each direction arrow are based on a total of 29. For performance against target (RAG status), proportions are based on 31 measures (targets for the two Public Health mortality measures are unconfirmed at the time of dispatch).
- Four measures (13%) are meeting or exceeding their stretched target (Green), with three of these an improvement from last year (↑) and one a new indicator;
 - 12 (39%) are above the standard target but below the stretched target (Amber), with 7 of these improving (↑), 3 remaining unchanged (↔), and

one deteriorating (↓) compared to last year's performance; one measure is new.

- 15 (48%) are below the standard target (Red), with 3 improving from last year (↑), no change for 3 measures (↔) and 7 deteriorating (↓); with two measures being new.
- Overall, four indicators do not have comparable data for this time last year and therefore no direction of travel information can be produced.



7.7 There are several strategic performance measures which report on a quarterly basis but Q2 data is currently not available due to a time lag in reporting. These are:

- Number of Smoking Quitters (NI123) – due to report January 2014;
- Homelessness Prevention (Strategic 201) – due to report November 2013 (quarter 1 data, which was not previously reported, has been provided in the report and appendix); and
- Percentage of household waste sent for reuse, recycling and composting – early indications are that the best-ever performance reported in Quarter 1 (29.1% recycled) has been maintained, with a slightly improved rate of 29.5% recorded for August, comfortably above the target of 29%. Quarter 2 data, including September, will be available from mid-November.

Performance Summary

The following sections detail our performance under two key headings:

- High performing and areas of improvement
- High risk areas

High Performing Areas – Quarter 2

7.8 Measures that exceeded their stretched target or have improved compared to quarter 2 last year include:

- ***Percentage of LP07 or above local authority staff that are women:***

This measure has improved since this time last year, when the outturn was below the lower bandwidth. The Workforce to Reflect the Community action plan had identified a number of specific actions to improve representation of women.

- ***Percentage of LP07 or above local authority staff that have a disability:***

This measure is currently exceeding the stretch target and has consistently done so for most months this year. It is thought that the improved performance is due to a staff equalities audit that was carried out last year, encouraging staff to declare if they have a disability.

- ***Number of social rented housing completions for family housing (gross):***

17 more social rented homes were completed for family housing in Q2 2013/14 than Q2 2012/13. The delivery of housing units fluctuates throughout the year. The predicted annual delivery stands at 239, exceeding the 2013/14 upper bandwidth.

- ***Percentage of overall council housing stock that is non-decent:***

The percentage of council housing stock that is non-decent has gone down due to the Decent Homes Programme. However, due to non-completion on a few properties, the target was missed by 0.48 percentage points.

- ***Level of street and environmental cleanliness – litter and detritus:***

Both of these measures have improved by more than 50%; this has been the result of additional investment in cleanliness as a result of the Accelerated Delivery Programme.

- ***JSA Claimant count – gap with London average and Overall Employment Rate – Gap with London Average***

Both of these measures have improved when compared to the same period last year. The council has had an extended and sustained programme of activities aimed at assisting residents into work, including Skillsmatch, apprenticeships (including through procurement processes), and work with Jobcentre Plus.

- ***Proportion of children in poverty***

The child poverty rate in Tower Hamlets has fallen considerably since 2007 from 64% to 46.1% – a fall of 17.9 percentage points. The drop in rate reflects a significant fall in the number of children in relative poverty against a steadily growing child population. London also saw a fall over the same period but it was far less pronounced (a drop from 33% to 26.7% – a fall of 6.3 percentage points). Nationally rates have shown little change – falling only by 1.9 percentage points since 2007.

- ***Rate of personal robbery crimes:***

Performance is better than this time last year and lower than the stretch target.

- **Rate of violence with injury (domestic violence only) crimes:**
This measure is designed to track the success of the Police in increasing detection of domestic violence. Domestic Violence with Injury Offences when compared to the same period in 2012 saw an increase of 21% and is reflective of the proactivity being undertaken. Tower Hamlets has one of the highest arrest rates in the MPS for Domestic Violence with a Detection Rate of 56.7%. The Police consider the increase in rate is due to better reporting practices.
- **All-age, all-cause mortality, female:**
The latest available mortality figures relate to end of year 2012/13. This shows that the all-age all-cause mortality rate for females is slightly lower than it was in the previous year. 2013/14 data will be available in August 2014.
- **Social care clients and carers in receipt of Self Directed Support:**
This measure is within the target bandwidth and has shown an improvement of 4.5 percentage points since the last reported outturn. The Adult's Social Care team continue to work with clients and carers to increase the proportion of clients in receipt of self-directed support or direct payments.

High Risk Areas – Quarter 2

7.9 As part of the monitoring of our performance each quarter, analysis is undertaken to identify those measures at risk of not achieving their annual targets. These measures are set out below. Performance Review Group will consider each of these further (alongside all off-track measures) and whether additional remedial action is required.

- **Percentage of LP07 or above local authority staff who are BME**
There has been a small decline in performance recently and is approximately 2 percentage points off the lower bandwidth (standard target). A range of actions are in place to improve performance, including implementation of Navigate.
- **Homeless prevention**
Performance has declined since last year, and the environment is more challenging. Quarter 2 information will be available in mid-November which will give better indication of progress and risk.
- **Burglary, vehicle crimes and violence with injury (excl. DV)**
These indicators are the responsibility of the police, who have a plan in place to improve performance. While performance is similar to last year for both burglary and vehicle crime, performance has improved for violence with injury (excl. DV). The Police have stated that the vehicle crime target will be very difficult to achieve.
- **CAD Calls (ASB)**

Work is in place to reduce the number of calls, including specific plans to address identified issues.

8. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 8.1 Under Financial Regulations it is the responsibility of senior managers to spend within budgets and, where necessary, management actions will need to be taken over the remainder of the financial year to avoid overspend.
- 8.2 Any overspend we incur at the end of 2013/14, 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.

9. LEGAL COMMENTS

- 9.1 The report provides performance information, including by reference to key performance indicators and the budget. It is consistent with good administration for the Council to consider monitoring information in relation to plans and budgets that it has adopted.
- 9.2 Section 3 of the Local Government Act 1999 requires the Council as a best value authority to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. Monitoring of performance information is an important way in which that obligation can be fulfilled.
- 9.3 The Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council’s chief finance officer has established financial procedures to ensure the Council’s proper financial administration. These include procedures for budgetary control. It is consistent with these arrangements for Members to receive information about the revenue and capital budgets as set out in the report.
- 9.4 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.

10. ONE TOWER HAMLETS CONSIDERATIONS

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

11. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

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

12. RISK MANAGEMENT IMPLICATIONS

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

There is a risk to the integrity of the authority's finances if an imbalance occurs between resources and needs. This is mitigated by regular monitoring and, where appropriate, corrective action. This report provides a corporate overview to supplement more frequent monitoring that takes place at detailed level.

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

13. CRIME AND DISORDER REDUCTION IMPLICATIONS

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

14. EFFICIENCY STATEMENT

Efficiencies for 2013/14 are incorporated within the estimated forecast outturn.

15. LINKED REPORTS, APPENDICES AND BACKGROUND DOCUMENTS

Linked Reports

- None

Appendices

- Appendix 1 - lists budget/target adjustments (including virements) for the General Fund and for the capital budget
- Appendix 2 - provides the estimate budget outturn forecast by Directorate for the General Fund and explanations of any major variances.
- Appendix 3 - provides the budget outturn forecast and explanations of major variances for the HRA.
- Appendix 4 - provides details of the capital programme and explanations of any major variances
- Appendix 5 - provides an update on progress against the actions and milestones in the Strategic Plan
- Appendix 6 - provides an overview of performance for all of the reportable strategic measures.

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

- None

Officer contact details for documents:

Chris Holme, Acting Corporate Director, Resources;
Louise Russell, Service Head Corporate Strategy and Equality

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CONTROL BUDGET 2013/14	Total General Fund	Education, Social Care and Wellbeing	Communities, Localities and Culture	Development and Renewal	Chief Executives	Resources	Corporate Costs	Central Items
2013/14 Original Budget at Cash Prices	297,806,495	217,192,353	75,704,396	16,916,969	8,610,500	10,149,669	20,799,886	(51,567,278)
UOR - Early Intervention Reserve - University of Cumbria	0	1,222,000	114,000	100,000				(1,436,000)
Salaries 1% Increase due to Inflation	(0)	915,686	318,491	208,164	79,859	219,423		(1,741,623)
UOR - Efficiency Reserve - WPA for Siebel Replacement	0					36,000		(36,000)
UOR - Mayor's Office	0				277,000			(277,000)
UOR - Olympic Legacy	0			60,000				(60,000)
Support Services	0	35,606	1,287,341	316,484	625,982	(2,265,413)		
Contribution to Elections Reserve	0				100,000		(100,000)	
Childrens Lawyer Budget Transfer	0	(100,000)			100,000			
Adult Social Care Lawyer Budget Transfer	0	(56,551)			56,551			
Funding for the Tower Hamlets' People's Plaques	0		4,000					(4,000)
New Homes Bonus Adjustment	0			(1,861,000)				1,861,000
Accommodation Support Charges Between Resources & Chief Executives	0				(258,365)	258,365		
Correction to Support Service Charges	0	477,130	(477,130)					
	0							
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Total Adjustments	(0)	2,493,871	1,246,702	(1,176,352)	981,027	(1,751,625)	(100,000)	(1,693,623)
Revised Current Budget 2013/14	297,806,495	219,686,224	76,951,098	15,740,617	9,591,527	8,398,044	20,699,886	(53,260,901)

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Corporate Monthly Budget Monitoring	Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget
September 2013	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
CHE Chief Executive Services								
GEN General Fund Account								
Expenditure	15,593	17,600	8,800	8,884	84	17,313	-287	-1.6%
Income	-6,983	-8,008	-4,004	-3,628	377	-7,771	237	-3.0%
Net Expenditure Fund Type: GEN	8,611	9,592	4,796	5,256	460	9,542	-50	-0.5%
Net Expenditure Directorate: CHE	8,611	9,592	4,796	5,256	460	9,542	-50	-0.5%
COM Communities & Localities								
GEN General Fund Account								
Expenditure	127,266	123,938	62,895	44,704	-18,191	128,652	4,714	3.8%
Income	-51,561	-46,988	-28,337	-16,040	12,297	-51,702	-4,714	10.0%
Net Expenditure Fund Type: GEN	75,704	76,951	34,558	28,664	-5,894	76,950	0	0.0%
Net Expenditure Directorate: COM	75,704	76,951	34,558	28,664	-5,894	76,950	0	0.0%
COP Corporate Cost and Central Items								
GEN General Fund Account								
Capital Expenditure	5,617	5,617	2,849	3,535	686	5,617	0	0.0%
Expenditure	17,728	17,628	11,073	2,627	-8,446	17,628	0	0.0%
Income	-2,545	-2,545	0	-1,860	-1,860	-2,545	0	0.0%
Net Expenditure Fund Type: GEN	20,800	20,700	13,922	4,302	-9,620	20,700	0	0.0%
Net Expenditure Directorate: COP	20,800	20,700	13,922	4,302	-9,620	20,700	0	0.0%
DEV Development & Renewal - General Fund								
GEN General Fund Account								
Expenditure	74,951	73,774	36,887	35,828	-1,059	75,601	1,826	2.5%
Income	-58,034	-58,034	-28,893	-26,046	2,847	-59,860	-1,826	3.1%
Net Expenditure Fund Type: GEN	16,917	15,741	7,994	9,792	1,798	15,740	0	0.0%
Net Expenditure Directorate: DEV - GF	16,917	15,741	7,994	9,792	1,798	15,740	0	0.0%
ESW Education, Social Care & Wellbeing								
GEN General Fund Account								
Expenditure	269,836	272,329	135,860	111,305	-24,555	275,323	2,994	1.1%
Income	-52,643	-52,643	-21,684	-13,670	8,014	-55,637	-2,994	5.7%
Net Expenditure Fund Type: GEN	217,192	219,686	114,176	97,637	-16,539	219,686	0	0.0%
Net Expenditure Directorate: ESW	217,192	219,686	114,176	97,637	-16,539	219,686	0	0.0%
RES Resource Services								
GEN General Fund Account								
Expenditure	327,527	328,818	164,320	159,726	-4,594	329,725	907	0.3%
Income	-317,377	-320,420	-160,121	-126,518	33,603	-321,125	-705	0.2%
Net Expenditure Fund Type: GEN	10,150	8,398	4,199	33,208	29,009	8,600	202	2.4%
Net Expenditure Directorate: RES	10,150	8,398	4,199	33,208	29,008	8,599	202	2.4%
Net Expenditure Total	349,374	351,067	179,645	178,859	-784	351,219	152	0.0%
Central Items (as per Appendix 1)	-51,567	-53,261	-26,631	0	26,631	-53,261	0	0.0%
Net Expenditure total	297,807	297,807	153,014	178,859	25,845	297,959	152	0.0%

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 2013	Chief Executive Services	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Fund Type: GEN General Fund Account										
Service Area: C11 Chief Executives Office										
Vote: C80 Corporate Management										
	Expenditure	1,985	2,006	1,003	1,045	42	1,856	-150	-7.5%	Chief Executive Post Vacant
	Income									
	Net Expenditure Vote: C80	1,985	2,006	1,003	1,045	42	1,856	-150	-7.5%	
Net Expenditure	Service Area: C11	1,985	2,006	1,003	1,045	42	1,856	-150	-7.5%	
Service Area: C13 Legal Services										
Vote: C52 Legal Services										
	Expenditure	3,439	3,790	1,895	2,159	263	3,790	0	0.0%	Additional costs to be met by additional fee income
	Income	-3,519	-3,442	-1,721	-1,834	-112	-3,442	0	0.0%	from services
	Net Expenditure Vote: C52	-80	348	174	325	151	348	0	0.0%	
Vote: C58 Electoral Registration										
	Expenditure	694	767	383	249	-134	767	0	0.0%	Additional Budget allocated in 2013/14 to be transferred to Elections Reserve at year end for
	Income	0	0	0	-28	-28	0	0	0.0%	May 2014 Elections
	Net Expenditure Vote: C58	694	767	383	222	-162	767	0	0.0%	
Vote: C60 Borough Elections										
	Expenditure	29	29	14	0	-14	29	0	0.0%	
	Net Expenditure Vote: C60	29	29	14	0	-14	29	0	0.0%	
Vote: C84 Information Governance & Complaints										
	Expenditure	502	526	263	234	-29	526	0	0.0%	
	Income	-395	-522	-261	-185	76	-522	0	0.0%	
	Net Expenditure Vote: C84	107	4	2	49	47	4	0	0.0%	
Net Expenditure	Service Area: C13	750	1,148	574	596	22	1,148	0	0.0%	
	Expenditure	2,588	2,553	1,276	1,328	52	2,553	0	0.0%	Additional cost projected, not covered by equivalent
	Income	-2,628	-2,499	-1,250	-1,007	243	-2,399	100	4.0%	income from East End Life.
	Net Expenditure Vote: C14	-40	53	27	322	295	153	100	186.9%	
Net Expenditure	Service Area: C18	-40	53	27	322	295	153	100	186.9%	
Service Area: C19 Registrars & Democratic Services										
Vote: C62 Democratic Services										
	Expenditure	2,569	2,944	1,472	1,460	-12	2,944	0	0.0%	
	Income	-7	-7	-4	3	6	-7	0	0.0%	
	Net Expenditure Vote: C62	2,562	2,937	1,468	1,463	-6	2,937	0	0.0%	
Vote: C78 Democratic Representation										
	Expenditure	0	961	480	480	-0	961	0	0.0%	
	Income	862	0	0	0	0	0	0	0.0%	
	Net Expenditure Vote: C78	862	961	480	480	-0	961	0	0.0%	
Net Expenditure	Service Area: C19	3,663	4,275	2,137	2,223	86	4,275	0	0.0%	
Service Area: C20 Business Support										
Vote: C82 Business Support Unit										
	Expenditure	781	873	437	399	-37	873	-0	0.0%	
	Income	-624	-866	-433	-433	0	-866	0	0.0%	
	Net Expenditure Vote: C82	157	7	4	-34	-37	7	-0	-0.5%	
Net Expenditure	Service Area: C20	157	7	4	-34	-37	7	-0	-0.5%	
Service Area: C54 Corporate Strategy & Equalities										
Vote: C16 Corporate Strategy and Equalities										
	Expenditure	1,549	1,556	778	719	-59	1,556	0	0.0%	
	Net Expenditure Vote: C16	1,549	1,556	778	719	-59	1,556	0	0.0%	
Vote: C54 One Tower Hamlets										
	Expenditure	703	703	352	276	-76	546	-157	-22.4%	Virement to be processed
	Income	-157	-157	-78	109	188	0	157	-100.0%	
	Net Expenditure Vote: C54	546	546	273	385	112	546	-0	0.0%	
Net Expenditure	Service Area: C54	2,095	2,102	1,051	1,104	53	2,102	-0	0.0%	
Net Expenditure	Fund Type: GEN	8,611	9,592	4,796	5,256	460	9,542	-50	-0.5%	
Net Expenditure	for Chief Executive Services	8,611	9,592	4,796	5,256	460	9,542	-50	-0.5%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 2013 Communities & Localities		£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Fund Type: CPK Controlled Parking										
Service Area: CPR Public Realm										
Vote: E24 Parking Control										
	Expenditure	6,917	6,917	3,242	2,690	-552	6,917	-0	0%	Variance to date due to timing / Budget Profiles
	Income	-6,917	-6,917	-7,293	-5,907	1,386	-6,917	-0	0%	
Net Expenditure Vote: E24		0	0	-4,051	-3,217	834	-0	-0	0%	
Net Expenditure Service Area: CPR		0	0	-4,051	-3,217	834	-0	-0	0%	
Net Expenditure Fund Type: CPK		0	0	-4,051	-3,217	834	-0	-0	0%	
Fund Type: GEN General Fund Account										
Service Area: CAL Cultural Services										
Vote: E40 Divisional Management										
	Expenditure	112	113	56	92	36	113	0	0%	
	Income	-112	-112	-56	-41	15	-112	0	0%	
Net Expenditure Vote: E40		0	1	1	51	51	1	0	0%	
Vote: E41 Idea Stores										
	Expenditure	7,971	8,354	4,177	3,382	-795	8,354	-0	0%	Variance due to payments being made in advance for the new Watney Idea Store.
	Income	-1,330	-1,330	-665	-309	356	-1,330	-0	0%	
Net Expenditure Vote: E41		6,641	7,024	3,512	3,073	-439	7,024	-0	0%	
Vote: E42 Sports & Physical Activity										
	Expenditure	3,564	3,597	1,798	1,759	-39	3,597	0	0%	
	Income	-339	-339	-169	-184	-14	-339	0	0%	
Net Expenditure Vote: E42		3,225	3,258	1,629	1,576	-53	3,258	0	0%	
Vote: E43 Parks & Open Spaces										
	Expenditure	2,741	2,672	1,336	952	-384	2,672	0	0%	
	Income	-576	-576	-288	-166	122	-576	0	0%	
Net Expenditure Vote: E43		2,165	2,096	1,048	786	-262	2,096	0	0%	
Vote: E44 Arts & Events										
	Expenditure	2,168	2,317	1,159	935	-224	2,317	-0	0%	
	Income	-1,104	-1,104	-552	-506	46	-1,104	-0	0%	
Net Expenditure Vote: E44		1,063	1,213	606	429	-178	1,213	-0	0%	
Vote: E45 Mile End Park										
	Expenditure	701	703	351	256	-96	703	0	0%	
	Income	-701	-701	-350	-303	48	-701	0	0%	
Net Expenditure Vote: E45		0	2	1	-47	-48	2	0	22%	
Vote: E47 Lifelong Learning										
	Expenditure	4,495	4,505	2,252	1,602	-650	4,505	0	0%	Expenditure and Grant Profile to be set to reflect Academic Year
	Income	-3,265	-3,265	-1,632	-58	1,575	-3,265	0	0%	
Net Expenditure Vote: E47		1,230	1,240	620	1,545	925	1,240	0	0%	
Vote: E48 Community Languages Services										
	Expenditure	1,082	1,081	564	488	-77	1,157	76	7%	
	Income	-306	-306	-153	-170	-17	-382	-76	25%	
Net Expenditure Vote: E48		776	774	411	318	-93	774	0	0%	
Net Expenditure Service Area: CAL		15,100	15,609	7,828	7,730	-98	15,609	-0	0%	
Service Area: CMS CLC Management & Support										
Vote: E01 Management & Support										
	Expenditure	3,415	3,446	1,701	1,724	23	3,446	-0	0%	Awaiting Recharges
	Income	-3,415	-3,446	-1,723	0	1,723	-3,446	0	0%	
Net Expenditure Vote: E01		0	0	-22	1,724	1,746	0	-0	0%	
Vote: E02 Olympics										
	Expenditure	0	0	0	28	28	0	0	0%	
	Income	0	0	0	-25	-25	0	0	0%	
Net Expenditure Vote: E02		0	0	0	3	3	0	0	0%	
Net Expenditure Service Area: CMS		-0	0	-22	1,727	1,749	0	-0	0%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 2013	Communities & Localities	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: CPR Public Realm										
Vote: E10 Public Realm M & A										
	Expenditure	363	367	183	69	-114	367	0	0%	
	Income	-363	-363	75	-214	-289	-363	-0	0%	
	Net Expenditure Vote: E10	0	4	258	-145	-403	4	0	1%	
Vote: E12 Transportation & Highways										
	Expenditure	10,620	10,758	5,152	1,886	-3,266	10,758	0	0%	Timing delays on Contractor Payments
	Income	-4,292	-4,282	-1,211	-644	567	-4,282	-0	0%	
	Net Expenditure Vote: E12	6,328	6,476	3,941	1,245	-2,696	6,476	0	0%	
Vote: E15 Clean and Green										
	Expenditure	33,094	33,326	16,520	10,038	-6,482	33,326	-0	0%	Timing delays on Contractor Payments
	Income	-8,464	-8,464	-4,232	-2,030	2,202	-8,464	0	0%	
	Net Expenditure Vote: E15	24,630	24,863	12,288	8,008	-4,280	24,862	-0	0%	
Vote: E16 Waste Strategy, Policy and Procurement										
	Expenditure	153	154	77	70	-7	154	0	0%	
	Income	0	0	0	-6	-6	0	0	0%	
	Net Expenditure Vote: E16	153	154	77	64	-13	154	0	0%	
Vote: E23 Concessionary Fares										
	Expenditure	8,509	8,526	4,225	4,291	66	8,526	0	0%	
	Income	0	0	0	1	1	0	0	0%	
	Net Expenditure Vote: E23	8,509	8,526	4,225	4,292	67	8,526	0	0%	
Vote: E30 Fleet Management										
	Expenditure	963	965	482	509	27	965	0	0%	
	Income	-963	-963	-482	-742	-261	-963	0	0%	
	Net Expenditure Vote: E30	0	2	1	-233	-234	2	0	0%	
Vote: E31 Passenger Transport										
	Expenditure	4,981	5,006	2,503	1,933	-570	5,006	-0	0%	
	Income	-4,981	-4,981	-2,490	-1,891	600	-4,981	-0	0%	
	Net Expenditure Vote: E31	0	25	13	43	30	25	-0	0%	
Vote: E32 DSO Vehicle Workshop										
	Expenditure	486	489	245	214	-30	489	-0	0%	
	Income	-486	-486	-243	-133	110	-486	0	0%	
	Net Expenditure Vote: E32	0	3	2	81	79	3	-0	0%	
Net Expenditure	Service Area: CPR	39,619	40,052	20,803	13,355	-7,448	40,052	-0	0%	
Service Area: CSC Safer Communities										
Vote: E80 Safer Communities Management										
	Expenditure	154	155	77	122	44	155	0	0%	
	Income	-395	-395	-198	0	198	-395	0	0%	
	Net Expenditure Vote: E80	-242	-240	-120	122	242	-240	0	0%	
Vote: E81 Comm Safety Partnership, DV&HC										
	Expenditure	2,262	2,358	666	299	-367	2,358	0	0%	
	Income	-133	-167	-84	-75	9	-167	0	0%	
	Net Expenditure Vote: E81	2,129	2,191	583	224	-359	2,191	0	0%	
Vote: E83 Enforcement & Intervention										
	Expenditure	2,960	3,036	1,519	1,056	-464	3,046	10	0%	
	Income	-184	-184	-79	-231	-151	-194	-10	6%	
	Net Expenditure Vote: E83	2,777	2,852	1,440	825	-615	2,852	-0	0%	
Vote: E84 Drugs and Alcohol Action Team										
	Expenditure	10,368	10,478	4,942	2,875	-2,067	10,478	-0	0%	Profile to be adjusted to reflect payments and grant receipt.
	Income	-8,846	-8,846	-4,423	-114	4,309	-8,846	0	0%	
	Net Expenditure Vote: E84	1,522	1,632	519	2,761	2,242	1,632	-0	0%	
Vote: E85 Env Commercial Services										
	Expenditure	3,892	3,982	2,089	1,297	-792	3,982	0	0%	
	Income	-1,252	-1,252	-620	-530	90	-1,252	0	0%	
	Net Expenditure Vote: E85	2,641	2,730	1,469	766	-702	2,730	0	0%	
Vote: E86 Env Health Protection										
	Expenditure	4,441	4,510	2,201	1,749	-452	4,510	0	0%	
	Income	-1,040	-1,040	-418	-455	-37	-1,040	0	0%	
	Net Expenditure Vote: E86	3,401	3,470	1,783	1,294	-489	3,470	0	0%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 2013	Communities & Localities	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Vote: E87 Youth & Connexions Service										
	Expenditure	8,189	8,082	4,041	3,225	-816	8,082	0	0%	The profile will be adjusted to reflect the re-structured service
	Income	214	214	107	-6	-114	214	-0	0%	
	Net Expenditure Vote: E87	8,403	8,296	4,148	3,219	-929	8,296	0	0%	
Net Expenditure	Service Area: CSC	20,631	20,931	9,822	9,211	-610	20,932	0	0%	
Service Area: CSI Service Integration										
Vote: E71 Service Integration										
	Expenditure	354	356	178	41	-137	356	-0	0%	
	Net Expenditure Vote: E71	354	356	178	41	-137	356	-0	0%	
Net Expenditure	Service Area: CSI	354	356	178	41	-137	356	-0	0%	
Net Expenditure Fund Type: GEN		75,704	76,951	38,609	32,064	-6,545	76,951	-0	0%	
Fund Type: STR Street Trading Accounts										
Service Area: CSC Safer Communities										
Vote: E82 Street Trading Account										
	Expenditure	2,314	2,314	1,157	1,119	-38	2,314	0	0%	
	Income	-2,314	-2,314	-1,157	-1,302	-145	-2,314	0	0%	
	Net Expenditure Vote: E82	-0	-0	-0	-183	-183	0	0	-100%	
Net Expenditure	Service Area: CSC	-0	-0	-0	-183	-183	0	0	-100%	
Net Expenditure Fund Type: STR		-0	-0	-0	-183	-183	0	0	-100%	
Net Expenditure for Communities & Localities		75,704	76,951	34,558	28,665	-5,894	76,951	-0	0%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 2013	Corporate Cost and Central Items	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Fund Type: GEN General Fund Account										
Service Area: COR Corporate Costs										
Vote: R88 Financial Strategy Team										
	Capital Expenditure	5,617	5,617	2,849	3,535	686	5,617	0	0.00%	
	Expenditure	17,728	17,628	11,073	2,627	-8,446	17,628	0	0.00%	
	Income	-2,545	-2,545	0	-1,860	-1,860	-2,545	0	0.00%	
	Net Expenditure Vote: R88	20,800	20,700	13,922	4,302	-9,620	20,700	0	0.00%	
Net Expenditure	Service Area: COR	20,800	20,700	13,922	4,302	-9,620	20,700	0	0.00%	
Service Area: CTR Central Items										
Vote: CEN Central Items										
	Balance Sheet	-51,567	-53,261	-26,631	0	26,631	-53,261	0	0.00%	
	Net Expenditure Vote: CEN	-51,567	-53,261	-26,631	0	26,631	-53,261	0	0.00%	
Net Expenditure	Service Area: CTR	-51,567	-53,261	-26,631	0	26,631	-53,261	0	0.00%	
Net Expenditure	Fund Type: GEN	-30,767	-32,561	-12,709	4,302	17,011	-32,561	0	0.00%	
Net Expenditure	for Corporate Cost and Central Items	-30,767	-32,561	-12,709	4,302	17,011	-32,561	0	0.00%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 2013	Development & Renewal	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Fund Type: GEN General Fund Account										
Service Area: JAM Asset Management										
Vote: J16 Asset Strategy, Delivery, Serv										
	Expenditure	2,380	2,380	1,190	1,140	-50	2,380	0	0.0%	
	Income	-1,331	-1,331	-542	-158	384	-1,331	0	0.0%	
Net Expenditure Vote: J16		1,049	1,049	648	982	334	1,049	0	0.0%	
Vote: J30 BSF Programme										
	Balance Sheet	0	0	0	10	10	0	0	0.0%	
	Expenditure	986	986	493	843	350	986	0	0.0%	
	Income	-898	-898	-449	-989	-540	-898	0	0.0%	
Net Expenditure Vote: J30		87	87	44	-136	-180	88	0	0.5%	
Vote: J32 Administrative Buildings										
	Expenditure	14,294	14,294	7,147	6,153	-995	14,294	-0	0.0%	
	Income	-17,938	-17,938	-8,969	-6,704	2,265	-17,938	0	0.0%	
Net Expenditure Vote: J32		-3,644	-3,644	-1,822	-551	1,271	-3,644	-0	0.0%	
Vote: J34 Depots										
	Expenditure	221	221	110	22	-89	233	13	5.7%	
	Income	-375	-375	-187	-162	25	-375	-0	0.1%	
Net Expenditure Vote: J34		-154	-154	-77	-141	-64	-142	12	-8.1%	
Vote: K97 FM Internal Tr A/C										
	Expenditure	194	194	97	139	43	194	1	0.3%	
	Income	-350	-350	-175	0	175	-350	0	0.0%	
Net Expenditure Vote: K97		-157	-157	-78	139	218	-156	1	-0.3%	
Net Expenditure Service Area: JAM		-2,819	-2,819	-1,286	293	1,579	-2,806	13	-0.5%	
Service Area: JEE Employment and Enterprise, Olympic Legacy										
Vote: J18 Economic Dev & Olympic Legacy										
	Expenditure	272	272	136	70	-66	272	-0	-0.1%	
	Income	0	0	0	-133	-133	0	0	0.0%	
Net Expenditure Vote: J18		272	272	136	-63	-199	272	-0	-0.1%	
Vote: J24 Employment and Enterprise										
	Expenditure	2,908	2,968	1,484	1,084	-400	2,968	0	0.0%	
	Income	-1,518	-1,518	-759	-32	727	-1,518	-0	0.0%	
Net Expenditure Vote: J24		1,390	1,450	725	1,052	327	1,450	-0	0.0%	
Net Expenditure Service Area: JEE		4,014	4,174	2,087	2,339	252	4,223	49	1.2%	
Service Area: JES Resources										
Vote: J08 Programmes & Projects Funding										
	Expenditure	0	0	0	1,168	1,168	0	0	0.0%	
Net Expenditure Vote: J08		-0	-0	-0	1,168	1,168	0	0	0.0%	
Vote: J12 Resources										
	Expenditure	2,132	2,132	1,066	1,097	31	2,132	-0	0.0%	
	Income	-546	-546	-273	59	333	-546	0	-0.1%	
Net Expenditure Vote: J12		1,586	1,586	793	1,156	363	1,586	0	0.0%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 2013	Development & Renewal	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Vote: J14 Management & Support Services										
	Expenditure	216	741	371	3,234	2,864	741	-0	0.0%	
	Income	1,570	1,570	785	-761	-1,546	1,570	0	0.0%	
	Net Expenditure Vote: J14	1,786	2,311	1,156	2,473	1,318	2,311	-0	0.0%	
Net Expenditure	Service Area: JES	3,372	3,897	1,948	4,797	2,849	3,897	0	0.0%	
Service Area: JHO Housing Options										
Vote: J26 Lettings										
	Expenditure	2,101	2,101	1,050	836	-214	2,101	-0	0.0%	
	Income	-1,015	-1,015	-508	-341	167	-1,015	0	0.0%	
	Net Expenditure Vote: J26	1,085	1,085	543	496	-47	1,085	-0	0.0%	
Vote: J40 Homelessness										
	Expenditure	32,907	32,907	16,454	13,532	-2,921	32,908	0	0.0%	
	Income	-29,120	-29,120	-14,560	-14,868	-309	-29,120	0	0.0%	
	Net Expenditure Vote: J40	3,788	3,788	1,894	-1,336	-3,230	3,788	0	0.0%	
Net Expenditure	Service Area: JHO	4,873	4,873	2,437	-840	-3,277	4,873	0	0.0%	
Service Area: JPB Service Planning & Building Control										
Vote: J04 BC Revenue										
	Expenditure	559	559	280	238	-42	559	-0	0.0%	
	Income	-340	-340	-170	-9	161	-335	5	-1.4%	
	Net Expenditure Vote: J04	219	219	110	229	119	224	5	2.1%	
Vote: J06 Development Management										
	Expenditure	1,631	2,030	1,015	993	-22	1,980	-50	-2.5%	Due to some vacant posts
	Income	-1,870	-1,870	-935	-38	896	-1,970	-100	5.3%	Anticipated increased planning fee income
	Net Expenditure Vote: J06	-238	161	80	955	874	10	-150	-93.5%	
Vote: J44 Application Support										
	Expenditure	548	548	274	242	-32	548	0	0.0%	
	Income	-706	-706	-353	-294	59	-706	0	0.0%	
	Net Expenditure Vote: J44	-158	-158	-79	-52	27	-158	0	-0.1%	
Vote: J45 Planning, Other Projects										
	Expenditure	0	0	0	1,332	1,332	2,026	2,026	0.0%	Project related costs - which is funded by s106 and other sources. Plus CIL income is coded here which is then moved to the Balance Sheet
	Income	0	0	0	-1,186	-1,186	-2,026	-2,026	0.0%	CIL income - will be moved to Balance Sheet
	Net Expenditure Vote: J45	0	0	0	146	146	-0	-0	0.0%	
Vote: J46 Strategic Planning										
	Expenditure	2,031	1,632	816	609	-207	1,632	-0	0.0%	
	Income	-381	-381	-191	-9	181	-366	15	-3.9%	
	Net Expenditure Vote: J46	1,650	1,251	626	600	-26	1,266	15	1.2%	
Vote: J47 PBC Service Management										
	Expenditure	383	383	192	131	-60	384	1	0.3%	
	Income	-48	-48	-24	0	24	-48	0	0.0%	
	Net Expenditure Vote: J47	335	335	168	131	-36	336	1	0.3%	
Vote: K98 Local Land Charges Trading A/c										
	Expenditure	0	0	0	0	0	0	0	0.0%	
	Income	0	0	0	0	0	0	0	0.0%	
	Net Expenditure Vote: K98	0	0	0	0	0	0	0	0.0%	
Vote: K99 Building Control Trading A/c										
	Expenditure	871	871	436	259	-177	709	-162	-18.6%	Vacant post not being filled due to a reduction in income
	Income	-871	-871	-436	-124	311	-641	230	-26.4%	Anticipated reduction in income due to external factors and competitive. This is being monitored rigorously with the service manager and HoS.
	Net Expenditure Vote: K99	0	0	0	135	135	68	68	0.0%	
Net Expenditure	Service Area: JPB	1,808	1,808	904	2,144	1,239	1,746	-62	-3.4%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 2013	Development & Renewal	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: JRS Regen Strategy and Sustainability										
Vote: J20 Strategy Regen Sustainability										
	Expenditure	7,457	5,596	2,798	1,135	-1,664	5,596	-0	0.0%	
	Income	-1,737	-1,737	-868	-297	571	-1,737	-0	0.0%	
	Net Expenditure Vote: J20	5,720	3,859	1,930	837	-1,092	3,859	-0	0.0%	
Vote: J22 Housing Regeneration										
	Expenditure	457	457	228	216	-12	457	0	0.0%	
	Income	-509	-509	-254	6	260	-509	-0	0.1%	
	Net Expenditure Vote: J22	-52	-52	-26	222	248	-52	-0	0.4%	
Net Expenditure	Service Area: JRS	5,669	3,808	1,904	1,060	-844	3,807	0	0.0%	
Net Expenditure	Fund Type: GEN	16,917	15,741	7,994	9,792	1,798	15,741	0	0.0%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Fund Type: DSG Dedicated Schools Grant										
Service Area: GLA Learning & Achievement										
Vote: G17 Support For Learning Serv DSG										
	Expenditure	3,875	3,875	1,938	1,630	-308	3,907	31	0.81%	
	Income	-999	-999	-500	-364	136	-1,022	-22	2.23%	
	Net Expenditure Vote: G17	2,876	2,876	1,438	1,266	-172	2,885	9	0.32%	
Vote: H10 Learning & Achiev'm't M & A DSG										
	Expenditure	892	892	446	0	-446	892	0	0.00%	Journal to be processed
	Net Expenditure Vote: H10	892	892	446	0	-446	892	0	0.00%	
Vote: H11 Early Years Service DSG										
	Expenditure	26,827	26,827	13,413	2,682	-10,732	23,080	-3,747	-13.97%	Under commitments on 2 year olds provision
	Income	0	0	0	-0	-0	0	0	0.00%	
	Net Expenditure Vote: H11	26,827	26,827	13,413	2,682	-10,732	23,080	-3,747	-13.97%	
Vote: H16 Special Educ Needs DSG										
	Expenditure	30,415	30,415	15,208	3,538	-11,669	29,865	-550	-1.81%	There is a significant amount of expenditure for SEN funding allocated to LBTH Mainstream and Special Schools/Units (£21m for the year) that has yet to be reflected against our cost codes.
	Net Expenditure Vote: H16	30,415	30,415	15,208	3,538	-11,669	29,865	-550	-1.81%	
Vote: H18 Educ Psychology Serv DSG										
	Expenditure	188	188	94	0	-94	188	0	0.00%	
	Net Expenditure Vote: H18	188	188	94	0	-94	188	0	0.00%	
Vote: H78 Pupil Admissions & Excl DSG										
	Expenditure	4,318	4,374	2,187	496	-1,691	4,477	103	2.36%	This month's forecast shows that we have projected 140k less in income for 81540 (from -£1,047,343.00 to -£907,342.53). This is because the income for salaries (£140k) has been incorrectly accounted for twice in both 81540 and 81509. Correction to be made.
	Income	-766	-911	-456	-42	414	-1,099	-188	20.66%	
	Net Expenditure Vote: H78	3,552	3,463	1,731	454	-1,277	3,378	-85	-2.45%	
Net Expenditure	Service Area: GLA	64,749	64,660	32,330	7,941	-24,389	60,288	-4,372	-6.76%	
Service Area: GRE ESCW Resources										
Vote: H68 Ext Fund - Dedicated Sch Grant										
	Income	-316,743	-317,030	-144	0	144	-312,242	4,788	-1.51%	Reflects the lower amount of grant drawdown required after taking account of the operational variances above.
	Net Expenditure Vote: H68	-316,743	-317,030	-144	0	144	-312,242	4,788	-1.51%	
Vote: H79 ESCW Resources DSG M & A										
	Expenditure	1,053	1,053	527	44	-483	1,013	-40	-3.80%	Journal for 550K to be processed
	Net Expenditure Vote: H79	1,053	1,053	527	44	-483	1,013	-40	-3.80%	
Vote: H83 ESCW Human Resources DSG										
Service Area: GSC Childrens Social Care										
Vote: H55 Children Looked After DSG										
	Expenditure	289	319	159	140	-19	289	-30	-9.42%	
	Net Expenditure Vote: H55	289	319	159	140	-19	289	-30	-9.42%	
Vote: H62 Attendance & Welfare Service										
	Expenditure	55	55	28	0	-28	55	0	0.00%	
	Net Expenditure Vote: H62	55	55	28	0	-28	55	0	0.00%	
Net Expenditure	Service Area: GSC	344	374	187	140	-46	344	-30	-8.03%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: GSH Schools										
Vote: G02 Pre-Primary Schools DSG										
	Expenditure	380	380	190	1,604	1,414	380	0	0.00%	Please note budget reflects income devolved to schools. Schools income and expenditure is posted at year end, the only expenditure that's posted are payroll costs for those schools that buy into the LA's payroll service.
	Income	-43	-43	-22	-38	-17	-43	0	0.00%	
Net Expenditure Vote: G02		337	337	169	1,566	1,398	337	0	0.00%	
Vote: G04 Primary Schools DSG										
	Expenditure	145,793	145,793	72,896	29,817	-43,079	145,793	0	0.00%	Please note budget reflects income devolved to schools. Schools income and expenditure is posted at year end, the only expenditure that's posted are payroll costs for those schools that buy into the LA's payroll service.
	Income	-11,411	-11,411	0	-1,080	-1,080	-11,411	0	0.00%	
Net Expenditure Vote: G04		134,381	134,381	72,896	28,737	-44,159	134,381	0	0.00%	
Vote: G06 Secondary Schools DSG										
	Expenditure	115,274	115,274	57,637	32,563	-25,074	115,274	0	0.00%	Please note budget reflects income devolved to schools. Schools income and expenditure is posted at year end, the only expenditure that's posted are payroll costs for those schools that buy into the LA's payroll service.
	Income	-7,943	-7,943	0	-683	-683	-7,943	0	0.00%	
Net Expenditure Vote: G06		107,330	107,330	57,637	31,879	-25,757	107,330	0	0.00%	
Vote: G08 Special Schools DSG										
	Expenditure	5,311	5,311	2,656	2,083	-573	5,311	0	0.00%	Please note budget reflects income devolved to schools. Schools income and expenditure is posted at year end, the only expenditure that's posted are payroll costs for those schools that buy into the LA's payroll service.
	Income	-222	-222	0	-158	-158	-222	0	0.00%	
Net Expenditure Vote: G08		5,089	5,089	2,656	1,925	-731	5,089	0	0.00%	
Vote: G29 Pupil Referral Unit										
	Expenditure	2,060	2,406	1,203	1,539	336	2,060	-346	-14.38%	Please note budget reflects income devolved to schools. Schools income and expenditure is posted at year end, the only expenditure that's posted are payroll costs for those schools that buy into the LA's payroll service.
	Income	0	0	0	-11	-11	0	0	0.00%	
Net Expenditure Vote: G29		2,060	2,406	1,203	1,528	325	2,060	-346	-14.38%	
Vote: H04 Primary Academies										
	Expenditure	0	0	0	295	295	0	0	0.00%	Expenditure for SEN and Early Years, which the LA is still responsible for devolving to academies. Budgets are drawn down from specific areas at year end.
Net Expenditure Vote: H04		0	0	0	295	295	0	0	0.00%	
Vote: H06 Secondary Academies										
	Expenditure	0	0	0	119	119	0	0	0.00%	Expenditure for SEN and Early Years, which the LA is still responsible for devolving to academies. Budgets are drawn down from specific areas at year end.
Net Expenditure Vote: H06		0	0	0	119	119	0	0	0.00%	
Net Expenditure Service Area: GSH		249,198	249,544	134,561	66,051	-68,510	249,198	-346	-0.14%	
Net Expenditure Fund Type: DSG		0	0	168,160	74,791	-93,369	-0	-0	0.00%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Fund Type: GEN General Fund Account										
Service Area: ACS Commissioning & Health										
Vote: A05 Carers Grant										
	Expenditure	1,093	1,093	547	296	-251	1,093	0	0.00%	Main expenditure occurs in second half of financial year.
Net Expenditure Vote: A05		1,093	1,093	547	296	-251	1,093	0	0.00%	
Vote: A42 Older People Commissioning										
	Expenditure	26,087	26,087	13,043	11,740	-1,304	26,087	0	0.00%	Payments generally made one month in arrears
	Income	-4,504	-4,504	-2,252	-309	1,943	-4,504	0	0.00%	Some income will not be realised due to changes in Health charges matched with a corresponding reduction in expenditure.
Net Expenditure Vote: A42		21,583	21,583	10,791	11,430	639	21,583	0	0.00%	
Vote: A43 Learning Disabilities Comis'g										
	Expenditure	20,771	20,771	10,385	8,565	-1,821	20,818	47	0.23%	Payments generally made one month in arrears.
	Income	-1,875	-1,875	-938	-16	922	-1,922	-47	2.51%	Some income will not be realised due to changes in Health charges matched with a corresponding reduction in expenditure.
Net Expenditure Vote: A43		18,895	18,895	9,448	8,549	-899	18,895	-0	0.00%	
Vote: A44 Mental Health Commissioning										
	Expenditure	8,687	8,688	4,344	3,550	-794	8,687	-2	-0.02%	
	Income	-1,862	-1,862	-931	-7	924	-1,862	0	0.00%	
Net Expenditure Vote: A44		6,825	6,826	3,413	3,543	129	6,825	-2	-0.02%	
Vote: A45 Physical Disabilities Comis'g										
	Expenditure	7,547	7,547	3,774	3,300	-474	7,547	0	0.00%	
	Income	-1,667	-1,667	-834	0	834	-1,667	0	0.00%	
Net Expenditure Vote: A45		5,880	5,880	2,940	3,300	360	5,880	0	0.00%	
Vote: A46 HIV Commissioning										
	Expenditure	216	216	108	28	-80	216	0	0.00%	
	Income	0	0	0	-55	-55	0	0	0.00%	
Net Expenditure Vote: A46		216	216	108	-27	-135	216	0	0.00%	
Vote: A47 Access to Resources										
	Expenditure	1,021	1,031	516	673	157	1,353	321	31.15%	Application for funding of additional costs of service
	Income	0	0	0	0	0	-150	-150	0.00%	to be made to DMT from section 256 programme
Net Expenditure Vote: A47		1,021	1,031	516	673	157	1,203	171	16.61%	
Vote: A48 Strategic Commissioning										
	Expenditure	482	487	243	315	72	497	11	2.20%	
	Income	-96	-96	-48	0	48	-96	0	0.00%	
Net Expenditure Vote: A48		386	391	195	315	119	401	11	2.74%	
Vote: A50 Supporting People										
	Expenditure	13,374	13,379	6,689	6,447	-243	13,341	-37	-0.28%	Some slippage in contract payments
	Income	-25	-25	-12	0	12	-25	0	0.00%	
Net Expenditure Vote: A50		13,349	13,354	6,677	6,447	-230	13,316	-37	-0.28%	
Vote: A53 Commiss'g & Strategy Divn M&A										
	Expenditure	287	289	145	143	-2	287	-3	-0.97%	
Net Expenditure Vote: A53		287	289	145	143	-2	287	-3	-0.97%	
Vote: A59 Corporate Services										
	Expenditure	632	606	303	2,257	1,954	606	0	0.00%	Some expenditure planned for second half of year,
	Income	-93	-93	-47	-1,681	-1,634	-93	0	0.00%	already incurred
Net Expenditure Vote: A59		539	513	257	576	319	513	0	0.00%	
Vote: G67 Commissioned Services										
	Expenditure	1,799	1,804	853	740	-113	1,847	42	2.34%	
	Income	-472	-472	-216	-50	166	-472	0	0.00%	
Net Expenditure Vote: G67		1,327	1,332	637	690	52	1,374	42	3.17%	
Net Expenditure Service Area: ACS		71,401	71,404	35,673	35,933	260	71,586	182	0.26%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: APH Public Health										
Vote: A51 Public Health										
										Approximately £5M of internal recharges to be incurred and some external contracts started later than anticipated.
	Expenditure	30,752	30,752	15,376	2,243	-13,133	30,752	0	0.00%	
	Net Expenditure Vote: A51	30,752	30,752	15,376	2,243	-13,133	30,752	0	0.00%	
Net Expenditure	Service Area: APH	30,752	30,752	15,376	2,243	-13,133	30,752	0	0.00%	
Service Area: ASC Adults Social Care										
Vote: A02 Disabilities & Health Divn M&A										
	Expenditure	167	168	84	127	43	265	97	57.40%	
	Net Expenditure Vote: A02	167	168	84	127	43	265	97	57.40%	
Vote: A08 Older People Mental Health										
	Expenditure	361	364	182	175	-7	361	-4	-0.99%	
	Net Expenditure Vote: A08	361	364	182	175	-7	361	-4	-0.99%	
Vote: A13 Learning Disabilities Sub Division										
	Expenditure	78	79	40	0	-40	78	-1	-1.01%	
	Income	-35	-35	-18	0	18	-35	0	0.00%	
	Net Expenditure Vote: A13	43	44	22	0	-22	43	-1	-1.82%	
Vote: A14 Learning Disabilities A&C Mgmt.										
	Expenditure	808	816	408	0	-408	808	-8	-0.96%	Expenditure in pooled budget outside of revenue. Journals for anticipated expenditure still to be processed
	Income	-79	-79	-39	0	39	-79	0	0.00%	
	Net Expenditure Vote: A14	729	737	369	0	-369	729	-8	-1.06%	
Vote: A15 Occupational Therapy Pooled										
	Expenditure	411	414	207	57	-150	426	12	2.83%	Expenditure in pooled budget outside of revenue. Journals for anticipated expenditure still to be processed
	Net Expenditure Vote: A15	411	414	207	57	-150	426	12	2.83%	
Vote: A16 Community Equipment Pooled										
	Expenditure	888	893	446	0	-446	888	-4	-0.50%	Expenditure in pooled budget outside of revenue. Journals for anticipated expenditure still to be processed
	Net Expenditure Vote: A16	888	893	446	0	-446	888	-4	-0.50%	
Vote: A19 Adult Protection										
	Expenditure	314	317	159	150	-8	355	38	11.94%	
	Income	-38	-38	-19	0	19	-78	-40	105.26%	
	Net Expenditure Vote: A19	276	279	140	150	11	277	-2	-0.75%	
Vote: A23 Mental Health Sub Div M&A										
	Expenditure	87	88	44	46	2	92	4	4.30%	
	Income	-90	-90	-45	0	45	0	90	-100.00%	
	Net Expenditure Vote: A23	-3	-2	-1	46	47	92	94	-4085.91%	
Vote: A24 Area Mental Health Teams										
	Expenditure	2,382	2,405	1,203	1,159	-43	2,514	109	4.52%	Team budgets based on mid point of grades. Staff 0.54% now generally at top point.
	Income	-277	-277	-138	-34	105	-278	-2		
	Net Expenditure Vote: A24	2,105	2,129	1,064	1,125	61	2,236	107	5.04%	
Vote: A25 Mental Health Day Centres										
	Expenditure	458	461	231	184	-46	437	-24	-5.16%	
	Income	-11	-11	-5	0	5	-2	9	-81.13%	
	Net Expenditure Vote: A25	447	450	225	184	-41	435	-15	-3.37%	
Vote: A30 Adults Resources Sub Divn M&A										
	Expenditure	94	95	47	45	-2	93	-2	-2.05%	
	Net Expenditure Vote: A30	94	95	47	45	-2	93	-2	-2.05%	
Vote: A31 Phys Disabilities Establishm't										
	Expenditure	512	515	257	188	-70	512	-3	-0.58%	
	Income	-1	-1	-0	0	0	-1	0	0.00%	
	Net Expenditure Vote: A31	511	514	257	188	-69	511	-3	-0.58%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Vote: A32 Learning Disabilities D/Centre										
	Expenditure	401	404	202	0	-202	401	-3	-0.74%	Expenditure in pooled budget outside of revenue. Journals for anticipated expenditure still to be processed
	Income	-5	-5	-2	0	2	-5	0	0.00%	
Net Expenditure Vote: A32		396	399	200	0	-200	396	-3	-0.75%	
Vote: A33 Older People Day Centres										
	Expenditure	1,535	1,542	771	660	-112	1,575	33	2.12%	
	Income	-37	-37	-18	0	19	-66	-30	80.87%	
Net Expenditure Vote: A33		1,498	1,506	753	660	-93	1,509	3	0.21%	
Vote: A34 Home Care										
	Expenditure	4,033	4,073	2,036	1,821	-215	3,528	-544	-13.37%	Approximately 30 staff took ER/VR in May to June. This will result in savings in line with policy of Service finishing in the next few years.
Net Expenditure Vote: A34		4,033	4,073	2,036	1,821	-215	3,528	-544	-13.37%	
Vote: A37 Emergency Duty Social Work										
	Expenditure	343	346	173	225	52	455	108	31.31%	
	Income	-20	-20	-10	0	10	-20	0	0.00%	
Net Expenditure Vote: A37		323	326	163	225	62	435	108	33.23%	
Vote: A81 First Response										
	Expenditure	2,688	2,714	1,357	1,425	68	2,885	171	6.31%	Former health funded post no longer paid by Health. Income for section 256 post not yet realised
	Income	-142	-142	-71	52	123	-138	3	-2.40%	
Net Expenditure Vote: A81		2,546	2,572	1,286	1,477	191	2,747	175	6.79%	
Vote: A82 Reablement										
	Expenditure	2,087	2,108	1,054	1,035	-18	2,111	4	0.18%	
Net Expenditure Vote: A82		2,087	2,108	1,054	1,035	-18	2,111	4	0.18%	
Vote: A83 Long Term Support-Social Care										
	Expenditure	2,264	2,286	1,143	1,160	17	2,345	59	2.56%	
	Income	0	0	0	-1	-1	0	0	0.00%	
Net Expenditure Vote: A83		2,264	2,286	1,143	1,159	16	2,345	59	2.56%	
Vote: A84 Long Term Support-OTs										
	Expenditure	887	896	448	401	-47	887	-8	-0.95%	
Net Expenditure Vote: A84		887	896	448	401	-47	887	-8	-0.95%	
Net Expenditure Service Area: ASC		20,064	20,251	10,126	8,876	-1,250	20,315	63	0.31%	
Service Area: GDS ESCW Directors Services										
Vote: A55 Quality and Performance										
	Expenditure	710	716	358	335	-23	710	-6	-0.85%	
Net Expenditure Vote: A55		710	716	358	335	-23	710	-6	-0.85%	
Vote: G37 YPC Management & Admin										
	Expenditure	90	90	45	-0	-45	90	0	0.00%	
Net Expenditure Vote: G37		90	90	45	-0	-45	90	0	0.00%	
Vote: G65 Transformation Project										
	Expenditure	97	98	49	62	13	134	36	36.51%	
Net Expenditure Vote: G65		97	98	49	62	13	134	36	36.51%	
Vote: G71 Strategy, Policy & Performance										
	Expenditure	816	822	411	301	-110	839	17	2.10%	Central recharges to be posted
	Income	-26	-26	-9	0	9	-12	14	-53.15%	
Net Expenditure Vote: G71		790	796	402	301	-101	827	31	3.90%	
Vote: G74 Equalities Development										
	Expenditure	508	509	255	133	-122	507	-2	-0.48%	Tuition fees and bursaries are paid to the school 0.00% termly
	Income	0	0	0	-6	-6	0	0	0.00%	
Net Expenditure Vote: G74		508	509	255	127	-127	507	-2	-0.48%	
Net Expenditure Service Area: GDS		2,195	2,209	1,109	826	-283	2,268	58	2.64%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: GLA Learning & Achievement										
Vote: G10 Learning & Achievement M & A GF										
	Expenditure	243	243	121	75	-46	243	-0	-0.01%	
	Income	-160	-160	-80	0	80	-160	0	0.00%	
Net Expenditure Vote: G10		83	83	41	75	34	83	-0	-0.04%	
Vote: G11 Early Years Service GF										
	Expenditure	2,266	2,272	1,136	674	-462	2,008	-264	-11.62%	Staff moved to H11 working on 2 yr. olds. no central recharges posted or DSG income support.
	Income	-713	-713	-356	-3	353	-713	0	0.00%	
Net Expenditure Vote: G11		1,553	1,559	780	671	-109	1,295	-264	-16.93%	
Vote: G12 Local Authority Day Nurseries										
	Expenditure	2,923	2,941	1,470	1,093	-377	2,963	22	0.75%	Awaiting Central Support charges plus Income support for 3 & 4 yr. olds.
	Income	-198	-198	-99	1	99	-198	0	0.00%	
Net Expenditure Vote: G12		2,725	2,743	1,372	1,094	-278	2,765	22	0.80%	
Vote: G13 Childrens Centres										
	Expenditure	10,545	10,606	5,303	3,834	-1,469	10,545	-61	-0.57%	Awaiting central Support charges.
	Income	-86	-86	-43	25	68	-86	0	0.00%	
Net Expenditure Vote: G13		10,459	10,520	5,260	3,859	-1,401	10,459	-61	-0.58%	
Vote: G14 School Improvement Primary										
	Expenditure	666	667	333	481	148	864	197	29.62%	Awaiting 12/13 draw down funds to support expenditure. SLA income Rec'd is for the academic year so RIA at closure to be completed.
	Income	-476	-476	-238	-622	-383	-437	39	-8.22%	
Net Expenditure Vote: G14		190	190	95	-140	-236	427	237	124.30%	
Vote: G16 Special Educational Needs GF										
	Expenditure	4,004	4,007	2,003	1,503	-500	4,047	40	1.00%	Hard Commitments include "blanket" orders raised to cover external transport usage for full year. IDR re internal recharges not yet processed.
	Income	-116	-116	-58	0	58	-116	0	0.00%	
Net Expenditure Vote: G16		3,888	3,891	1,946	1,503	-442	3,931	40	1.03%	
Vote: G18 Educational Psychology Serv GF										
	Expenditure	1,648	1,653	827	720	-106	1,648	-5	-0.29%	No SLA income raised to date
	Income	-854	-854	-427	-0	427	-854	0	0.00%	
Net Expenditure Vote: G18		794	799	399	720	320	794	-5	-0.60%	
Vote: G19 Parental Engagement & Support										
	Expenditure	1,879	1,888	944	689	-255	2,071	182	9.64%	G19 includes 6 cost centres. At 6 month report variance reflects increased SLA & grant income and is subject to related expenditure to meet service demand.
	Income	-176	-176	-88	-173	-85	-346	-170	96.69%	
Net Expenditure Vote: G19		1,703	1,712	856	516	-340	1,724	12	0.70%	
Vote: G20 School Governance & Information										
	Expenditure	528	532	266	241	-25	528	-4	-0.77%	Full year SLA income and final balances from 4th quarter 12/13
	Income	-270	-270	-135	-365	-230	-270	0	0.00%	
Net Expenditure Vote: G20		258	262	131	-124	-255	258	-4	-1.57%	
Vote: G26 School Improvement Secondary										
	Expenditure	2,421	2,421	1,210	662	-549	2,202	-219	-9.05%	Mayors Award, demand lead so will cause a variance, central recharges not posted or DSG income support.
	Income	-952	-952	-476	55	531	-856	97	-10.14%	
Net Expenditure Vote: G26		1,468	1,468	734	716	-18	1,346	-122	-8.34%	
Vote: G30 Arts & Music Service										
	Expenditure	1,371	1,371	685	555	-130	1,620	249	18.16%	Central support charges not posted, plus outstanding SLA charges from schools.
	Income	-1,228	-1,228	-441	-305	136	-1,421	-193	15.71%	
Net Expenditure Vote: G30		143	143	245	250	5	199	56	39.25%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Vote: G41 Healthy Lives										
	Expenditure	422	422	211	164	-47	456	34	8.02%	IDR re internal recharges not yet processed. No income due from Health Authority has been generated for 2013/2014
	Income	-264	-264	-132	0	132	-298	-34	12.86%	
Net Expenditure Vote: G41		158	158	79	164	86	158	-0	-0.08%	
Vote: G78 Pupil Admissions & Excls GF										
	Expenditure	910	910	455	377	-78	910	0	0.00%	
Net Expenditure Vote: G78		910	910	455	377	-78	910	0	0.00%	
Vote: H40 Careers Service										
	Expenditure	1,254	1,261	630	596	-34	1,318	57	4.56%	
	Income	-340	-340	-170	-117	53	-405	-65	19.14%	
Net Expenditure Vote: H40		914	921	460	479	19	913	-8	-0.83%	
Vote: H91 Schools Library Services & HEC										
	Expenditure	681	681	340	387	47	681	0	0.00%	SLA income processed for full financial year, other income processed as generated on an ad hoc
	Income	-681	-681	-341	-562	-222	-681	0	0.00%	
Net Expenditure Vote: H91		0	0	-0	-175	-175	0	0	0.00%	
Net Expenditure Service Area: GLA		25,246	25,359	12,853	9,986	-2,867	25,262	-98	-0.38%	
Service Area: GRE ESCW Resources										
Vote: A56 Social Services IT										
	Expenditure	0	0	0	7	7	0	0	0.00%	
Net Expenditure Vote: A56		0	0	0	7	7	0	0	0.00%	
Vote: A58 Technical Resources										
	Expenditure	995	995	497	76	-421	995	0	0.00%	Internal charges for Repairs and Maintenance and Health & Safety not incurred to date.
	Income	-47	-47	-23	0	23	-47	0	0.00%	
Net Expenditure Vote: A58		948	948	474	76	-398	948	0	0.00%	
Vote: A61 Business Support & Programme Management										
	Expenditure	49	49	25	73	48	49	0	0.00%	
Net Expenditure Vote: A61		49	49	25	73	48	49	0	0.00%	
Vote: A66 Learning and Development										
	Expenditure	557	562	281	175	-107	562	0	0.00%	Awaiting corporate recharges
Net Expenditure Vote: A66		557	562	281	175	-107	562	0	0.00%	
Vote: A71 Finance Services										
	Expenditure	824	832	416	377	-39	832	0	0.00%	
	Income	-39	-39	-19	-26	-6	-39	0	0.00%	
Net Expenditure Vote: A71		785	793	396	352	-45	793	0	0.00%	
Vote: A90 Support Services Holding A/c										
	Expenditure	3,857	4,454	2,227	1,576	-651	4,454	0	0.00%	Budget to be adjusted to match corporate recharges
Net Expenditure Vote: A90		3,857	4,454	2,227	1,576	-651	4,454	0	0.00%	
Vote: G70 Childrens Information Systems										
	Expenditure	518	520	260	336	76	694	173	33.34%	Extra school services launched; extra costs recovered in trading account.278k posted in
	Income	-243	-243	-81	-302	-221	-387	-145	59.56%	
Net Expenditure Vote: G70		275	278	179	35	-145	307	29	10.42%	
Vote: G72 Programme Management										
	Expenditure	369	372	186	135	-51	369	-3	-0.83%	
Net Expenditure Vote: G72		369	372	186	135	-51	369	-3	-0.83%	
Vote: G75 IT Social Care										
	Expenditure	528	532	266	212	-53	651	119	22.46%	Employee costs include 2 agency staff for which funding is expected
Net Expenditure Vote: G75		528	532	266	212	-53	651	119	22.46%	
Vote: G79 ESCW Resources GF M & A										
	Expenditure	229	231	116	111	-5	237	6	2.70%	
	Income	-47	-47	-16	-62	-46	-50	-3	6.38%	
Net Expenditure Vote: G79		182	184	100	49	-51	187	3	1.76%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Vote: G80 Information & Support Services										
	Expenditure	462	466	233	310	77	525	60	12.80%	
Net Expenditure Vote: G80		462	466	233	310	77	525	60	12.80%	
Vote: G81 Building Dev & Tech Service										
	Expenditure	787	2,012	1,006	1,454	448	2,047	35	1.72%	
	Income	-97	-97	-24	-55	-32	-99	-3	2.59%	
Net Expenditure Vote: G81		690	1,915	982	1,399	417	1,947	32	1.67%	
Vote: G82 ESCW Finance										
	Expenditure	900	905	453	720	267	1,434	528	58.34%	Includes forecast spend of 501k relating to maternity leave cover scheme (no budget), 230k paid to date
	Income	-183	-183	-64	-642	-578	-711	-528	288.81%	Includes forecast SLA income of 501k relating to maternity leave cover (no budget). All income (501k) posted already
Net Expenditure Vote: G82		717	723	388	78	-311	723	-0	0.00%	
Vote: G83 ESCW Human Resources GF										
	Expenditure	1,560	1,571	785	581	-205	1,560	-11	-0.68%	This is a profiling issue; expenditure as at 17 Oct
	Income	0	0	0	23	23	0	0	0.00%	838k
Net Expenditure Vote: G83		1,560	1,571	785	604	-182	1,560	-11	-0.68%	
Vote: G86 Professional Dev Centre										
	Expenditure	805	805	402	227	-175	884	79	9.77%	Due to the decanting of the PDC from English Street to the Bethnal Green Centre and the
	Income	-618	-618	-500	-261	239	-331	286	-46.36%	
Net Expenditure Vote: G86		187	187	-97	-33	64	552	365	194.84%	
Vote: G87 Contract Services										
	Expenditure	13,996	13,996	6,998	6,108	-890	13,676	-320	-2.29%	
	Income	-13,996	-13,996	-6,998	-3,969	3,029	-13,919	78	-0.55%	
Net Expenditure Vote: G87		0	0	-0	2,140	2,140	-243	-243	0.00%	
Vote: H82 Holding Account & Support Serv										
	Expenditure	-709	-500	-488	5,139	5,627	-2,216	-1,716	343.54%	Central recharges need to be spread over budgets which are sitting across the Directorate
Net Expenditure Vote: H82		-709	-500	-488	5,139	5,627	-2,216	-1,716	343.54%	
Vote: H87 BATS Team										
	Expenditure	0	0	0	415	415	0	0	0.00%	
	Income	0	0	0	222	222	0	0	0.00%	
Net Expenditure Vote: H87		0	0	0	637	637	0	0	0.00%	
Vote: H90 PFI										
	Expenditure	16,424	16,424	8,195	9,127	932	16,424	0	0.00%	Grant income posted at year end
	Income	-16,424	-16,424	-4,133	-2,792	1,340	-16,424	0	0.00%	
Net Expenditure Vote: H90		0	0	4,063	6,335	2,273	0	0	0.00%	
Net Expenditure Service Area: GRE		10,459	12,533	10,000	19,296	9,296	11,168	-1,364	-10.89%	
Service Area: GSC Childrens Social Care										
Vote: G49 Childrens Social Care M&A										
	Expenditure	160	161	81	167	86	160	-1	-0.84%	
Net Expenditure Vote: G49		160	161	81	167	86	160	-1	-0.84%	
Vote: G50 Child Protection & Reviewing										
	Expenditure	2,497	2,516	1,258	1,098	-160	2,662	146	5.79%	The primary reason for the variance is the vacancy factor not being achieved due to the need to employ agency staff to cover statutory Child Protection and Children Looked After vacant posts.
	Income	0	0	0	-30	-30	-30	-30	0.00%	
Net Expenditure Vote: G50		2,497	2,516	1,258	1,068	-191	2,632	116	4.61%	
Vote: G51 Childrens Res M&A										
	Expenditure	770	776	388	390	2	992	216	27.88%	The variance is due to one of the Adoption Reform grants being forecasted with no budget adjustment.
	Income	0	0	0	-57	-57	-169	-169	0.00%	
Net Expenditure Vote: G51		770	776	388	333	-55	823	47	6.10%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Vote: G52 Childrens Residential										
	Expenditure	1,757	1,770	885	784	-101	1,807	37	2.10%	
Net Expenditure Vote: G52		1,757	1,770	885	785	-100	1,807	37	2.10%	
Vote: G53 Childrens Res Family Placement										
	Expenditure	2,955	2,977	1,488	1,234	-254	3,049	73	2.44%	Central recharges not actioned
	Income	-66	-66	-33	-127	-94	-166	-100	151.52%	Income -new grant - "Fostering to Adopt" not in estimates.
Net Expenditure Vote: G53		2,889	2,911	1,455	1,108	-348	2,883	-27	-0.94%	
Vote: G54 Childrens Res Commissioning										
	Expenditure	14,818	14,718	7,359	6,301	-1,058	14,461	-257	-1.75%	Volatile budget - based on forecast of Looked After
	Income	-214	-214	0	-0	-0	-344	-130	60.80%	Children profile.
Net Expenditure Vote: G54		14,604	14,504	7,359	6,301	-1,058	14,116	-387	-2.67%	
Vote: G55 Children Looked After GF										
	Expenditure	2,201	2,219	1,109	1,064	-45	2,412	193	8.70%	Vacancy Factor
	Income	0	0	0	-14	-14	0	0	0.00%	
Net Expenditure Vote: G55		2,201	2,219	1,109	1,050	-59	2,412	193	8.70%	
Vote: G56 Leaving Care										
	Expenditure	2,407	2,419	1,209	1,015	-194	2,517	98	4.06%	
	Income	-29	-29	-15	-0	14	-29	0	-0.45%	
Net Expenditure Vote: G56		2,378	2,390	1,195	1,015	-180	2,488	98	4.12%	
Vote: G57 Fieldwork Advice & Assessment										
	Expenditure	5,232	5,268	2,634	2,220	-414	5,581	313	5.95%	The vacancy factor; needing to recruit a higher level of agency staff (including TM's) to maintain sufficient operational capacity in the front door teams; plus pressure on the NRPF (No Recourse to Public Funds) budget
	Income	-302	-302	-151	0	151	-302	0	0.00%	
Net Expenditure Vote: G57		4,930	4,966	2,483	2,220	-264	5,280	313	6.31%	
Vote: G58 Children with Disabilities										
	Expenditure	4,606	4,619	2,309	2,404	95	5,029	411	8.89%	Over 400k to spend on nurses supporting children with disabilities-no budget
	Income	0	0	0	-254	-254	-460	-460	0.00%	Income from NHs to pay for nurses supporting children with disabilities no budget
Net Expenditure Vote: G58		4,606	4,619	2,309	2,151	-159	4,570	-49	-1.06%	
Vote: G59 Emergency Duty Team										
	Expenditure	411	415	207	177	-31	406	-9	-2.16%	
	Income	-22	-22	-11	0	11	-22	0	0.0%	
Net Expenditure Vote: G59		389	393	196	177	-20	384	-9	-2.28%	
Vote: G60 Youth Offending Service										
	Expenditure	1,927	1,935	967	872	-95	2,136	201	10.41%	£135k of this will be covered by Early Intervention Reserve. There have been difficulties in delivering the vacancy management targets.
	Income	-787	-787	-281	0	281	-658	129	-16.39%	Income - grant drawn down at year end
Net Expenditure Vote: G60		1,140	1,148	686	872	186	1,478	330	28.79%	
Vote: G61 Children with Mental Health										
	Expenditure	1,379	1,384	692	325	-367	1,379	-6	-0.42%	No payments made yet against 675k third party expenditure budget; budget manager's staff aware of this
	Income	-34	-34	-17	0	17	-34	0	0.00%	
Net Expenditure Vote: G61		1,345	1,351	675	325	-350	1,345	-6	-0.43%	
Vote: G62 Attendance & Welfare Serv GF										
	Expenditure	2,056	2,065	1,032	850	-183	2,308	243	11.79%	Central Recharges not posted
	Income	-845	-845	-291	-764	-473	-963	-118	13.96%	SLA income posted school termly (717k in September)
Net Expenditure Vote: G62		1,211	1,220	741	86	-656	1,345	125	10.28%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Vote: H57 Family Support & Protection										
	Expenditure	4,240	4,273	2,137	1,914	-222	4,660	386	9.04%	We have a number of Locum Practice Managers /Social workers covering vacant posts, as well as covering some maternity posts. These posts are hard to recruit to and a high calibre of Managers/ are required to deliver an effective frontline service.
	Income	0	0	0	-13	-13	0	0	0.00%	
	Net Expenditure Vote: H57	4,240	4,273	2,137	1,901	-235	4,660	386	9.04%	
Vote: H63 Family Intervention Service										
	Expenditure	1,127	1,131	565	1,093	527	2,445	1,314	116.22%	Awaiting the budget adjustment for the Tackling Troubled Families grant.
	Income	-784	-784	-292	-374	-82	-2,106	-1,323	168.85%	
	Net Expenditure Vote: H63	343	347	274	719	446	338	-9	-2.59%	
Net Expenditure	Service Area: GSC	45,460	45,563	23,232	20,277	-2,955	46,721	1,158	2.54%	
Service Area: GSH Schools										
Vote: G03 Pre-Primary Schs Serv GF										
	Expenditure	223	223	111	0	-111	223	0	0.00%	Capital financing costs not yet allocated
	Net Expenditure Vote: G03	223	223	111	0	-111	223	0	0.00%	
Vote: G05 Primary Schools Services GF										
	Expenditure	5,677	5,677	2,838	0	-2,838	5,677	0	0.00%	Capital financing costs not yet allocated
	Net Expenditure Vote: G05	5,677	5,677	2,838	0	-2,838	5,677	0	0.00%	
Vote: G07 Secondary Schools Services GF										
	Expenditure	4,191	4,191	2,095	197	-1,899	4,191	0	0.00%	Capital financing costs not yet allocated
	Net Expenditure Vote: G07	4,191	4,191	2,095	197	-1,899	4,191	0	0.00%	
Vote: G09 Special Schools Services GF										
	Expenditure	1,524	1,524	762	0	-762	1,524	0	0.00%	Capital financing costs not yet allocated
	Net Expenditure Vote: G09	1,524	1,524	762	0	-762	1,524	0	0.00%	
Vote: G29 Pupil Referral Unit										
	Expenditure	0	0	0	3	3	0	0	0.00%	
	Net Expenditure Vote: G29	0	0	0	3	3	0	0	0.00%	
Net Expenditure	Service Area: GSH	11,615	11,615	5,807	199	-5,608	11,615	0	0.00%	
Net Expenditure	Fund Type: GEN	217,192	219,686	114,176	97,637	-16,539	219,686	0	0.00%	
Net Expenditure	for Education, Social Care & Wellbeing	217,192	219,686	114,176	97,637	-16,539	219,686	0	0.00%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 2013 Resource Services		£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Fund Type: GEN General Fund Account										
Service Area: R10 Director of Resources										
Vote: R80 Director's Office										
	Expenditure	605	660	330	333	3	660	0	0.0	
	Income	-617	-654	-327	-327	-0	-654	0	0.0	
	Net Expenditure Vote: R80	-12	5	3	6	3	5	0	0.0	
Net Expenditure	Service Area: R10	-12	5	3	6	3	5	0	0.0	
Service Area: R11 Customer Access										
Vote: R50 Customer Access										
	Expenditure	4,290	4,342	2,171	2,239	68	4,544	202	0.0	Overspend relates to savings on the closure of One Stop Shops which were anticipated before the 2013/14 financial year, but were deferred.
	Income	-2,119	-2,119	-1,059	-261	798	-2,119	-0	0.0	
	Net Expenditure Vote: R50	2,172	2,223	1,111	1,978	866	2,425	202	0.1	
Net Expenditure	Service Area: R11	2,172	2,223	1,111	1,978	866	2,425	202	0.1	
Service Area: R12 Corporate Finance										
Vote: R32 Corporate Finance										
	Expenditure	2,188	1,691	845	1,097	252	1,691	0	0.0	Additional Agresso Implementation costs
	Income	-2,447	-1,951	-975	-1,009	-34	-1,951	0	0.0	
	Net Expenditure Vote: R32	-259	-260	-130	88	218	-260	0	0.0	
Vote: R82 Non-distributed costs										
	Expenditure	256	2,003	1,001	12	-989	2,003	0	0.0	Posted throughout year
	Net Expenditure Vote: R82	256	2,003	1,001	12	-989	2,003	0	0.0	
Net Expenditure	Service Area: R12	-3	1,743	871	100	-771	1,743	0	0.0	
Service Area: R13 Human Resources										
Vote: R90 HR Strategy										
	Expenditure	828	925	462	421	-41	925	0	0.0	
	Income	-969	-909	-455	-455	-0	-909	0	0.0	
	Net Expenditure Vote: R90	-141	16	8	-33	-41	16	0	0.0	
Vote: R92 HR Consultancy										
	Expenditure	1,813	1,789	894	833	-62	1,789	0	0.0	
	Income	-1,342	-1,486	-743	-680	63	-1,486	0	0.0	
	Net Expenditure Vote: R92	471	303	151	152	1	303	0	0.0	
Vote: R96 PAS Scheme										
	Expenditure	1,113	1,151	576	459	-116	1,195	44	0.0	
	Income	-925	-1,057	-529	-475	54	-1,101	-44	0.0	
	Net Expenditure Vote: R96	187	94	47	-16	-63	94	0	0.0	
Net Expenditure	Service Area: R13	99	633	316	322	6	633	0	0.0	
Service Area: R14 ICT										
Vote: R48 Information Services ICT										
	Expenditure	11,211	10,919	5,459	5,647	187	10,919	0	0.0	Budget reflects anticipated expenditure to be incurred as the ICT contract progresses during 2013-14 and also repayments by Agilisys under the contract.
	Income	-7,599	-10,917	-5,458	-6,053	-594	-10,917	-0	0.0	
	Net Expenditure Vote: R48	3,612	2	1	-406	-407	2	0	0.0	
Vote: R70 ICT Client Team										
	Expenditure	540	654	327	307	-20	654	-0	0.0	
	Income	0	-649	-324	-324	0	-649	-0	0.0	
	Net Expenditure Vote: R70	540	5	3	-17	-20	5	-0	-0.1	
Net Expenditure	Service Area: R14	4,152	7	4	-423	-427	7	-0	-0.1	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 2013	Resource Services	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: R15 Revenue Services										
Vote: R36 Council Tax and NNDR										
	Expenditure	37,967	38,078	19,039	1,717	-17,322	38,078	0	0.0	Changes in Council Tax Benefits to be applied to vote by end of year.
	Income	-35,706	-35,706	-17,853	-528	17,325	-35,706	0	0.0	
Net Expenditure Vote: R36		2,261	2,372	1,186	1,189	3	2,372	0	0.0	
Vote: R37 Crisis & Support Fund										
	Expenditure	0	0	0	600	600	0	-0	0.0	New service transferred from DWP to the Council from April 2013 and therefore claims expenditure will be slow initially as knowledge and take-up of the new service increases in the Borough.
	Income	0	0	0	-1,750	-1,750	0	0	0.0	
Net Expenditure Vote: R37		0	0	0	-1,150	-1,150	0	-0	0.0	
Vote: R42 Debtor Income Service										
	Expenditure	899	987	493	476	-18	987	0	0.0	
	Income	-910	-904	-452	-463	-11	-904	0	0.0	
Net Expenditure Vote: R42		-11	83	41	13	-29	83	0	0.0	
Vote: R44 Cashiers										
	Expenditure	301	292	146	172	26	292	0	0.0	
	Income	-399	-290	-145	-96	49	-290	0	0.0	
Net Expenditure Vote: R44		-98	3	1	76	75	3	0	0.0	
Net Expenditure	Service Area: R15	2,152	2,458	1,229	128	-1,101	2,457	0	0.0	
Service Area: R16 Procurement										
Vote: R38 Procurement										
	Expenditure	935	921	460	363	-97	921	0	0.0	
	Income	-1,081	-961	-480	-488	-7	-961	0	0.0	
Net Expenditure Vote: R38		-146	-40	-20	-125	-105	-40	0	0.0	
Vote: R46 Payments										
	Capital Expenditure	0	0	0	0	0	0	0	0.0	
	Expenditure	446	452	226	256	30	452	0	0.0	
	Income	-446	-448	-224	-224	-0	-448	0	0.0	
Net Expenditure Vote: R46		0	4	2	32	30	4	0	0.0	
Net Expenditure	Service Area: R16	-146	-36	-18	-93	-75	-36	0	0.0	
Service Area: R17 Risk Assessment										
Vote: R34 Internal Audit										
	Expenditure	756	783	392	402	10	951	168	0.2	
	Income	-817	-729	-364	-470	-106	-897	-168	0.2	
Net Expenditure Vote: R34		-61	54	27	-68	-96	55	0	0.0	
Vote: R40 Risk Management										
	Expenditure	450	484	242	3,645	3,403	596	112	0.2	Additional Claims Expenditure to be recovered from additional insurance trading centre income
	Income	-575	-606	-303	-1,070	-767	-718	-112	0.2	
Net Expenditure Vote: R40		-126	-122	-61	2,575	2,636	-122	0	0.0	
Net Expenditure	Service Area: R17	-187	-67	-34	2,507	2,540	-67	0	0.0	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 2013	Resource Services	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: R19 Benefits										
Vote: R54 Housing Benefit										
	Expenditure	249,924	249,924	124,962	136,659	11,697	249,924	0	0.0	
	Income	-249,429	-249,429	-124,715	-108,023	16,691	-249,429	0	0.0	Benefit Subsidy applied at year end
	Net Expenditure Vote: R54	495	495	248	28,635	28,388	495	0	0.0	
Vote: R58 Housing Benefit Administration										
	Expenditure	7,152	6,698	3,349	3,288	-61	6,698	-0	0.0	Expenditure timing delay, coupled with the
	Income	-6,217	-6,217	-3,108	-1,333	1,776	-6,217	0	0.0	processing of year end recharges
	Net Expenditure Vote: R58	935	481	241	1,955	1,714	481	-0	0.0	
Net Expenditure	Service Area: R19	1,430	976	488	30,590	30,102	976	-0	0.0	
Service Area: R62 Transformation Projects										
Vote: R62 Business Development										
	Expenditure	492	450	225	332	107	450	0	0.0	
	Income	0	0	0	-25	-25	0	0	0.0	
	Net Expenditure Vote: R62	492	450	225	306	81	450	0	0.0	
Vote: R78 Replacement of JDE										
	Expenditure	583	587	293	-2,228	-2,521	967	380	0.6	Virement Required
	Income	-583	-583	-291	0	291	-963	-380	0.7	
	Net Expenditure Vote: R78	0	4	2	-2,228	-2,230	4	-0	0.0	
Net Expenditure	Service Area: R62	492	454	227	-1,922	-2,149	454	-0	0.0	
Service Area: R99 Rechargeable Works										
Vote: R60 Reprographics										
	Expenditure	479	472	236	244	8	472	-0	0.0	
	Income	-479	-470	-235	-228	6	-470	0	0.0	
	Net Expenditure Vote: R60	0	2	1	15	14	2	-0	0.0	
Net Expenditure	Service Area: R99	0	2	1	15	14	2	-0	0.0	
Net Expenditure Fund Type: GEN		10,150	8,398	4,199	33,208	29,010	8,600	202	0.0	
Net Expenditure for Resource Services		10,150	8,398	4,199	33,208	29,010	8,600	202	0.0	

Corporate Monthly Budget Monitoring		Original Budget	Current Budget	Budget to Date	Actuals	Current Forecast	Variance Current Forecast v. Current Budget	% Variance Current Forecast v. Current Budget	Explanation of any variance that is considered to be significant and all variances greater than £100k
September 2013	HRA	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: HRA Housing Revenue Account									
INCOME									
DIRECTLY CONTROLLED INCOME BUDGETS									
Dwelling & Non Dwelling Rents									
	Income	-68,953	-68,953	-34,477	-33,499	-69,383	-430	0.62%	It is currently forecast that rental income will be higher than budgeted due to reduction in the number of void properties and a lower than anticipated number of Right to Buy sales. RISK: If a large number of Right to Buy applications proceed to the sale stage over the second half of the year there will be pressures on this budget.
	Net Expenditure	-68,953	-68,953	-34,477	-33,499	-69,383	-430	0.6%	
Tenants & Leaseholder Service Charges									
	Income	-17,250	-17,250	-13,874	-15,611	-17,396	-146	0.85%	
	Net Expenditure	-17,250	-17,250	-13,874	-15,611	-17,396	-146	0.8%	
INDIRECTLY CONTROLLED INCOME BUDGETS									
Investment Income Received									
	Income	-160	-160	0	0	-158	2	-1.25%	
	Net Expenditure	-160	-160	0	0	-158	2	-1.3%	
Contributions Towards Expenditure									
	Income	-115	-115	0	0	-115	0	0.00%	
	Net Expenditure	-115	-115	0	0	-115	0	0.0%	
TOTAL INCOME		-86,478	-86,478	-48,351	-49,110	-87,052	-574		

Corporate Monthly Budget Monitoring		Original Budget	Current Budget	Budget to Date	Actuals	Current Forecast	Variance Current Forecast v. Current Budget	% Variance Current Forecast v. Current Budget	Explanation of any variance that is considered to be significant and all variances greater than £100k
September 2013	HRA	£'000	£'000	£'000	£'000	£'000	£'000	%	
EXPENDITURE									
DIRECTLY CONTROLLED EXPENDITURE BUDGETS									
Repair & Maintenance									
	Expenditure	21,795	21,795	10,900	5,682	21,930	135	0.62%	It is forecast that there will be some small overspends on this budget, due to higher than anticipated expenditure on shops and the housing stock.
	Net Expenditure	21,795	21,795	10,900	5,682	21,930	135	0.6%	
Supervision & Management									
	Expenditure	23,458	23,458	10,554	-960	22,910	-548	-2.34%	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 underspends 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 - this is reflected in the increased revenue contribution to capital outlay below. In addition it is anticipated that the Authority will receive further income of approximately £0.5m in respect of the recovery of costs incurred as part of various stock transfers carried out a few years ago.
	Net Expenditure	23,458	23,458	10,554	-960	22,910	-548	-2.3%	
Special Services, Rents, Rates & Taxes									
	Expenditure	16,075	16,075	6,644	-1,414	16,022	-53	-0.33%	
	Net Expenditure	16,075	16,075	6,644	-1,414	16,022	-53	-0.3%	
INDIRECTLY CONTROLLED EXPENDITURE BUDGETS									
Provision for Bad Debts									
	Expenditure	1,900	1,900	0	0	1,900	0	0.00%	
	Net Expenditure	1,900	1,900	0	0	1,900	0	0.0%	
Capital Financing Charges									

Corporate Monthly Budget Monitoring		Original Budget	Current Budget	Budget to Date	Actuals	Current Forecast	Variance Current Forecast v. Current Budget	% Variance Current Forecast v. Current Budget	Explanation of any variance that is considered to be significant and all variances greater than £100k
September 2013	HRA	£'000	£'000	£'000	£'000	£'000	£'000	%	
	Expenditure	24,802	24,802	0		23,718	-1,084	-4.37%	It is anticipated that a higher than budgeted revenue contribution to capital outlay will be made, as outlined in 'Supervision & Management' above.
	Net Expenditure	24,802	24,802	0	0	23,718	-1,084	-4.4%	
TOTAL EXPENDITURE		88,030	88,030	28,098	3,308	86,481	-1,549	-1.8%	
Contribution from Reserves		-1,552	-1,552	0	0	0	1,552	-100.00%	Recent CIPFA guidance has confirmed that the contribution from reserves equal to the non-dwelling depreciation charge is no longer permitted under HRA Self-Financing.
TOTAL HRA		-0	-0	-20,253	-45,802	-571	-571		

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Capital Monitoring Q2

	All Years		In Year - 13/14					FY Total	All Years	
	Approved Budget	Spend to 31st March 2013	Revised Budget 13/14	Spent to Q2	Projected Spend	Projected Variance	Spend (%)	Budget	Projected Spend	Variance
	£m	£m	£m	£m	£m	£m	%	£m	£m	£m
Education, Social Care and Wellbeing	100.474	65.198	19.641	5.732	17.366	-2.275	29%	15.635	100.474	0.000
Communities, Localities and Culture	74.726	49.905	17.123	3.380	17.123	0.000	20%	7.698	74.726	0.000
Development & Renewal	45.034	9.998	28.557	1.655	28.123	-0.434	6%	6.480	45.034	0.000
Building Schools for the Future	325.531	269.882	42.859	22.019	42.858	-0.001	51%	12.791	325.531	0.000
HRA	289.779	71.162	103.026	8.188	88.714	-14.312	8%	115.590	289.779	0.000
Chief Exec's & Resources	0.220	0.092	0.128	0.000	0.128	0.000	0%	0.000	0.220	0.000
Poplar Baths & Dame Colet House	20.000	0.000	0.000	0.000	0.000	0.000	0%	20.000	0.000	-20.000
Corporate GF provision for schemes under development	10.000	0.000	10.000	0.000	0.000	-10.000	0%	0.000	0.000	-10.000
Grand Total	865.765	466.237	221.334	40.974	194.312	-27.022	19%	178.194	835.764	-30.000

Quarter 2 Capital Monitoring 2013-14

	All Years			In Year - 13/14					2013-14 Spend (%)	REASONS FOR PROJECTED VARIANCES IN YEAR AND VARIANCES TO DATE	Future Years (FY)		FY Total	All Years		% Variance
	Approved Budget	Prior year Budget	Spend to 31st March 2013	Approved Budget [Cabinet February 2013] 13-14	Revised Budget 13/14	Spend to Q2	Projected Spend	Projected Variance			14/15	15/16 Onwards	Budget	Projected Spend	Variance	
	A		B		C	D	E				F	G	H = F+G	I = B+E+H	A - I	
£m		£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m		
Education, Social Care and Wellbeing (ESCW)																
Mental health services	0.137	0.137	0.102	-	0.035	-	0.035	-0.000	0%	Spend by Q4	-	-	-	0.137	-0.000	0%
Tele Care/Telehealth Equipment	0.300	0.100	0.028	0.100	0.172	-	0.172	0.000	0%	Phase 2 to commence Nov 13	0.100	-	0.100	0.300	0.000	0%
Ronald Street Roof Replacement	0.065	0.065	0.051	-	0.014	-	0.014	-0.000	0%	Project balance to be reallocated. Spend expected in Q4.	-	-	-	0.065	-0.000	0%
Development of Learning Disability Hubs	0.240	-	-	0.160	0.160	-	0.160	-	0%	Scheme development required	0.080	-	0.080	0.240	-	0%
ADULTS TOTAL	0.742	0.302	0.181	0.260	0.381	-	0.381	0.000	0%		0.180	-	0.180	0.742	0.000	0%
Condition & Improvement	3.737	1.240	1.185	2.360	2.452	0.548	2.461	0.009	22%	Includes funding of school projects - claims to be received in Dec 13	0.100	-	0.100	3.746	0.009	0%
Bishop Balloner - Community Facilities	0.600	0.600	-	-	0.600	-	0.600	-	0%	Scheme spend subject to Lukin Street	-	-	-	0.600	-	0%
Bishop Square	0.300	0.300	0.300	-	-	-	-	-	N/A		-	-	-	0.300	-	0%
Basic N/A/Expansion	68.472	39.129	38.497	18.290	14.620	5.001	13.192	-1.428	34%	3 major schemes delayed by contract, structural or squatting issues.	10.105	5.250	15.355	68.467	-0.005	-2%
Sure Start	3.731	3.731	3.725	-	0.006	-	0.006	-0.000	0%	Retention amount against works.	-	-	-	3.731	-0.000	0%
Primary Capital Programme	13.343	13.339	13.111	-	0.232	0.030	0.130	-0.102	13%	Final accounts under discussion to reach agreement	-	-	-	13.343	-0.000	-1%
Lukin St - Land purchase from Network Rail	0.788	0.768	0.788	-	-	0.032	-	-	0%	Expenditure to be recouped following sale.	-	-	-	0.788	-	0%
RCCO	0.061	0.061	0.051	-	0.010	-	0.010	-	0%	Contractor in administration- spend subject to outcome	-	-	-	0.061	-	0%
Short Breaks	0.427	0.301	0.301	-	0.126	0.121	0.126	-0.000	96%	Project completed Sept 13 - main costs expended	-	-	-	0.427	-0.000	0%
Youth Service (BMX Mile End)	0.595	0.601	0.589	-	0.006	-	0.006	-0.000	0%	Final account to be prepared.	-	-	-	0.595	-0.000	0%
Other	3.094	1.887	1.887	1.300	1.207	-	0.455	-0.752	0%	Programme/grants to be finalised	-	-	-	3.091	-0.003	-24%
ESCW TOTAL	100.474	66.825	65.198	22.210	19.641	5.732	17.366	-2.275	29%		10.385	5.250	15.635	100.474	-0.000	-2%

All Years			In Year - 13/14						Future Years (FY)		FY Total	All Years			
Approved Budget	Prior year Budget	Spend to 31st March 2013	Approved Budget [Cabinet February 2013] 13-14	Revised Budget 13/14	Spend to Q2	Projected Spend	Projected Variance	2013-14 Spend (%)	REASONS FOR PROJECTED VARIANCES IN YEAR AND VARIANCES TO DATE	14/15	15/16 Onwards	Budget	Projected Spend	Variance	% Variance
A		B		C	D	E		D/C	Please comment where Projected Variance is £100k or greater, or >10% variance from budget (whichever is lower)	F	G	H = F+G	I = B+E+H	A - I	
£m		£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	

Communities, Localities & Culture

Transport

TfL schemes including safety, cycling and walking	21.675	10.869	10.781	5.334	4.197	1.243	4.197	0.000	30%		3.349	3.349	6.698	21.676	0.002	0%
Public Realm improvements	0.850	-	-	0.850	0.850	0.125	0.850	-	15%		-	-	-	0.850	-	0%
Highway improvement programme	3.027	1.027	1.027	1.000	1.000	0.822	1.000	-	82%	Scheme progressing as per programme	1.000	-	1.000	3.027	-	0%
Developers Contribution	4.435	1.167	1.159	0.978	3.275	0.164	3.275	0.000	5%	Schemes in design stage, implementation Q3/Q4	-	-	-	4.435	- 0.001	0%
OPTEMS	1.109	0.332	0.375	0.504	0.735	0.051	0.735	-	7%	Schemes under review	-	-	-	1.110	0.001	0%
Transport Total	31.243	13.605	13.490	8.666	10.057	2.449	10.057	0.001	24%		4.349	3.349	7.698	31.245	0.002	0%

Parks

Millwall Park/Island Gardens	0.206	0.206	0.203	-	0.003	-	0.003	-	0%	Works being programmed	-	-	-	0.206	0.000	0%
Poplar Park	0.200	0.156	0.161	-	0.040	-	0.040	-	0%	Works being programmed, awaiting planning permission	-	-	-	0.200	0.000	0%
School House Lane Multi Use Ball Games Area	0.100	0.093	0.093	-	0.007	-	0.007	-	0%	Works programmed for Q4	-	-	-	0.100	- 0.000	0%
Victoria Park Masterplan	10.298	9.656	9.558	-	0.740	-	0.740	-	0%	Retention payment to be released	-	-	-	10.298	0.000	0%
Victoria Park sports hub	2.616	-	-	-	2.616	0.248	2.616	-	9%	Scheme progressing as per programme	-	-	-	2.616	0.000	0%
Victoria Park - Changing Block Extension & Upgrade	0.325	0.325	0.312	-	0.013	-	0.013	-	0%	Works being programmed	-	-	-	0.325	-	0%
Pennyfields	0.046	0.031	0.028	-	0.018	0.011	0.018	-	59%	Scheme progressing as per programme	-	-	-	0.046	-	0%
Christ Church Gardens	0.350	-	-	-	0.350	-	0.350	-	0%	Works being programmed	-	-	-	0.350	-	0%
Mile End Hedge	0.165	-	-	-	0.165	-	0.165	-	0%	Works being programmed	-	-	-	0.165	-	0%
Trees - Boroughwide	0.016	-	-	-	0.016	-	0.016	-	0%	Works being programmed	-	-	-	0.016	-	0%
Brickfield Gardens	0.040	-	-	-	0.040	0.040	0.040	-	100%	Complete	-	-	-	0.040	0.000	0%
Conversion of Lawn area to York stone p.	0.055	-	-	-	0.055	-	0.055	-	0%	Works being programmed	-	-	-	0.055	-	0%
Parks Total	14.908	10.945	10.845	-	4.064	0.299	4.064	-	7%		-	-	-	14.909	0.001	0%

All Years			In Year - 13/14					2013-14 Spend (%)		Future Years (FY)		FY Total	All Years		
Approved Budget	Prior year Budget	Spend to 31st March 2013	Approved Budget [Cabinet February 2013] 13-14	Revised Budget 13/14	Spend to Q2	Projected Spend	Projected Variance	2013-14 Spend (%)	REASONS FOR PROJECTED VARIANCES IN YEAR AND VARIANCES TO DATE	14/15	15/16 Onwards	Budget	Projected Spend	Variance	% Variance
A		B		C	D	E		D/C	Please comment where Projected Variance is £100k or greater, or >10% variance from budget (whichever is lower)	F	G	H = F+G	I = B+E+H	A - I	
£m		£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	
Culture and major projects															-
Brady Centre	0.245	0.245	0.244	-	0.001	- 0.003	0.001	-	-344% Retention payment to be released	-	-	-	0.245	- 0.000	0%
Tennis courts	0.116	0.116	0.104	-	0.012	-	0.012	-	0% Retention payment to be released	-	-	-	0.116	- 0.000	0%
Mile End Leisure Centre - Security Enhancements	0.199	0.199	0.198	-	0.002	-	0.002	-	0% Retention payment to be released	-	-	-	0.199	0.000	0%
Bartlett Park	0.056	0.056	0.043	-	0.013	0.001	0.013	-	6% Scheme progressing as per programme	-	-	-	0.056	-	0%
Mile End Stadium Track resurfacing	0.244	0.244	0.240	-	0.004	-	0.004	-	0% Retention payment to be released	-	-	-	0.244	0.000	0%
Public Art Projects	0.250	0.011	0.011	-	0.239	-	0.239	-	0% Awaiting on developer to agree site	-	-	-	0.250	-	0%
Mile End Park Capital	0.218	0.135	0.134	0.065	0.084	-	0.084	-	0% Works being programmed	-	-	-	0.218	0.000	0%
Bancroft Library	0.145	-	-	-	0.145	-	0.145	-	0% Scheme progressing as per programme	-	-	-	0.145	-	0%
Bancroft Library Phase 2b	0.500	0.117	0.097	-	0.403	0.306	0.403	- 0.000	76% Scheme progressing as per programme	-	-	-	0.500	- 0.000	0%
Watney Market Ideas Store	4.401	4.401	4.206	-	0.195	0.125	0.195	-	64% Scheme progressing as per programme	-	-	-	4.401	0.000	0%
Watney Market Landscaping	0.235	-	-	-	0.235	0.190	0.235	-	81% Scheme progressing as per programme	-	-	-	0.235	-	0%
Culture - LPP	0.255	0.255	0.246	-	0.008	-	0.008	-	0% Scheme progressing as per programme	-	-	-	0.255	- 0.000	0%
Major Projects - LPP	18.068	18.052	18.050	-	0.017	0.008	0.017	-	47% Scheme progressing as per programme	-	-	-	18.068	- 0.000	0%
St Georges Pool	0.106	-	-	-	0.106	-	0.106	-	0% Works being programmed	-	-	-	0.106	-	0%
Brick Lane Mural	0.045	-	-	-	0.045	-	0.045	-	0% S106 funding to be identified	-	-	-	0.045	-	0%
Banglatown Art Trail & Arches	2.021	1.411	1.410	0.592	0.610	-	0.610	-	0% Works being programmed	-	-	-	2.021	- 0.000	0%
Culture and Major projects total	27.104	25.242	24.985	0.657	2.121	0.627	2.120	- 0.000	30%	-	-	-	27.105	0.000	0%

All Years			In Year - 13/14					2013-14 Spend (%)		Future Years (FY)		FY Total	All Years		
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£m		£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	
Other															
CCTV Improvement and Enhancement	0.615	0.291	0.291	-	0.324	0.005	0.324	-	1% Works being programmed	-	-	-	0.615	- 0.000	0%
Generators @ Mulberry Place & Anchorage Hse	0.250	0.250	0.241	-	0.009	-	0.009	-	0% Works being programmed	-	-	-	0.250	- 0.000	0%
Essential Health & Safety	0.280	0.018	0.018	0.200	0.263	-	0.263	-	0% Works being programmed	-	-	-	0.280	0.000	0%
Contaminated land survey and works	0.324	0.036	0.037	0.210	0.287	-	0.287	-	0% Works being programmed	-	-	-	0.324	- 0.000	0%
Other Total	1.469	0.595	0.586	0.410	0.882	0.005	0.882	-	1%	-	-	-	1.468	- 0.001	0%
CLC TOTAL	74.726	50.387	49.905	9.733	17.123	3.380	17.123	0.000	20%	4.349	3.349	7.698	74.726	0.000	0%

All Years			In Year - 13/14					Future Years (FY)		FY Total	All Years				
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£m		£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	

Development & Renewal

Millennium Quarter	0.387	0.287	0.061	0.100	0.326	-	-	-0.326	0%	Bus stop enhancements - money to be paid to TFL Revenue scheme	-	-	-	0.387	-	-84%
Bishops Square	0.264	0.264	0.118	-	0.146	0.138	0.146	-	95%	Ongoing scheme across financial years nearing completion	-	-	-	0.264	-	0%
Town Centre & High Street Regeneration	0.208	0.208	0.067	-	0.141	0.001	0.141	-	1%		-	-	-	0.208	-	0%
Whitechapel Centre	0.067	0.067	0.064	-	0.003	-	0.003	-	0%	Scheme completed, final payments to be made this year	-	-	-	0.067	-	0%
Regional Housing Pot	7.080	1.680	1.012	3.000	6.068	-	6.068	-	0%	Full amount to be transferred to GLA later in year	-	-	-	7.080	-	0%
Affordable Housing Measures	3.975	-	-	2.775	3.975	-	3.975	-	0%	Scheme in development, full commitment expected to fund new housing supply	-	-	-	3.975	-	0%
High Street 2012	9.133	9.032	5.191	0.100	3.942	1.059	3.942	-	27%		-	-	-	9.133	-	0%
Disabled Facilities Grant	4.190	1.980	1.983	0.730	0.727	0.370	0.727	-	51%	The grant is fully committed with expenditure expected to be fully incurred this year	0.730	0.750	1.480	4.190	-	0%
Private Sector Improvement Grant	1.550	1.300	1.015	0.250	0.535	0.087	0.535	-	16%	Grant expected to be fully utilised this year	-	-	-	1.550	-	0%
Genesis Housing	0.363	0.363	-	-	0.363	-	0.363	-	0%	Payment to be made to Genesis Housing Group this year.	-	-	-	0.363	-	0%
Installation of Automatic Energy Meters	0.200	0.200	0.092	-	0.108	-	-	-0.108	0%	No projected spend, the scheme is under review with the possibility that resources will be made available for other schemes	-	-	-	0.200	-	-54%
Facilities Management (DDA)	0.074	0.074	0.022	-	0.052	-	0.052	-	0%		-	-	-	0.074	-	0%
Bethnal Green Terrace	0.351	-	-	0.351	0.351	-	0.351	-	0%	Spend will be incurred later in the year, dependent on progress of work undertaken by s106 partners	-	-	-	0.351	-	0%
Multi Faith Burial Grounds	3.000	-	-	2.000	3.000	-	3.000	-	0%	Full spend anticipated in the second half of the year. Resources are available and will be carried for the project if not utilised this year.	-	-	-	3.000	-	0%
Faith buildings	2.000	-	-	3.000	2.000	-	2.000	-	0%	Full spend anticipated in the second half of the year. Resources are available and will be carried for the project if not utilised this year.	-	-	-	2.000	-	0%
Whitechapel Road -Section 106	0.320	0.320	0.170	-	0.150	-	0.150	-	0%	Spend will be incurred later in the year, dependent on progress of work undertaken by s106 partners	-	-	-	0.320	-	0%
805 Commercial Road	0.203	-	0.203	-	-	-	-	-	N/A		-	-	-	0.203	-	0%
Bromley by Bow Station upgrade	3.500	-	-	-	3.500	-	3.500	-	0%	Spend will be incurred later in the year, dependent on progress of work undertaken by s106 partners	-	-	-	3.500	-	0%
Wellington Way Health Centre	3.119	-	-	-	3.119	-	3.119	-	0%	Spend will be incurred later in the year, dependent on progress of work undertaken by s106 partners	-	-	-	3.119	-	0%
A10 Highway Improvements	0.050	-	-	-	0.050	-	0.050	-	0%	Spend will be incurred later in the year, dependent on progress of work undertaken by s106 partners	-	-	-	0.050	-	0%
D&R TOTAL	45.034	15.775	9.998	12.306	28.557	1.655	28.123	-0.434	6%		0.730	5.750	6.480	45.034	-	-1%

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£m		£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	

Buildings Schools for the Future

BSF Design and Build Schemes	301.888	257.206	256.844	48.008	38.215	19.628	38.215	- 0.000	51%		6.829	-	6.829	301.888	- 0.000	0%
ICT infrastructure schemes	19.859	11.112	11.112	4.955	4.643	2.310	4.643	- 0.000	50%		4.104	-	4.104	19.859	- 0.000	0%
Wave 5 BSF (previously LPP)	3.783	1.926	1.926	-	-	0.081	-	-	0%		1.858	-	1.858	3.783	0.000	0%
BSF Total	325.531	270.245	269.882	52.963	42.859	22.019	42.858	- 0.001	51%		12.791	-	12.791	325.531	- 0.000	0%

All Years			In Year - 13/14					2013-14 Spend (%)		Future Years (FY)		FY Total	All Years		
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A		B		C	D	E		D/C	Please comment where Projected Variance is £100k or greater, or >10% variance from budget (whichever is lower)	F	G	H = F+G	I = B+E+H	A - I	
£m		£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	

Housing Revenue Account

Decent Homes Backlog	181.437	29.867	29.867	33.774	58.109	4.230	58.110	0.001	7%	Full spend is anticipated during the financial year in line with GLA Decent Homes grant conditions. The works are profiled towards the end of this financial year.	70.470	22.990	93.460	181.437	0.000	0%
Housing Capital Programme	36.413	14.644	14.645	-	21.768	2.228	18.000	-3.768	10%		-	-	-	36.413	-	-10%
Ocean New Deal for Communities	19.006	13.930	13.928	6.187	5.078	1.104	5.078	-	22%	Spend is dependent on the number of buybacks that take place this year.	-	-	-	19.006	-	0%
Notional Residual Decent homes Capital Profiling - In Development	-	-	-	20.000	-	-	-	-	0%		-	-	-	-	-	0%
Resources available - Non Decent homes Schemes to be developed	12.165	1.673	-	15.933	6.035	-	-	-6.035	0%		6.120	0.010	6.130	12.165	-	-50%
Blackwall Reach	14.419	8.171	8.146	2.587	6.273	0.076	1.763	-4.510	1%	The Blackwall Reach project represents a £13 million commitment over several financial years. Latest estimates are that expenditure of £1.763m will be incurred in 2013-14, with the remaining leasehold properties being acquired during 2014-15, however this profile is flexible, with resources in place to adapt the profiled expenditure as necessary.	-	-	-	14.419	-	-31%
Poplar Batches and Dame Colet House	16.000	-	-	-	-	-	-	-	N/A		-	16.000	16.000	16.000	-	0%
Fuel Poverty and Insulation Works on HRA Properties	4.063	-	-	-	4.063	0.550	4.063	-	14%	This scheme is profiled to spend in the second half of the year, in partnership with the Council's ECO (Energy Companies Obligation) partner.	-	-	-	4.063	-	0%
Short Life Properties	1.700	-	-	-	1.700	-	1.700	-	0%	spend later in year	-	-	-	1.700	-	0%
HRA Total	289.779	72.853	71.162	78.481	103.026	8.188	88.714	-14.312	8%		76.590	39.000	115.590	289.779	0.000	-5%

Chief Exec's & Resources

Priority Service Remediation /Backup Expansion	0.220	0.092	0.092	-	0.128	-	0.128	-	0%		-	-	-	0.220	0.000	0%
TOTAL CHIEF EXEC/RESOURCES	0.220	0.092	0.092	-	0.128	-	0.128	-	0%		-	-	-	0.220	0.000	0%

Poplar Baths and Dame Colet House	20.000	-	-	-	-	-	-	-	0%		-	20.000	20.000	-	-20.000	-100%
Corporate GF provision for Schemes under development	10.000	-	-	10.000	10.000	-	-	-10.000	0%		-	-	-	-	-10.000	-100%
Total	865.765	476.177	466.237	185.693	221.333	40.974	194.312	-27.021	19%		104.845	73.349	178.194	835.764	-30.000	-3.1%

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
A Great Place to Live					
Strategic Priority 1.1: Provide good quality affordable housing					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Increase availability of affordable family sized housing	Alison Thomas (D&R)	31/03/2014	On Target	50%	47 affordable family homes were delivered this quarter which represents 22% of what is expected in 2013/14. The majority of larger homes are expected in quarter 3 and 4, therefore in programming terms we are on target.
Milestone	Lead Officer	Deadline	Status	%	Comments
Operate new Viability Assessment Framework Agreement.	Owen Whalley (D&R)	30/04/2013	Completed	100%	Completed
Support registered providers and developers to ensure that 45% of new rented homes are family sized.	Alison Thomas (D&R)	31/03/2014	On Target	50%	239 social and affordable rented family units are now expected in this financial year, which represents 45% of the total rented housing to be delivered.
Ensure East London Housing Partnership allocate the maximum number of affordable homes from the Olympic site.	Alison Thomas (D&R)	31/03/2014	On Target	50%	LBTH are allocated 27 homes from the Triathlon Village this financial year, we were not successful in negotiating a fairer allocation. The agreed nominations protocol is that 40% would be for the host borough, 30% ELHP sub-region, 10% RP, 10% GLA and 10% LLDC, which in effect means LBTH will retain most of the homes in the Borough.
Liaise with the GLA to maximise grant to increase affordable housing delivery in Tower Hamlets.	Alison Thomas (D&R)	31/03/2014	Completed	100%	The Borough was successful in attracting grants from the London Mayor's Pipeline bid to enable the delivery of 65 new affordable homes in the Borough which will be managed by THH. These were Ashington House infills (53) and Bradwell Street Garages (12). In addition to these, a further 11 schemes also attracted funding which have the potential to deliver a further 600 affordable homes in the Borough.
Progress council new build through bringing forward sites from THH Estate Capacity programme and progress to design and development stage.	John Coker (D&R)	31/12/2013	On Target	50%	GLA has funded 2 schemes Bradwell St garages - £360k grant delivering 12 units & Ashington East - £1.59m grant delivering 53. Planning consents and full scheme work up are being prepared for both schemes units. Bradwell is scheduled to start on site March 2014, Ashington start on site is March 2015. Regarding other estates capacity progress, THH are working up legal bundles on all estate capacity schemes as part of their work schedule.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver regeneration at Robin Hood Gardens and Ocean Estate	John Coker (D&R)	31/03/2014	On Target	55%	Ocean Decent Homes programme complete, initial new build close to completion and work progressing for additional Block H decant and redevelopment. Construction, design and land assembly progressing for RHG.
Milestone	Lead Officer	Deadline	Status	%	Comments
Continue the development of Phase 1A of Robin Hood Gardens and progression of design and planning application for Phase 1B.	John Coker (D&R)	31/07/2013	Delayed	40%	Construction progressing on target for Phase 1a (and Woolmore School development). Architects have been engaging with the community and progressing design of Phase 1b.
Continue the programme of voluntary tenant and home owner decants and land assembly at Robin Hood Gardens.	John Coker (D&R)	28/02/2014	On Target	50%	122 tenants and 27 homeowners remaining. Decant Phase 1 Secure Tenants have been issued with pre-allocation letters for Phase 1a new homes ready in Spring 2015.
Progress confirmation of Compulsory Purchase Order for RHG, subject to Public Inquiry.	John Coker (D&R)	28/02/2014	On Target	45%	Public Inquiry date set for December 2013. This now includes both CPO and S19 applications and is more complex due to nature of land assembly. Preparations for this in progress. Actual confirmation will depend on the Inquiry.
Complete the 4 year Decent Homes programme at Ocean Estate: 780 homes refurbished and the completion of 819 new homes, including 396 for target rent.	John Coker (D&R)	31/03/2014	On Target	90%	Decent Homes programme complete, new build close to completion.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Mitigate homelessness and improve housing options	Colin Cormack (D&R)	31/01/2014	On Target	95%	Action Plan itself nearing completion after delays in responses from some partners. Likely now to be available at November Partnership Board.
Milestone	Lead Officer	Deadline	Status	%	Comments
Adopt the Homelessness Statement	Colin Cormack (D&R)	31/07/2013	Completed	100%	Completed
Adopt the Overcrowding Statement as part of Housing Statement.	Alison Thomas (D&R)	30/06/2013	Completed	100%	Completed
Report progress to Homelessness Partnership Board.	Colin Cormack (D&R)	31/01/2014	On Target	95%	Action Plan itself nearing completion after delays in responses from some partners. Likely now to be available at November Partnership Board

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Strategic 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	John Coker (D&R)	31/03/2014	On Target	40%	The DH programme has made circa 1,600 homes decent, and have had DH works completed on over 3,000 homes thereby preventing these homes from falling into non-decency. A total of 617 homes are expected to be made decent by the end of Q3 (2013/14). A revised optimised DH programme is being assembled expected to be ready in October 2013.
Milestone	Lead Officer	Deadline	Status	%	Comments
Commence Year 3 of Decent Homes programme.	John Coker (D&R)	30/04/2013	Delayed	40%	Contractor and the Consultants for the DH programme are on site. Scheme and Estimates valued at £55.089m have been raised and approved for the contractors stage 1 & 2 works. Contractors have completed both internal and external surveys. A full programme together with the costs shall be delivered to LBTH in early October 2013 for sign off.
Ensure delivery of local community benefits targets.	John Coker (D&R)	31/03/2014	On Target	20%	As of 31st August 2013, 34 Apprentices (target = 69) have been recruited to jobs by the contractors. Stage 2 of the programme shall focus on employment of apprentices by consultants and sub-contractors. Other achievements include: <ul style="list-style-type: none"> • Permanent employment for three local long-term unemployed people • Second careers fair attended by over 500 people, also attended by the Mayor • Media awareness campaign • Local Deliverables Operational Group commenced its first meeting
Make 1774 homes decent.	John Coker (D&R)	31/03/2014	On Target	25%	

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve the quality of housing services	Alison Thomas (D&R)	31/03/2013	Overdue	65%	While review of the Leaseholder CAP and implementation of the Democratic Filter for housing will be completed within year, adoption of the Mayor's Housing Statement is projected to slip into 2014/15. While this is likely to slip into 2014/15 there is a suite of other sub-statements and policies, signed off at Cabinet which deliver our strategic approach to Housing.
Milestone	Lead Officer	Deadline	Status	%	Comments
Implement Democratic Filter for housing complaints and RP Regulation. (April 2013)	Alison Thomas (D&R)	30/04/2013	Delayed	70%	The process has been delayed pending consultation with Members on how they will be involved in the process and how official complaints received from Registered Providers will be dealt with. This is now being expedited and should be complete by March 2014.
Adoption of Mayor's Housing Statement. (June 2013)	Alison Thomas (D&R)	30/06/2013	Overdue	95%	Draft document produced. Awaiting CMT/DMT approval for political approval to be sought.
Review progress against the Leaseholders Consolidated Action Plan and undertake actions for 13/14. (March 2014)	John Coker (D&R)	31/03/2014	On Target	50%	Procurement of auditors in progress. Auditors to commence work in November. Final audit report expected early January 2014.
Activity		Deadline	Status	% Comp	Comments
Implement Tower Hamlets Energy Community Power (Energy Co-operative)	Abdul Khan (D&R)	31/03/2014	On Target	65%	Latest auction scheduled for the 19th November. Ongoing promotional programme to sign up residents to switch energy suppliers and fuel bills.
Milestone	Lead Officer	Deadline	Status	%	Comments
Establish Tower Hamlets Energy Community Power as a Community Interest Company (CIC).	Abdul Khan (D&R)	30/06/2013	Delayed	25%	We are progressing with the registration, which is not a critical activity on the work programme, but are awaiting for the Co-op board to decide how they want to progress. It is likely that a decision will be made re: direction for next quarter.
Establish the Energy Co-op management board and working group.	Abdul Khan (D&R)	30/06/2013	Completed	100%	Completed
Continue with resident sign-up and hold first auction to secure cheaper tariffs for residents.	Abdul Khan (D&R)	30/06/2013	Completed	100%	Completed
Continue with the Energy Co-op campaign and hold second auction.	Abdul Khan (D&R)	31/12/2013	Completed	100%	Completed
Provide a service to vulnerable households to assess the energy efficiency of their property and their eligibility for energy efficiency grants to help ensure they are able to keep warm and well.	Abdul Khan (D&R)	31/03/2014	On Target	25%	This is a future activity and part of the 'Winter Campaign', this is currently on target.
Undertake an assessment of the borough's housing stock to determine the potential for Green Deal and ECO (Energy Company Obligation) funding to undertake energy efficiency works.	Abdul Khan (D&R)	31/03/2014	On Target	25%	This is a future activity, the energy efficiency data base has been updated with 50,000 domestic energy efficiency certificates.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Strategic Priority 1.3: Improve the local environment and public realm					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Initiate Phase 1 of the Carbon Reduction Plan for council buildings	Abdul Khan (D&R)	31/03/2014	On Target	40%	Carbon Management Plan review complete. Technical surveys for voltage optimisation complete. Refit baseline complete.
Milestone	Lead Officer	Deadline	Status	%	Comments
Connect voltage optimisation at Mulberry Place, saving 300 tonnes of CO2 and £55,000 a year in fuel costs.	Abdul Khan (D&R)	30/09/2013	Delayed	50%	No movement on the landlord's position, and the installation was actively blocked when the building was 'powered down'. Discussions have been slow with the landlord which is to the direct detriment of the council, as significant cost savings are anticipated from connection of voltage optimiser. Other activities are currently being developed to ensure carbon reduction targets are attained but it would be ideal if this project could progress.
Deliver first phase of a staff engagement programme to reduce energy use in key council buildings, saving 500 tonnes of CO2 and £75,000 a year in fuel costs.	Abdul Khan (D&R)	31/12/2013	On Target	40%	Initial baseline of buildings undertaken and talks in progress for energy monitoring displays.
Deliver the RE: FIT programme across 15 of the council's top energy using buildings, saving 625 tonnes of CO2 and £100,000 a year in fuel costs.	Abdul Khan (D&R)	31/03/2014	On Target	40%	Slight delay in progress due to changes in asset management strategy. Tender planned for November/December 2013.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Protect and improve the local environment through engagement with major utility companies and Crossrail	Jamie Blake and Shazia Hussain (CLC)	31/03/2014	On target	50%	Activity on target
Milestone	Lead Officer	Deadline	Status	%	Comments
Continue to liaise with the Crossrail delivery contractors to ensure that the impact on the environment and local residents is minimised	Jamie Blake and Shazia Hussain (CLC)	31/03/2014	On target	50%	Activity on target
Deliver year 1 of the new street works permit scheme for utilities operations on highways with an aim to reduce the total number of openings.	Jamie Blake and Shazia Hussain (CLC)	31/03/2014	On target	50%	Scheme commenced Jan 2013 and is underway.
Support the community to lobby water utilities, their agents and contractors to minimise impact of the Thames Tideway Tunnel scheme on King Edward Memorial Park.	Jamie Blake and Shazia Hussain (CLC)	31/03/2014	On target	50%	Environmental Protection have provided advice as part of the planning consultation and are monitoring existing noise levels to allow noise limits to be set for the work.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Work in partnership to improve our public realm	Jamie Blake (CLC)	31/03/2014	On target	50%	Activity on target
Milestone	Lead Officer	Deadline	Status	%	Comments
Launch the Find It, Fix It, Love It (FIFILI) campaign.	Jamie Blake (CLC)	30/09/2013	Completed	100%	
Undertake a borough wide deep clean.	Jamie Blake (CLC)	30/06/2013	Completed	100%	
Develop further the Community Payback programme with new provider SERCO and deliver at least 50 projects.	Jamie Blake (CLC)	31/03/2014	On target	50%	There have been 22 projects undertaken with the aid of Community Payback. At present there is a group working around Mudchute Farm. LBTH and Serco are having regular discussions as to how they can successfully use all resources as effectively and efficiently as possible.
Plant over 50 new street trees.	Jamie Blake (CLC)	31/03/2014	On target	10%	There is a programme set to plant 73 trees around various highways in November 2013. Planting of trees usually takes place during the end of October to beginning of December of each year, towards the end of the autumn months.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Increase household waste sent for reuse, recycling & composting	Jamie Blake (CLC)	31/01/2014	On target	75%	The recycling rate is 29.1%; an increase of 1.5%. The council strives for continuous improvement via community communication and engagement campaigns and by advancing disposal activities in Tower Hamlets up the waste hierarchy.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop a 'Lifecycle' media campaign to promote awareness of reuse, recycling & composting arrangements and opportunities.	Jamie Blake (CLC)	31/07/2013	Completed	100%	
Encourage resident engagement and publish at least three articles on borough reuse, recycling & composting facilities (waste treatment centres).	Jamie Blake (CLC)	31/01/2014	On Target	75%	The monthly 'Safer, cleaner, greener' pages within EEL contain features to help encourage residents to reuse, recycle and compost more. In addition, at least two standalone articles have been published regarding and encouraging recycling so far this year.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve our parks and open spaces	Shazia Hussain (CLC)	31/03/2014	On Target	35%	Improvement projects in parks funded by S106 monies include; Victoria Park - Sports Hub, Events Area, Mile End Park, Trinity Gardens, Christ Church Spitalfields, Allen Gardens, Bartlett Park - Phase 1.
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete improvements to the changing facilities at Victoria Park.	Shazia Hussain (CLC)	31/03/2014	On Target	30%	Planning permission submitted for the changing pavilion refurbishment and awaiting decision. Specification and tender documents commissioned.
Deliver carriageway and parking improvements at Victoria Park as part of the Heritage Lottery Fund supported improvement programme.	Shazia Hussain (CLC)	31/01/2014	On Target	75%	The car park in Grove Road is near completion with just the gates to be fitted within the next week. The repairs to the central drive will be complete by the 11th Oct 2013.
Commence implementation of Phase 1 of Bartlett Park Master Plan.	Shazia Hussain (CLC)	31/03/2014	On Target	75%	The design stage for the master plan has been completed, following Cabinet approval in November of the Capital Adoption works will begin.
Work with residents to develop a park improvement scheme for King Edward Memorial Park to support and safeguard the restitution of the park following completion of the Thames Tideway Tunnel project.	Shazia Hussain (CLC)	31/03/2014	On Target	25%	Initial plans for reconfiguring sports pitches and introducing new facilities are being reviewed and worked up. Local impact assessment completed and mitigation measures being discussed and finalised with Thames Water.
Strategic Priority 1.4: Provide effective local services and facilities					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Manage national planning changes effectively to deliver local priorities	Michael Bell (D&R)	31/01/2014	On Target	50%	See below
Milestone	Lead Officer	Deadline	Status	%	Comments
Cabinet determine first round of applications for Neighbourhood Forums.	Michael Bell (D&R)	31/07/2013	Delayed	75%	The council received one application to establish a Neighbourhood Forum in the first round. A significant number of objections have been made to this application. Following discussion with the Lead Member the determination process has been delayed to give the applicants additional time to resolve the objections. This application will now be considered with the second round of applications in January 2013.
Cabinet determine second round of applications for Neighbourhood Forums.	Michael Bell (D&R)	31/01/2014	On Target	50%	3 applications have been received and are currently being validated, prior to the commencement of the determination process.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Implement the Markets Strategy	Jamie Blake (CLC)	31/03/2014	On target	50%	Activity on target
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop and agree the Food for Health standards for application at three key markets to encourage fruit, vegetable and fresh food trading.	Jamie Blake (CLC)	30/09/2013	Completed	100%	
Work with the Town Centre Scheme stakeholder groups to improve licensing and pre-allocation arrangements for pitches with an aim to reduce vacant pitches by 25%.	Jamie Blake (CLC)	31/03/2014	On Target	50%	We are rolling out a pre-allocation licensing process in all our markets and have started with food traders, fruit and veg and hot food.
Implement footway improvements to extend off-road trading areas in Bethnal Green Road.	Jamie Blake (CLC)	31/03/2014	On Target	50%	The Transport & Highway's section will be undertaking consultation this year for scheme implementation next year.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Introduce the Tower Hamlets local Community Infrastructure Levy (CIL)	Anne-Marie Berni (D&R)	31/01/2014	Overdue	75%	<p>The Government has recently announced its intentions for amendments to the existing Community Infrastructure Levy Regulations. Although the amendments are unlikely to take effect until early 2014, the Government has been clear on a number of intentions. Most notably, they have extended the timeframe for Councils to adopt a CIL Charging Schedule, should they wish to do so.</p> <p>The deadline has been extended to 2015, allowing Councils an additional year to implement their CIL Charging Schedules. The rationale behind this was to allow for the significant time it takes to implement local CILs. After April 2015, there will be a much more limited scope to collect S106 from planning applications, if there is no CIL in place.</p>
Milestone	Lead Officer	Deadline	Status	%	Comments
Examination in Public (EiP) for LBTH CIL.	Anne-Marie Berni (D&R)	31/10/2013	Delayed	75%	The further work, as evidence base for the up coming EiP is progressing well and documents have already been submitted into the Cabinet reporting process and we are on target for Cabinet on 9th October 2013. The EiP is expected to take place in Spring 2014.
Full Council Adoption of LBTH CIL.	Anne-Marie Berni (D&R)	31/01/2014	Delayed	75%	Full Council adoption is scheduled for July 2014.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve community facilities	Shazia Hussain (CLC)	30/06/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Open the Idea Store Watney Market and One Stop Shop.	Shazia Hussain (CLC)	30/06/2013	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a Masterplan for Whitechapel	Owen Whalley (D&R)	30/11/2013	On Target	75%	See below
Milestone	Lead Officer	Deadline	Status	%	Comments
Approve draft Whitechapel Masterplan Supplementary Planning Document (SPD) for statutory consultation.	Owen Whalley (D&R)	30/11/2013	Completed	100%	The draft Masterplan was approved for public consultation at September Cabinet.
Approve final Whitechapel Masterplan SPD.	Owen Whalley (D&R)	30/11/2013	On Target	75%	Subject to there being no significant issues raised during the consultation period, it is anticipated the final Masterplan will be approved at December Cabinet.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Provide support for the improvement of faith buildings in the borough	Dave Clark (D&R)	31/12/2013	Delayed	60%	Round 1 launched November 2013, successful applicants notified May, projects start from 28 June. Round 2 due to launch October 2013 with Round 3 in 2014.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop process for assessment, evaluation, publicity and allocation of the Round 2 of the Community Faith Buildings programme.	Dave Clark (D&R)	31/07/2013	Completed	100%	Corporate Grants Programme Board took place and proposals for Round 2 were agreed. In light of the meeting with the Inter Faith Forum (see below) a further discussion took place at the CGPB on 17 September. A further meeting with the Inter Faith Forum followed by the launch of Round 2 was proposed.
Launch Round 2 of the grant application process.	Dave Clark (D&R)	30/09/2013	Completed	100%	Round 2 has now been launched. Meeting with representatives of the Inter Faith Forum took place in August and further consultation has taken place with faith communities before the launch of Round 2.
Announce Round 2 successful applicants.	Dave Clark (D&R)	31/12/2013	Delayed	0%	With the delay to the launch it is unlikely that successful applicants will be notified until February 2014

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Progress the Multi Faith Burial Ground proposal	Ann Sutcliffe (D&R)	31/07/2013	On Target	90%	Legal paperwork is now signed and completed. Process now dependent on planning.
Milestone	Lead Officer	Deadline	Status	%	Comments
Select best two options on cost and location.	Ann Sutcliffe (D&R)	30/04/2013	Completed	100%	Completed
Enter negotiations and select preferred single site.	Ann Sutcliffe (D&R)	30/04/2013	Completed	100%	Completed
Negotiate final offer.	Ann Sutcliffe (D&R)	31/05/2013	Completed	100%	Completed
Award contract.	Ann Sutcliffe (D&R)	31/07/2014	On Target	80%	The contract is due to be awarded in the next financial year.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Design and implement the People's History Plaque Scheme	Shazia Hussain (CLC)	31/03/2014	On Target	50%	The scheme has been designed and launched but voting is yet to take place.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop the Tower Hamlets History Plaque scheme to highlight key aspects of the borough's history and its people with scope and design of plaques agreed.	Shazia Hussain (CLC)	30/06/2013	Completed	100%	
List of plaques developed, prioritised and agreed, along with the identification and investigation of locations.	Shazia Hussain (CLC)	31/08/2013	On Target	50%	
Plaques in position from August 2013 with accompanying communications.	Shazia Hussain (CLC)	31/03/2014	On Target	50%	
Strategic Priority 1.5: Improve local transport links and connectivity					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Accelerate delivery of pothole repairs	Jamie Blake (CLC)	30/06/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
All Tower Hamlets streets visited and potholes repaired.	Jamie Blake (CLC)	30/06/2013	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver additional cycle improvements	Jamie Blake (CLC)	31/03/2014	On target	50%	Awareness and workshop activities completed in addition to milestones below
Milestone	Lead Officer	Deadline	Status	%	Comments
Deliver 50 new or improved cycle parking facilities.	Jamie Blake (CLC)	31/03/2014	On target	25%	Commissioned for implementation by November
Improve ten locations for cycle permeability.	Jamie Blake (CLC)	31/03/2014	On target	10%	Designs in progress
Install five cycle pump bollard installations and deliver two cycle safely awareness events.	Jamie Blake (CLC)	31/03/2014	On target	25%	On order for installation December

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support local transport	Jamie Blake (CLC)	31/03/2014	On target	70%	see milestones below
Milestone	Lead Officer	Deadline	Status	%	Comments
Establish a framework for engagement with TfL on draft proposals for river crossings to ensure that the benefits for residents are maximised and potential impacts are minimised or prevented. (March)	Owen Whalley (D&R)	31/03/2014	Completed	100%	
Award the highway construction and maintenance contracts.	Jamie Blake (CLC)	31/03/2014	On target	25%	Instruction To Tender imminent but delayed - not yet impacting on Award date.
Deliver phase 2 of the £3m highway infrastructure improvement programme, ensuring that projects meet accessibility standards through relevant specification and contract management.	Jamie Blake (CLC)	31/03/2014	On target	95%	20 of 21 roads resurfaced.
Strategic Priority 1.6: Developing stronger communities					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a citizen centred local governance structure	Shazia Hussain (CLC)	31/03/2014	On target	40%	Activity on target
Milestone	Lead Officer	Deadline	Status	%	Comments
Begin the roll out of the Local Community Ward Forum (LCWF) structure for all wards (from June 2013) with a programme of meetings established for each ward forum.	Shazia Hussain (CLC)	31/03/2014	On target	50%	Established a timetable of the 3 LCWF meetings, with the first due to begin at the end of November 2013.
Create a sustainable framework to support residents in the LCWF meetings to prioritise, co-produce and commission activity.	Shazia Hussain (CLC)	31/03/2014	On target	25%	Timetable and process developed, no activity can begin until the first meeting.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver the Partnership community offer through the Community Champion Programme	Shazia Hussain (CLC)	31/03/2014	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop an outreach framework to guide local Community Champion Coordinators when engaging with the local community.	Shazia Hussain (CLC)	30/09/2013	Completed	100%	
Recruit, train and develop between 5-15 Community Champion coordinators per ward. (September 2013)	Shazia Hussain (CLC)	30/09/2013	Completed	100%	
Recruit and develop Community Champions for 3 key service areas. (March 2014)	Shazia Hussain (CLC)	31/03/2014	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver the local governance structure for the Partnership	Shazia Hussain (CLC)	31/03/2014	On target	50%	Activity on target.
Milestone	Lead Officer	Deadline	Status	%	Comments
Design and set up the Participatory Budgeting (PB) framework.	Shazia Hussain (CLC)	31/07/2013	Completed	100%	
Commission PB activity against £10k per ward (minimum).	Shazia Hussain (CLC)	31/03/2014	On target	25%	Cannot be completed until 2nd meeting due to take place in February 2014.
Further roll out of 10 Neighbourhood Agreements across the borough – subject to Community Cohesion Funding. (March 2014)	Shazia Hussain (CLC)	31/03/2014	On target	25%	Agreed with One Tower Hamlets Team to re-launch and commission another 10 Neighbourhood Agreements for 2013/14 using One Tower Hamlets cohesion funds. The Neighbourhood Agreements will be closely tied into the Cohesion work.

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Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Engage residents and community leaders in policy and budget changes	Shazia Hussain (CLC)	31/03/2014	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete an assessment to determine the method of delivering the first Community Budget. (January 2014)	Shazia Hussain (CLC)	31/01/2014	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a framework for engagement of borough-wide equality forums in the Partnership	Louise Russell (CE)	30/09/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Proposals for framework presented to Partnership Executive.	Louise Russell (CE)	30/06/2013	Completed	100%	A report with proposals on involving third sector and equality forum representatives in the Community Plan Delivery Groups was considered and agreed by the Partnership Executive in June 2013.
Agreed framework in place. (September 2013)	Louise Russell (CE)	30/09/2013	Completed	100%	All CPDGs now have third sector representation.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Celebrate the achievements and contribution made by the local third sector	Dave Clark (D&R)	31/03/2014	On Target	20%	Event proposal now signed off.. Funding of £50k approved for event. Timeline approved.
Milestone	Lead Officer	Deadline	Status	%	Comments
Scope programme for event. (October 2013)	Dave Clark (D&R)	31/10/2013	Completed	100%	Scoping complete.
Tender for delivery of event if required. (October 2013)	Dave Clark (D&R)	31/10/2013	Completed	100%	Procurement activities complete.
Appoint event deliverers. (November 2013)	Dave Clark (D&R)	30/11/2013	On Target	20%	Internal arrangements planned. Brief being finalised in respect of external requirements.
Implement event. (March 2014)	Dave Clark (D&R)	31/03/2014	On Target	20%	Implementation plan prepared and on target.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver locally appropriate services through the 4 locality Hubs	Shazia Hussain (CLC)	31/10/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop with the relevant communities a clear priority framework for each of the 4 Locality Hubs to improve the targeting of service delivery locally. (September 2013)	Shazia Hussain (CLC)	30/09/2013	Completed	100%	
Establish integrated service delivery teams in at least three localised Hubs, including the co-location of police, public health, youth services and CLC frontline services. (October 2013)	Shazia Hussain (CLC)	31/10/2013	Completed	100%	

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
A Prosperous Community					
Strategic Priority 2.1: Improve educational aspiration and attainment					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Ensure sufficient places are provided to meet the need for statutory school places	Kate Bingham (ESW)	31/03/2014	On Target	95%	All children offered a school place for September 2013.
Milestone	Lead Officer	Deadline	Status	%	Comments
Review land and asset options to plan for growth of primary and secondary provision and report to Cabinet on progress and further plans for implementation. (September 2013)	Kate Bingham (ESW)	30/09/2013	Completed	100%	Cabinet report 11 September 2013
Review annual projections and adjust short, medium and long term planning accordingly. (September 2013)	Kate Bingham (ESW)	30/09/2013	Completed	100%	Cabinet report 11 September 2013
Complete implementation of expansion schemes and any temporary schemes to provide sufficient primary places. (March 2014)	Kate Bingham (ESW)	31/03/2014	On Target	75%	Cayley Primary School expansion implemented September 2013; works to complete October 2013. Bonner Primary School expansion implemented September 2013; works to complete summer 2014. Woolmore Primary School expansion on site to be implemented September 2014. Stebon Primary School expansion proposed for September 2014 (subject to consultation and planning approval).
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. (March 2014)	Kate Bingham (ESW)	31/03/2014	On Target	65%	On-going development work. Planning application for London Dock, including secondary school site allocation, being progressed.
Develop proposals for new school sites, including working with developers/owners and seeking school proposers as required.	Kate Bingham (ESW)	31/03/2014	On Target	65%	On-going development work
Develop medium and long term strategy to meet projected pupil growth to 2020. (March 2014)	Kate Bingham (ESW)	31/03/2014	On Target	65%	On-going development work towards 2014/15 review of projections and need.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Expand free early education places of high quality for disadvantaged two-year-olds	Anne Canning (ESW)	31/03/2014	Overdue	40%	The target was missed as it was set by DfE and was an extremely difficult task as it has been for most inner city boroughs. Action being taken includes an Information and Marketing Day held in July 2013 to sell borough as venue for high quality childcare. This has generated a high response from new and existing childcare providers and we are working closely with them. However, finding and setting up new childcare facilities is a complex and lengthy process. We currently forecast that 550 places will be created by end March 2014. Task will be 80% completed by end of year.
Milestone	Lead Officer	Deadline	Status	%	Comments
Use capital and trajectory building allocation from Dedicated Schools Grant to develop new and expand existing provision for eligible 2 year olds. (March 2014)	Anne Canning (ESW)	31/03/2014	Delayed	35%	We estimate that we will have spent £455k of capital by end March 2014. We will not have spent all capital by year end but funding can be carried forward. We have around 20 additional projects which we are working on but these are at an early stage at present. We will be continuing work throughout 2014/15.
Implement early years funding and admissions proposals to support the expansion of early learning places for eligible 2 year olds.	Anne Canning (ESW)	30/09/2013	Completed	100%	Application process in place; eligibility checking service being used; panel established to review application for children in need. Processes regularly reviewed. Targeted advertising been carried out to families with two year olds.
Work with identified settings to ensure that they are of high enough quality to provide places for eligible 2 year olds. (March 2014)	Anne Canning (ESW)	31/03/2014	On target	80%	43 settings approved to take 2 year olds. There are 19 additional settings who theoretically could take two year olds but only 9 are interested and we are working with these groups. There are also 17 childminders who are approved for funded two year old provision.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Raise attainment and narrow the gap between the lowest 20% and the median of all children at the end of the Early Years Foundation Stage (EYFS)	Anne Canning (ESW)	31/03/2014	On target	70%	The EYFS curriculum and its statutory assessment were completely changed from September 2012. This change in legislation means that data cannot be collected and analysed as described in these activities. Because the curriculum has changed, the content of the assessment has also changed. It is highly unlikely that we will be able to map previous scores onto the new collection. The structure of the EYFSP was radically altered from September 2012 for the data year 2012-2013. This Activity no longer reflects the statutory data collected by this and all other LAs.
Milestone	Lead Officer	Deadline			
Support the implementation of the revised EYFS with a particular emphasis on reviewing and revising the assessment and reporting process for the EYFS profile. (July 2013)	Anne Canning (ESW)	31/07/2013	Completed	100%	The Early Years Service began preparing for the changes shortly after the report from Dame Clare Tickell. All curriculum and assessment training has included information about the changes from late 2011. The Standards and Testing Agency commended our preparations when they audited our readiness for moderating the new assessment in schools in 2013.
Identify children at the lowest 20% of attainment at the EYFS, using universal services as a gateway to targeted support. (July 2013)	Anne Canning (ESW)	31/07/2013	Completed	100%	We have identified the lowest achieving 20% of children using the new assessment. Schools use this information to plan the appropriate next steps for children. This is the first year of a new data collection and it is important not to over-estimate our success, but it does appear that whilst our children enter life as members of the most disadvantaged families nationally, their performance after 5 years is more comparable to that of children from more advantaged backgrounds.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Achieve improvements in EYFS results through continued, intensive support to improve the quality of provision in targeted schools and settings, learning from the lessons of 2012/13. (March 2014)	Anne Canning (ESW)	31/03/2014	On Target	30%	We have identified the key areas for work with schools and settings – environments and early language. We are delivering an in-depth language programme – Every Tower Hamlets Child a Talker. This is aimed at increasing children’s progress and attainment and at improving adult interactions with children. We hope to continue this programme by working to enable staff to support each other more effectively as they work with children. Environments are key in improving attainment overall and helping Tower Hamlets children catch up with their more advantaged peers. We have been working on this for some time through the Forest Schools programme and through Healthy Early Years. Both of these initiatives are showing that they help children catch up, support their parents in finding the most supportive ways of encouraging learning at home.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Increase the number of children achieving 5 A* to C grades including English and maths grades at GCSE	Anne Canning (ESW)	31/03/2014	On Target	75%	The provisional results 5 A*-C with English and mathematics in 2013 are 65.3%, a 3.4% improvement on 2012. These results are likely to again be above national average. 5 A*-C has improved from 84% to 86.2%. Other measures have also risen and likely to be above national.
Milestone	Lead Officer	Deadline	Status	%	Comments
Monitor and share best practice in tracking progress and provide good and better teaching and learning. (March 2014)	Anne Canning (ESW)	31/03/2014	On Target	30%	Visits to schools currently underway and picture emerging of best practice. Network meetings sharing in November.
Support schools to determine an appropriate curriculum offer.	Anne Canning (ESW)	31/03/2014	On Target	30%	Constant changes in the system make for challenges. However, post 16 understanding most complex. Preparation for KS4 is in place in all schools but much still to debate.
Support the development of strong literacy improvement strategies. (March 2014)	Anne Canning (ESW)	31/03/2014	On Target	50%	Much good work underway at KS4 and post 16 with tutoring and group work with experts in place in all school providers.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Bring A Level results above the national average	Anne Canning (ESW)	31/03/2014	On Target	30%	Awaiting final confirmation of the outturn.
Milestone	Lead Officer	Deadline	Status	%	Comments
Provide further training for schools in analysing results, and develop strategies to raise achievement. (March 2014)	Anne Canning (ESW)	31/03/2014	On Target	60%	All schools supported through ALPs. Individual INSET and training programmes in place. Targeted Intervention Groups in schools where required.
Develop robust understanding of post 16 offer and progression routes. (March 2014)	Anne Canning (ESW)	31/03/2014	On Target	60%	New curriculum offer developing across borough. Balance of Vocational and Academic emerging. Broader range of progression routes identified as needed. Increase in alternative provision required.
Monitor A level average point scores by ethnicity and gender.	Anne Canning (ESW)	31/01/2014	On Target	80%	Data available for 2012 completed, now becoming available for 2013 and in process of analysis.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Continue to deliver the Mayor's Educational Allowance	Chris Holme (Resources) & Anne Canning (ESW)	31/01/2014	On target	100%	The Mayor's Educational Allowance is on target for delivery.
Milestone	Lead Officer	Deadline	Status	%	Comments
Place advertisement for the MEA Scheme and undertake publicity. (September 2013)	Chris Holme (Resources) & Anne Canning (ESW)	30/09/2013	Completed	100%	Activity complete
Apply the MEA Policy to determine applications. (December 2013)	Chris Holme (Resources) & Anne Canning (ESW)	31/12/2013	On Target	20%	Only approximately 20% of expected applications have been received to date.
Make payments. (January 2014)	Chris Holme (Resources) & Anne Canning (ESW)	31/01/2014	On Target	0%	This work will not commence until January 2014.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Maintain investment in Youth Services	Andy Bamber (CLC)	31/03/2014	On target	50%	Investment in Youth Service is on-going with an additional £114k added to the base budget for 2013/14 and service restructuring will enable us to have sufficient staff to expand Universal delivery.
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete the development of a service improvement programme for the Youth Service. (December 2013)	Andy Bamber (CLC)	31/12/2013	On target	75%	Service plan developed which includes areas for improvement and is reviewed regularly and stated in the business plan approved by the DMT.
Include measures to ensure that the services are accessible and inclusive for groups that may not traditionally access them, including girls, LGBT young people and young people with disabilities. (December 2013)	Andy Bamber (CLC)	31/12/2013	Completed	100%	
Provide services in at least four locations per LAP area and each provision to deliver a minimum of four sessions per week.	Andy Bamber (CLC)	31/03/2014	Completed	100%	
Provide services at new premises: St Andrew's Community Site (LAP 6), Skyline (LAP 8) and Youth Village (LAP 4), and maintain provision at the Haileybury Youth Club over the period of development for the new centre. (March 2014)	Andy Bamber (CLC)	31/03/2014	Delayed	10%	Negotiation is currently on-going with key stakeholders with Barrets through D&R, further discussion needs to take place with Skyline and Youth Village. Provisions will be maintained whilst the Haileybury gets redeveloped in an alternative venue, which is being sourced.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Provide effective support for parents and governors	Anne Canning (ESW)	31/03/2014	On Target	60%	A wide range of provision has been delivered to parents in schools and early years settings through a traded service model. Programmes aim to increase parental engagement to raise standards, improve outcomes and contribute to the school development plan. Two targeted parenting programmes for parents currently living in the refuge. All governors have access to the central training programme provided by the LA and are invited to the termly meetings with the Director and workshops at the meeting dealing with topics requested by governors.
Milestone	Lead Officer	Deadline	Status	%	Comments
Expand holiday childcare provision for working parents to include children up to the age of 13 years. (July 2013)	Anne Canning (ESW)	31/07/2013	Completed	100%	The holiday childcare scheme provided an additional 32 spaces during the summer scheme 2013. Resulting in 145 spaces being available each day. However, there remained a waiting list of 43 children from working parents, and 58 children from non-working families. Small take up of the 12-13 year old age range, but continuing to promote this area.
Develop a parent workshop to inform and empower parents and carers to become actively involved in the post 16 decision making process. (July 2013)	Anne Canning (ESW)	31/07/2013	Completed	100%	"Moving Up "Workshop developed and delivered at Parents Conference March 13. Workshop offered to all secondary schools.
Increase access to information, advice and signposting to family services through drop-in and outreach provision for parents, carers and families. (September 2013)	Anne Canning (ESW)	30/09/2013	Delayed	60%	There has been a 38% increase in FIS enquiries compared to the same period in 2012. There has also been a steady increase in the Family Services Directory usage, (with a dip in August enquiries which could be due to the holiday period). The breadth of information given has widened with the FIS becoming the first point of contact for Early Learning for 2 year olds in September 2013. The FIS drop in service has extended from one day a week to 5 days a week in September 2013. FIS providing first point of contact to Dads' Network. Work has commenced on outreach in children's centres, housing offices and with the voluntary sector. We are also following up outreach opportunities in schools and with health services.
Recruit and train Healthy Families Parent Ambassadors in 4 school clusters. (March 2014)	Anne Canning (ESW)	31/03/2014	On Target	50%	Target to be completed by March 14.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Promote, support and celebrate parental engagement in children's learning and attainment through the Annual Parent Conference, Fathers Event, Family Learning / Parent Week and school based events (600 parents participating). (March 2014)	Anne Canning (ESW)	31/03/2014	On target	60%	Tower Hamlets Dads' Network launched in August 2013. Three fathers events have been arranged since February 2013 and future events are planned for each school holiday period (five events per year excluding the Christmas break) under the umbrella of the Dads' Network. These events are branded as "Dads' Play Days". 45 dads and male carers have joined the Dads' Network to date. 22 schools supported with Family Learning Festival resource packs compiled by the Parental Engagement Team. Parent Support Partners in schools will use these packs to promote and develop activities for parents and families during the festival period (19 Oct - 3 Nov) and Parents' Week (21 Oct – 27 Oct).
Provide training for governors to support the development of their role in involving parents and carers in school life and children's learning. (December 2013)	Anne Canning (ESW)	31/12/2013	On Target	50%	The Annual Conference for School Governors took place in the autumn term. The workshop "Parental Engagement and School Governance" was delivered twice and was attend by approximately 70 governors. Further training planned for Spring Term 2014.
Provide training in the autumn term for governors conducting Headteacher appraisals. (December 2013)	Anne Canning (ESW)	31/12/2013	Completed	100%	This training was provided on 12 October 2013. 65 governors signed up for the course
Ensure new governors undertake induction training and monitor take-up: 50% of governors newly appointed in 2012/13 to attend the course within one year of being appointed. (March 2014)	Anne Canning (ESW)	31/03/2014	On Target	50%	Places on the LA induction course are reserved for all new governors. 41% of LA governors and 48% of parent governors appointed in 2012/13 have attended induction training to date. Governors unable to attend are offered induction sessions with Governor Support Officers and alternative dates for the course.
Monitor the equality profile of governors and encourage the recruitment of under-represented groups. (March 2014)	Anne Canning (ESW)	31/03/2014	On Target	50%	All LA governor vacancies are reviewed in the light of the skills sets required and account is taken of diversity issues on the governing body. Partnership work continues with the CBSG and OSCA to generate interest from ethnic minority groups to become school governors.
Activity	Lead Officer	Deadline			
Deliver the Mayor's University Grant	Anne Canning (ESW)	31/12/2013	On target	75%	
Milestone	Lead Officer	Deadline			
Incorporate Mayor's University Grant into Council Discretionary Awards Policy. (May 2013)	Anne Canning (ESW)	31/05/2013	Completed	100%	This activity is complete
Publicise awards to Tower Hamlets students. (December 2013)	Anne Canning (ESW)	31/12/2013	Completed	100%	This activity is complete
Distribute awards according to eligibility criteria. (December 2013)	Anne Canning (ESW)	31/12/2013	On target	0%	Applicants will be notified of the decisions on their applications in November/December.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Strategic Priority 2.2: Support more people into work					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Work with mainstream providers to maximise employment	Andy Scott (D&R)	31/03/2014	On Target	50%	Developed a communication link with the three Work Programme providers to share access to council generated job vacancies. Only Tower Hamlets residents are being discussed rather than the 16 boroughs that the providers deal with. Whilst collectively they have performed the lowest in London from a percentage perspective, the starting point was much lower for the most deprived areas. Better coordination has meant that TH residents on the Work Programme are now receiving better preparation for the roles being offered and WP organisations are investing in local residents.
Milestone	Lead Officer	Deadline	Status	%	Comments
Establish a Tower Hamlets Economic Development Taskforce, bringing together key providers and stakeholders. (June 2013)	Andy Scott (D&R)	30/06/2013	Completed	100%	Inaugural development meeting held, Sep 2013
Hold at least four meetings of the Tower Hamlets Economic Development Taskforce in the year. (March 2014)	Andy Scott (D&R)	31/03/2014	On Target	25%	Inaugural development meeting held, Sep 2013. Further calendar of meetings in development but expected to be Nov, Jan, Mar.
Begin implementation of Raising Aspirations – a geographically targeted programme. (September 2013)	Andy Scott (D&R)	30/09/2013	Completed	100%	Project Manager post recruited to. Start date October 1st.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support residents into jobs through employment and skills programmes	Andy Scott (D&R)	31/03/2014	On Target	50%	On Target. Figures below include all outputs reported under the Employment Strategy.
Milestone	Lead Officer	Deadline	Status	%	Comments
Support 150 Tower Hamlets residents into jobs. (June 2013)	Andy Scott (D&R)	30/06/2013	Completed	100%	Completed
Support 340 Tower Hamlets residents into jobs. (September 2013)	Andy Scott (D&R)	30/09/2013	Delayed	69%	The restructure of the Economic Development service was completed in August 2013 and has impacted slightly on the overall performance delivery; however current evidenced job outputs are 240 for Q2. This performance measure is considered as on target as there is a back log of outstanding evidence being collected at present from a number of development and construction sites, and employers. There is confidence in the ability to meet the expected output target.
Support 530 Tower Hamlets residents into jobs. (December 2013)	Andy Scott (D&R)	31/12/2013	On Target	50%	On-going collation of statistics. On target.
Support 750 Tower Hamlets residents into jobs. (March 2014)	Andy Scott (D&R)	31/03/2014	On Target	25%	On-going collation of statistics. On target.
Monitor equality profile of those supported into employment.	Andy Scott (D&R)	31/03/2014	On Target	50%	On-going collation of statistics. On target.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Maximise the benefits of the Olympic Legacy	Andy Scott (D&R)	31/03/2014	On Target	50%	On-going promotion of LLDC Partnership and communications relating to opportunities currently being generated. New training provision contract agreed in Q2 with LLDC funding secured for local TH residents.
Milestone	Lead Officer	Deadline	Status	%	Comments
Implement a working model for access to vacancies in partnership with London Legacy Development Corporation (LLDC). (June 2013)	Andy Scott (D&R)	30/06/2013	Completed	100%	Completed
Provide training provision to 150 Tower Hamlets residents to support them in accessing Olympic Legacy vacancies. (March 2014)	Andy Scott (D&R)	31/03/2014	On Target	50%	Funding Secured and Training delivery scheduled and planned for the year; 7 x Pre-employment courses training a minimum of 84 candidates. 3 x courses already delivered. Further up-skill/Improver training identified for delivery in quarters 3 and 4. Beneficiaries are currently being screened and assessed for suitability.
Review progress of local residents in accessing Olympic Legacy jobs. (March 2014)	Andy Scott (D&R)	31/03/2014	On Target	50%	On-going monitoring of residents progress in accessing Legacy related opportunities. Presence at LLDC Job Brokerage meetings (fortnightly) and Quarterly Steering Groups assists with identifying up and coming opportunities and feedback regarding processes and performance.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Increase the number of apprenticeships available to local residents and support them to take up these opportunities	Andy Scott (D&R)	31/03/2014	On Target	85%	Work continuing with a range of partners through the Apprenticeship Task Group. Procurement opportunities being secured with mechanisms for forecasting, tracking, facilitation, monitoring and evidence requirements being sought with Procurement and external partners. In discussion with Arts Council to advance the number of creative apprenticeships across the borough and approach made by the GLA to pilot a localised SME employer engagement programme.
Milestone	Lead Officer	Deadline	Status	%	Comments
Launch the Tower Hamlets Homes Decent Homes apprenticeship programme. (April 2013)	Andy Scott (D&R)	30/04/2013	Completed	100%	Completed
Establish the Apprenticeship Task Group. (June 2013)	Andy Scott (D&R)	30/06/2013	Completed	100%	Completed
Support 10 apprenticeships in local creative industries. (March 2014)	Andy Scott (D&R)	31/03/2014	On Target	90%	Programme development and placement starts complete. One organisation dropped out. Programme delivery completed and future development underway in partnership with Arts Council and local creative and cultural industries.
Support 200 Tower Hamlets residents into apprenticeships.	Andy Scott (D&R)	31/03/2014	Completed	107%	214 in total Q1 and Q2. Q2 = 9 creative started Sept. 35 THH Decent Homes Apprentices recruited so far another 31 currently being advertised and recruited for. Awaiting further confirmation of appointments with THH Suppliers outside of the Decent Homes Programme. 20 Starts through TH Workforce Development.
Monitor equality profile of local people supported to take up apprenticeships. (March 2014)	Andy Scott (D&R)	31/03/2014	Completed	100%	On-going

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Introduce 'TH Personnel' as a mechanism for recruiting local residents into temporary opportunities	Andy Scott (D&R)	31/03/2014	Completed	100%	See below for internal recruitment mechanism. Additionally working alongside emerging proposals for 'London Working' programme which will support local TH graduates into agency recruitment pathways.
Milestone	Lead Officer	Deadline	Status	%	Comments
Establish an operational TH Personnel Temp Desk. (April 2013)	Andy Scott (D&R)	30/04/2013	Completed	100%	Completed
Develop referral routes into external temporary agencies across East London businesses and agencies. (June 2013)	Andy Scott (D&R)	30/06/2013	Completed	100%	Completed
Create talent pool of at least 50 local residents with at least 15 placed into temporary opportunities. (September 2013)	Andy Scott (D&R)	30/09/2013	Completed	100%	Completed
Progress report on 50 temporary placements and monitor equality profile of those supported and placed. (March 2014)	Andy Scott (D&R)	31/03/2014	Completed	100%	First progress report received. Full evaluation year end.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support English for Speakers of Other Languages (ESOL)	Shazia Hussain (CLC)	31/03/2014	On target	65%	Activity on target
Milestone	Lead Officer	Deadline	Status	%	Comments
Support employability through the 2013/14 academic year curriculum with a focus on courses, training and formal entry level qualifications. (September 2013)	Shazia Hussain (CLC)	30/09/2013	Completed	100%	
Map and create progression routes (including employability) for ESOL learners at all levels in both the 3 rd and public sectors via the External Partners Advisory Group. (March 2014)	Shazia Hussain (CLC)	31/03/2014	On target	75%	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.
Deliver a consistent offer for ESOL, with quality assessments and standards, through use of a consistent Advice & Information toolkit by all ESOL providers. (March 2014)	Shazia Hussain (CLC)	31/03/2014	On target	50%	External Partners Advisory Group is working with 3rd sector organisations and TH College to continue to implement consistent use of ESOL assessment toolkit across the borough.
Measure uptake and performance of ESOL for different groups (including analysis by ethnicity, age and gender) to support progression through ESOL qualifications. (March 2014)	Shazia Hussain (CLC)	31/03/2014	On target	50%	Analysis for 2012/13 academic year is complete. Analysis of new academic year (1st term) is underway.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Strategic Priority 2.3: Manage the impact of welfare reform on local residents					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Implement the new council tax support and local social fund scheme	Roger Jones (Resources)	31/03/2014	On Target	75%	Council tax support is up and running and we are now reviewing the implementation of the system for further improvements. The local social fund has been available to residents since April 2013. 6,000 applications were processed within the first six months of the scheme.
Milestone	Lead Officer	Deadline	Status	%	Comments
New council tax support scheme operational. (April 2013)	Roger Jones (Resources)	30/04/2013	Completed	100%	
New support & crisis grant scheme (Local Social Fund) operational. (April 2013)	Steve Hill (Resources)	30/04/2013	Completed	100%	In the first 6 months to the end of September, we received almost 6,000 applications for Crisis and Support Grants, and made 3,000 payments totalling just under £600,000.
Ensure 100% of the support & crisis grant is utilised to support residents. (March 2014)	Steve Hill (Resources)	31/03/2014	On Target	50%	On budget and target to meet the deadline.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Implement Welfare Reform Temporary Accommodation Support Fund	Colin Cormack (D&R)	31/03/2014	Completed	100%	TASF disbursements being made to affected households.
Milestone	Lead Officer	Deadline	Status	%	Comments
Formalise criteria for administering fund, aligning this with other emergency funding. (June 2013)	Colin Cormack (D&R)	30/06/2013	Completed	100%	Completed
Identify most vulnerable residents who will receive fund. (July 2013)	Colin Cormack (D&R)	31/07/2013	Completed	100%	Completed
Monitor residents who require the fund and feed back to Welfare Reform Task Group. (March 2014)	Colin Cormack (D&R)	31/03/2014	Completed	100%	Completed

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a Partnership wide programme of information and awareness raising around welfare reform	Louise Russell (CE)	31/03/2014	On Target	75%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Provide targeted communications to those affected by the benefit cap including additional local community events to coincide with local implementation. (September 2013)	Louise Russell (CE)	30/09/2013	Completed	100%	Five engagement events have been held over the summer. A targeted poster was produced and communications campaigns were undertaken.
Deliver on-going briefings and training for frontline staff as changes are introduced. (December 2013)	Louise Russell (CE)	31/12/2013	On Target	75%	Trainings and briefings remain on-going with four further training sessions taking place since April. An updated welfare reform booklet has been published and distributed amongst residents and practitioners and has received positive feedback.
Engage with housing providers through the Welfare Reform Task Group and Tower Hamlets Housing Forum to ensure a co-ordinated approach to welfare changes. (December 2013)	Louise Russell (CE)	31/12/2013	On Target	75%	Regular attendance by Housing Providers at Task Group. Data shared and collected around bedroom tax and benefit cap impact and engagement levels.
Work with the Task Group to monitor the impact of welfare reform and review the impact on services and policies as required. (March 2014)	Louise Russell (CE)	31/03/2014	On Target	50%	There has been cross task group engagement on monitoring the impact of welfare reform, and regular updates are presented at the Task Group. A more in-depth analysis into the impact of welfare reform will be undertaken in the New Year.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Optimise use of existing funding and maximise prospects for future funding	Andy Scott (D&R)	31/03/2014	On Target	75%	Full staffing resource cash flow review undertaken to be followed now by full review of project funding income and forecasting.
Milestone	Lead Officer	Deadline	Status	%	Comments
Define a robust programme and funding case for fully integrated community engagement and employment development activity to enhance the employability of workless adults, including BME women and disabled residents. (April 2013).	Andy Scott (D&R)	30/04/2013	Delayed	25%	Programme Analysis and Review Officer appointed from 1 October following Third Sector Team Restructure.
Monitor the effectiveness of organisations to collect and present equalities data on beneficiaries of grant funded community, economic and social welfare advice. (March 2014)	Andy Scott (D&R)	31/03/2014	On Target	35%	Third Sector Team restructure now complete so there should be progress on this in Q3.
Develop a comprehensive information base on which to strategically determine from where and how Third Sector funds should be attracted and deployed. (September 2013)	Andy Scott (D&R)	30/09/2013	Delayed	20%	Programme Analysis and Review Officer appointed from 1 October following Third Sector Team Restructure.
Develop a Partnership framework for welfare advice and initiatives with JCP, housing providers and voluntary sector groups on supporting residents through welfare reform. (December 2013)	Andy Scott (D&R)	31/12/2013	On Target	75%	Financial Inclusion Strategy and Action Plan approved by Partnership Exec and Cabinet in July 2013. On-going series of information events delivered, including Local Voices event for disability groups on the 2nd Oct. Briefings and workshops planned for housing and employment support staff on providing access to information and support with money management issues for residents who need assistance.
Refine and develop grant management systems to improve productivity, management information and effectiveness of contract compliance monitoring. (December 2013)	Andy Scott (D&R)	31/12/2013	On Target	40%	Delay in recruitment of temporary data clerk has meant a delay in completing online monitoring. Third Sector Team restructure now complete so progress should now be made on both recruitment and online monitoring system.
Secure ESF/Community Grant packages and other opportunities to increase funding available to help alleviate the adverse impacts of welfare reform. (March 2014)	Andy Scott (D&R)	31/03/2014	On Target	40%	Third Sector Team restructure now complete so there should be progress on this in Q3.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Strategic Priority 2.4: Foster enterprise and entrepreneurship					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Implement a programme of information to third sector and social enterprises to support commercial independence	Andy Scott (D&R)	31/03/2014	Delayed	25%	The restructure of the Third Sector Team has been delayed by 6 months which has led to the delay of a number key activities.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop and commission programme of information to third sector and social enterprises. (June 2013)	Andy Scott (D&R)	30/06/2013	Completed	100%	CVS have now prepared a comprehensive support programme and implementation plan. However work is behind schedule due to protracted restructure of the Third Sector Team. TH planning work however, is completed.
Begin implementation of programme. (September 2013)	Andy Scott (D&R)	30/09/2013	Delayed	10%	This milestone has been impacted upon by the restructure of the Third Sector team, with this now completed implementation will be progressed and monitored.
Produce an interim review of programme effectiveness. (March 2014)	Andy Scott (D&R)	31/03/2014	Delayed	0%	This milestone has been impacted upon by the restructure of the Third Sector team, with this now completed implementation will be progressed and monitored.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support growth sectors in the context of Tower Hamlets as a central London economy	Andy Scott (D&R)	31/03/2014	On Target	50%	Detailed work underway on development of support initiative for tech sector. Training and access to employment route way developed for construction through the newly formed construction desk at Skillsmatch.
Milestone	Lead Officer	Deadline	Status	%	Comments
Identify relevant growth sectors	Andy Scott (D&R)	30/06/2013	Completed	100%	Completed
Engage with key stakeholders	Andy Scott (D&R)	30/06/2013	Completed	100%	Completed
Develop training route-ways for identified sectors	Andy Scott (D&R)	31/12/2013	On Target	75%	Detailed work underway on development of support initiative for tech sector. Training and access to employment route way developed for construction through the newly formed construction desk at Skillsmatch.
Review of progress in support for growth sectors	Andy Scott (D&R)	31/03/2014	On Target	50%	On-going

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support enterprise activity in the borough's town centres and commercial districts	Andy Scott (D&R)	30/09/2014	On Target	50%	Specific development work underway across 4 key Town Centre through accelerated delivery programme: Brick Lane; Roman Road; Bethnal Green Road and Burdett Road.
Milestone	Lead Officer	Deadline	Status	%	Comments
Appoint an officer with responsibility for operational enhancements in Roman Road town centre. (September 2013)	Andy Scott (D&R)	30/09/2013	Completed	100%	Officer appointed; starts in post 7 October.
Local business promotional campaigns underway in Bethnal Green and Brick Lane. (December 2014)	Andy Scott (D&R)	31/12/2013	On Target	75%	Detailed development underway; campaigns will coincide with Small Business Saturday on 7 December.
Establish effective partnership mechanisms for engagement with Roman Road businesses. (March 2014)	Andy Scott (D&R)	31/03/2014	On Target	50%	On-going
Undertake competitiveness analysis for Roman Road. (March 2014)	Andy Scott (D&R)	31/03/2014	On Target	50%	Brief agreed and issued; proposals received and evaluated; provisional decision to award contract made.
Carry out town centre audit for Brick Lane. (March 2014)	Andy Scott (D&R)	31/03/2014	On Target	50%	Brief agreed and issued; proposals received and evaluated; provisional decision to award contract made.
Local business promotional campaign underway in Burdett Road, linked to launch of new market. (March 2014)	Andy Scott (D&R)	31/03/2014	On Target	50%	Detailed development underway; campaigns will coincide with Small Business Saturday on 7 December.
A Safe and Cohesive Community					
Strategic Priority 3.1: Focus on crime and anti-social behaviour					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Further develop the Tower Hamlets Enforcement Officer (THEO) service	Andy Bamber (CLC)	31/03/2014	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Increase the number of THEOs with ten additional uniformed officers operating across the borough. (August 2013)	Andy Bamber (CLC)	31/08/2013	Completed	100%	
THEOs operating in 4 localities, supporting the new local ward forums and their priorities for reducing ASB. (March 2014)	Andy Bamber (CLC)	31/03/2014	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a partnership 'Violence Against Women & Girls' (VAWG) approach	Andy Bamber (CLC)	31/03/2014	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop an anti-Violence Against Women and Girls Forum.	Andy Bamber (CLC)	30/04/2013	Completed	100%	
Facilitate a VAWG Day to forge links with specialist organisations, develop joint working and review and develop the VAWG action plan.	Andy Bamber (CLC)	30/04/2013	Completed	100%	
Develop and provide a programme of VAWG training to key statutory and voluntary organisations. (March 2014)	Andy Bamber (CLC)	31/03/2014	Completed	100%	

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Manage the night time economy	Andy Bamber (CLC)	31/12/2014	On target	80%	Activity on target
Milestone	Lead Officer	Deadline	Status	%	Comments
Adopt a Cumulative Impact Policy (Saturation Policy) to provide stronger controls around the licensing of additional premises in the Brick Lane area (subject to the outcome of consultation findings and approval by Full Council). (March 2014)	Andy Bamber (CLC)	31/03/2014	Completed	100%	
Adopt additional legislative powers to better control the impact of Sex Entertainment Venues. (December 2013).	Andy Bamber (CLC)	31/12/2014	Delayed	50%	The policy has been adopted by Cabinet, the adoption of the framework powers was put before the Licensing Committee on the 8th October but was not agreed. Legal to advise regarding a revised approach.
Complete a review of the council's Licencing Policies.	Andy Bamber (CLC)	31/12/2014	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
With our partners, deliver the Partnership Community Safety Plan	Andy Bamber (CLC)	31/03/2014	On target	50%	The Community Safety Partnership (CSP) have produced a Partnership Plan to respond to crime, disorder, substance misuse and reduce re-offending in the borough. The Plan runs from April 2013 to March 2016 and identifies 7 priorities for the partnership over that period. It also includes what action will be taken, how that will be measured and any specific targets for the partnership's performance. That CSP Plan was signed off by the CSP in March 2013 and is due to go before Full Council for approval on 27th November 2013, after going through the full council approval process. The CSP and its subgroups have been working to the plan since April 2013, with detailed actions and updates held within CSP Subgroup Delivery Plans.
Milestone	Lead Officer	Deadline	Status	%	Comments
Continue the commitment to provide additional uniformed Police presence through the Partnership Task Force (PTF) initiatives PTF 1 (to July 2013) and PTF2 (to September 2015).	Andy Bamber (CLC)	31/07/2013	Completed	100%	
Further develop the Tower Hamlets Enforcement Officers via generic working to improve the effectiveness of Police deployment.	Andy Bamber (CLC)	31/08/2013	Completed	100%	
Complete a review of joint Police / officer teams and their quarterly and end of year reports. (August 2013)	Andy Bamber (CLC)	31/08/2013	Delayed	50%	Meeting with Police has resulted in an agreement around reporting including a commitment to deliver a 6 month report by end of Oct. This has not yet been received at the date of reporting. Change of Police staff and new policing model has caused some delay in handover but currently moving in the right direction.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the strategic review of Crime and ASB. (December 2013)	Andy Bamber (CLC)	31/12/2013	Delayed	10%	The CSP are currently in the planning stages of producing their annual Strategic Assessment. CSP Members and data contacts have been informed of the need to supply data for the control periods (3 years up to 30th September 2013), which partners are in the process of receiving the most recent data for. An initial meeting of the key partners and contacts is currently being scheduled so that the task can be allocated to relevant officers for completion prior to the deadline. The document will not receive sign off from the partnership until its January 2014 meeting, hence the status has been termed as 'Delayed', although technically we are on track to produce the final draft by 31st December 2013.
Review and update the Community Safety Plan for 2014/15.	Andy Bamber (CLC)	31/03/2014	Delayed	0%	The CSP will review the first full year of the CSP Plan in April 2014 as it is not possible to review the plan until it has a full year of data and performance to base this review on. Due to the number of different CSP Indicators held across the partnership, this may result in the final document not being available until May.

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Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Strategic Priority 3.2: Reduce fear of crime					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve the responsiveness of our ASB services	Andy Bamber (CLC)	31/03/2014	On target	50%	The ASB response service is now operating Thursday to Sunday 2000hrs to 0400hrs. THEOs are also assisting EHO with out of hours noise response service Thursday to Sunday 2000hrs to 0330hrs. THEOs are also responding to dog fouling complaints across the Borough. Case Investigations officers have streamlined their investigation process by conducting a 'triage' process and are actively investigation cases where there is a key line of enquiry. Prolific and priority offenders role for Case Investigation Officers has been implemented. Changes to the call handling in the control room are expected to take place in November 2013
Milestone	Lead Officer	Deadline	Status	%	Comments
Implement the THH ASB response service following the success of the pilot project. (July 2013)	Andy Bamber (CLC)	31/07/2013	Completed	100%	
Develop and implement the revised ASB Policy. (January 2014)	Andy Bamber (CLC)	31/01/2014	On target	90%	The policy is currently in draft form and is just waiting on some minor additions and amendments from the Head of Markets & Enforcement before entering the relevant approval process.
Complete the redesign of the ASB call handling process for greater efficiency including a revised out of hours service and embedded triage arrangements (subject to funding). (March 2014)	Andy Bamber (CLC)	31/03/2014	On target	70%	(Process) On track to roll out redesigned service to deal with ASB and Noise using a triage process. The process has been agreed with Deputy Mayor. Business case has been drafted including budgets, resources, shifts to operate the out of hours service from the CCTV. Currently in the process of securing a direct line for reporting to CCTV room.
Strategic Priority 3.3: Foster greater community cohesion					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support the delivery of a wide range of community events	Shazia Hussain (CLC)	31/03/2014	On target	70%	Activity on target
Milestone	Lead Officer	Deadline	Status	%	Comments
Support the successful delivery of the 2013 Film Festival. (July 2013)	Shazia Hussain (CLC)	31/08/2013	Completed	100%	
Tender the events contract for commercial events in Victoria Park. (December 2013)	Shazia Hussain (CLC)	31/12/2013	Completed	100%	
Support the delivery of a programme of events which celebrate the contribution of diverse communities to building 'One Tower Hamlets' including disabled people, LGBT communities and older people. (March 2014)	Shazia Hussain (CLC)	31/03/2014	On target	70%	Approximately 60 events with audience of 100 plus supported or delivered up to Oct 2013.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity		Deadline	Status	% Comp	Comments
Embed the learning from the 2012-13 Mayor's One Tower Hamlets fund into the 2013-14 scheme	Louise Russell (CE)	31/03/2014	On Target	25%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Evaluation report submitted to Tower Hamlets Equalities Steering Group and Partnership Executive.	Louise Russell (CE)	31/05/2013	Completed	100%	A report was produced and presented to Partnership Executive in June 2013.
Launch 2013/14 Mayor's One Tower Hamlets Fund.	Louise Russell (CE)	30/06/2014	Completed	100%	The fund was launched in October.
Review of project delivery submitted to Tower Hamlets Equalities Steering Group	Louise Russell (CE)	31/03/2014	On Target	0%	
A Healthy and Supportive Community					
Strategic Priority 4.1: Reduce health inequalities and promote healthy lifestyles					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver free school meals for all reception and year 1 pupils	Kate Bingham (ESW)	31/07/2013	Delayed	70%	From September 2013, all Reception and Year 1 pupils are now receiving a free school meal – either statutory or via the Mayor's scheme. Whilst there has been a delay in the recruitment of permanent kitchen assistants due to the summer break, vacancies are currently being covered by temporary staff and a recruitment exercise through Skillsmatch should mean that permanent staff are in post by the new year.
Milestone	Lead Officer	Deadline	Status	%	Comments
Assess catering staffing needs on school by school basis.	Kate Bingham (ESW)	30/04/2013	Completed	100%	This was completed initially ahead of the start of the project. There will be an on-going review of staffing needs over the coming months.
Recruit additional staff through Skillsmatch.	Kate Bingham (ESW)	31/07/2013	Delayed	30%	Now staffing needs are clearer, a recruitment exercise through Skillsmatch is planned for early November to support teams in schools and fill vacant kitchen assistant posts across the service. It is estimated that there will be full recruitment by early next year.
Publicise scheme to parents of Reception and Year 1 parents.	Kate Bingham (ESW)	31/07/2013	Completed	100%	A letter was sent to each parent from the Mayor via schools explaining the process and the project was advertised on the April menu which was distributed to all primary parents and will also feature on the November menu which has the same distribution. Further coverage was included in EEL and also following the official Mayor's launch.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support young people to live healthy lives	Anne Canning (ESW)	31/10/2013	Completed	100%	This activity is complete
Milestone	Lead Officer	Deadline	Status	%	Comments
Provide healthy eating and physical activity support to 25 schools.	Anne Canning (ESW)	31/07/2013	Completed	100%	Healthy eating and physical activity support provided to 33 schools through renewal of Healthy Schools Award, Advanced Healthy schools, Pupil Led Projects and workshops in schools.
Run healthy lives champions project in 12 primary schools to carry out targeted work with pupils identified as overweight or obese.	Anne Canning (ESW)	31/07/2013	Completed	100%	13 schools have delivered the Healthy Lives Champions Project with targeted pupils.
Support 10 schools to achieve Advanced Healthy School Status.	Anne Canning (ESW)	31/07/2013	Completed	100%	16 schools have now achieved Advanced Healthy Schools Status.
Develop a year 6 lesson plan; deliver to 150 pupils and model effective drug education for teachers.	Anne Canning (ESW)	31/10/2013	Completed	100%	Lesson plan completed. We work in academic years so from September 2012 until now we have delivered to 730 pupils.
Develop a key stage 3 alcohol lesson plan and deliver to 150 pupils and model effective alcohol education to secondary school teachers. (October 13)	Anne Canning (ESW)	31/10/2013	Completed	100%	Lesson plan completed. We work in academic years so from September 2012 until now we have delivered to 995 students.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Ensure that integrated governance arrangements are in place to maximise health outcomes	Louise Russell (CE), Deborah Cohen (ESW), Somen Banerjee (Public Health)	30/09/2013	Delayed	75%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Agree the Health and Wellbeing joint implementation plan.	Louise Russell (CE), Deborah Cohen (ESW), Somen Banerjee (Public Health)	30/09/2013	Completed	100%	The shadow Health and Wellbeing Board has agreed the Towards a Healthier Tower Hamlets Strategy and delivery plan.
Provide support to embed the newly commissioned Healthwatch.	Louise Russell (CE)	30/09/2013	Completed	100%	
Identify via the Health and Well-being Board, 3 locally appropriate interventions to co-produce with residents in a locality.	Somen Banerjee (Public Health)	30/06/2013	Delayed	25%	Work is underway to map the wide range of community activities already undertaken and currently underway around diabetes. Public Health will lead to bring together partners across Tower Hamlets, including Healthwatch and the voluntary sector, to facilitate a diabetes network. The network will also facilitate work at a micro-level within the community in order to facilitate meaningful co-production work on diabetes, working closely with our voluntary sector partners. If this approach is successful it will be rolled out for other health interventions.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Embed the Public Health function into the council	Louise Russell (CE), Somen Banerjee (Public Health)	31/03/2014	On Target	70%	The Public Health review will be addressing some outstanding implementation issues.
Milestone	Lead Officer	Deadline	Status	%	Comments
Align emerging Public Health Outcomes Framework indicators with JSNA and Health and Wellbeing Strategy.	Louise Russell (CE), Somen Banerjee (Public Health)	31/03/2014	On Target	60%	PHOF indicators are integrated into the Health and Wellbeing Strategy and data is also integrated in the most recent iteration of the JSNA. PHOF indicators are monitored through the corporate performance management system. Lead officers are still being clarified.
Deliver the Public Health commissioning milestones as set out in the January 2013 Cabinet paper.	Louise Russell (CE), Somen Banerjee (Public Health)	31/03/2014	On Target	60%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Invest in the borough's leisure centres and playing pitches	Shazia Hussain (CLC), Ann Sutcliffe (D&R), Stephen Halsey (CLC)	31/03/2014	Overdue	45%	Requests to revise original Poplar Baths proposal through adding in an additional training pool and vary the number of units delivered has caused a delay in achieving planning permission. This delay has further impacted upon subsequent milestones within the activity.
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete improvement works to multi-use facilities at St. George's Pool.	Shazia Hussain (CLC), Stephen Halsey (CLC)	31/03/2014	Completed	100%	
Complete improvement works to cricket and football pitches at Victoria Park and Millwall Park.	Shazia Hussain (CLC), Stephen Halsey (CLC)	31/03/2014	Delayed	40%	Improvements to the football facilities and artificial cricket wickets are planned to take place in early 2014/15 to avoid pitch disruption during the current football season.
Install a replacement 3G sports surface at Stepney Green along with improved changing accommodation.	Shazia Hussain (CLC), Stephen Halsey (CLC)	31/03/2014	On target	40%	Successful funding application made to the Football Foundation and award offer of £461k accepted. Planning permission submitted and awaiting a decision from the Development Committee on 14th November.
Complete the procurement and associated legal and licence agreements to re-open Poplar Baths as a local leisure centre.	Shazia Hussain (CLC), Stephen Halsey (CLC)	31/08/2013	Delayed	50%	Progress is linked to the renewal project programme and related completion dates.
Poplar Baths – Planning application approved.	Ann Sutcliffe (D&R)	30/09/2013	Completed	100%	The planning application was approved at the council's October planning Committee. It is now awaiting Secretary of State ratification.
Poplar Baths – Preferred partner financial close.	Ann Sutcliffe (D&R)	31/08/2013	Delayed	50%	December 2013 target for financial close.
Start construction of the new Poplar Baths development, including to deliver 100 socially rented housing units.	Ann Sutcliffe (D&R)	31/12/2013	Delayed	50%	Start on site programmed for January 2014.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Implement our Substance Misuse Strategy	Andy Bamber (CLC)	31/03/2014	On target	50%	Activity on target
Milestone	Lead Officer	Deadline	Status	%	Comments
Facilitate the effective transfer of, and review on-going arrangements for, comprehensive contractual management of all substance misuse services as part of the Public Health transition process. (March 2014)	Andy Bamber (CLC)	31/03/2014	On target	50%	All novated PH contracts have been redrafted with LBTH T&Cs in place. Next phase is to re-procure effective from Oct 2013.
Implement action plan for improving drug and alcohol treatment recovery rates across the borough, including for younger adults, Bangladeshi women, people with disabilities and LGBT residents. (March 2014)	Andy Bamber (CLC)	31/03/2014	On target	50%	Recovery agenda built into new treatment services contracts with measurable indicators. Plans being rolled out to utilise third sector (THVCS) to monitor education, employment and training outcomes.
Deliver the dealer a day programme. (March 2014)	Andy Bamber (CLC)	31/03/2014	On target	70%	The Police have agreed to deliver dealer a day targets without additional funding of £300k. A re-launch of the initiative is scheduled for Nov with press release and photo opportunity with Mayor, Deputy Mayor and Commander.
Complete a programme of activities to encourage people to give up smoking. (March 2014)	Andy Bamber (CLC)	31/03/2014	On target	50%	Stoptober Campaign- All of September. Ran 18 Stalls to promote Stoptover. 39 potential clients.
Strategic Priority 4.2: Enable people to live independently					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve support to Carers	John Rutherford, Katharine Marks, Deborah Cohen (ESW)	31/03/2014	On Target	80%	On track for completion by March 2014
Milestone	Lead Officer	Deadline	Status	%	Comments
Introduce a new health check for carers project linked to the development of the carers three year plan (subject to evaluation). (November 2013)	John Rutherford, Katharine Marks, Deborah Cohen (ESW)	30/11/2013	Completed	100%	This has been commissioned by social care for a further year. The forward plan is that it becomes part of the wider Health check programme that Public Health is currently commissioning for 14/15 onwards. Health checks currently continue to progress via GP surgeries.
Introduce and expand carers' budgets to give carers control over the services they choose to receive. (November 2013)	John Rutherford, Katharine Marks, Deborah Cohen (ESW)	30/11/2013	Completed	100%	Now that the Carers Plan has been agreed by Cabinet, carers budgets have been taken forward by the Work stream 4 of the Carers Programme Board. Carers are receiving an allocated budget to meet their eligible needs.
Implement the commissioning actions within the Carers Three Year Plan. (March 2014)	John Rutherford, Katharine Marks, Deborah Cohen (ESW)	31/03/2014	On Target	75%	Will be complete by 31st March 2014 with all new contracts awarded.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve the customer journey by embedding the principles of choice and control	John Rutherford, Katharine Marks, Deborah Cohen (ESW)	31/03/2014	On Target	70%	Slight delay to a number of milestones however this is now on track for completion by March 2014. No further delays expected.
Milestone	Lead Officer	Deadline	Status	%	Comments
Launch the e-marketplace to enable people to purchase health and social care services over the internet. (June 2013)	John Rutherford, Katharine Marks, Deborah Cohen (ESW)	30/06/2013	Delayed	80%	Preferred supplier identified. Sign-off requirements necessitated by new strategic partnership with Agilysis have meant the implementation has been delayed, but contract will be signed by Agilysis before 31/10/13 and implementation will take approx. 16
Implement the new 'Customer Journey' for the community learning disability service. (October 2013)	John Rutherford, Katharine Marks, Deborah Cohen (ESW)	31/10/2013	Delayed	70%	New Customer Journey will be fully operational by March 2014.
Develop a Quality Standards Framework for non-regulated services. (December 2013)	John Rutherford, Katharine Marks, Deborah Cohen (ESW)	31/12/2013	On Target	75%	Collaborative project across ELS. Overall project on track. Implementation of initial phase being progressed in LBTH to coincide with implementation of e-Marketplace (milestone above).
Refresh market position statement and approach to social care market locally in line with requirements in the Care and Support Bill with support from the Department of Health. (December 2013)	John Rutherford, Katharine Marks, Deborah Cohen (ESW)	31/12/2013	On Target	50%	Work planned with Institute of Public Care and will be complete by end of December 2013. Refresh of market position statement in progress.
Redesign and re-commission community services for older people and other adults to improve the ability of services to support people to live independently. (March 2014)	John Rutherford, Katharine Marks, Deborah Cohen (ESW)	31/03/2014	On Target	70%	Previously Recommendations were made to the ECSW DMT, and it has been decided not to commission independent support planning at the current time. A Direct Payment Support Service will be tendered during 2013/14 and interim arrangements have been put in place to cover the period until new contracts are in place by March 2014.
Re-commission statutory mental health services to improve their ability to enable people to live safe, independent and fulfilled lives in the community. (March 2014)	John Rutherford, Katharine Marks, Deborah Cohen (ESW)	31/03/2014	On Target	75%	Consultation on MH Strategy closed on 10th Oct and next step is commissioning plan to go to HWB Board in December. Implementation of this plan will be over the period to 31st March 2015 - reflecting dates some contracts expire and members wishes to delay procurement of day services (which is a significant part of this programme).
Support more people aged 18-69 with learning disabilities and mental health needs into employment. (March 2014)	John Rutherford, Katharine Marks, Deborah Cohen (ESW)	31/03/2014	On Target	50%	7.9% of LBTH Adult Social Care Clients with a Learning Disability are in full time employment whilst 6.5% of people who use secondary mental health services in the borough are currently in employment.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve Accommodation and Equipment	John Rutherford, Katharine Marks, Deborah Cohen (ESW)	31/03/2014	Overdue		A number of milestones are overdue and will not be completed by March 2014. Work will need to be carried forward.
Milestone	Lead Officer	Deadline	Status	%	Comments
Present the Hostels Strategy to Cabinet. (June 2013)	John Rutherford, Katharine Marks, Deborah Cohen (ESW)	30/06/2013	Completed	100%	Hostels Strategy was presented to Cabinet
Create an equipment demonstration centre to support independence and wellbeing. (September 2013)	John Rutherford, Katharine Marks, Deborah Cohen (ESW)	30/09/2013	Overdue	30%	Business plan progressing after some delay due to negotiations with another council on sharing the resource.
Develop a new range of accommodation for people with learning disabilities, and establish a pathway in the new customer journey for learning disability services. (March 2014)	John Rutherford, Katharine Marks, Deborah Cohen (ESW)	31/03/2014	Overdue	0%	This piece of work was delayed for a number of reasons and will need to be carried forward into next year.
Develop new supported accommodation for people with mental health needs, requiring high end support in the borough. (March 2014)	John Rutherford, Katharine Marks, Deborah Cohen (ESW)	31/03/2014	On Target	70%	Broadly in line with the 4 year strategy. Slight delay currently on two developments, awaiting planning consent. On track for completion by March 2014.
Strategic Priority 4.3: Provide excellent primary and community care					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Ensure effective partnership working across health and social care	John Rutherford, Katharine Marks, Deborah Cohen (ESW)	31/03/2014	Overdue	70%	Difficult to put a percentage on this as it is a three year programme. Some key decisions about to be made regarding future course for the council. After this be able to rescope.
Milestone	Lead Officer	Deadline	Status	%	Comments
Work with health partners to establish the governance for the integrated care programme and agree the role of the local authority. (June 2013)	John Rutherford, Katharine Marks, Deborah Cohen (ESW)	30/06/2013	Overdue	70%	Ongoing discussions with health on delivery of a more integrated approach
Agree council policy on integrated care pathways. (September 2013)	John Rutherford, Katharine Marks, Deborah Cohen (ESW)	30/09/2013	Overdue	70%	Subject of recent awayday with Mayor and lead members, currently working in partnership with health to agree on integrated care pathways.
Develop and publish the Mental Health Strategy for Tower Hamlets with an implementation plan. (September 2013)	John Rutherford, Katharine Marks, Deborah Cohen (ESW)	30/09/2013	Completed	100%	Strategy now complete
Identify and implement further opportunities beyond the virtual ward for health and social care joint delivery. (March 2014)	John Rutherford, Katharine Marks, Deborah Cohen (ESW)	31/03/2014	On Target	60%	Ongoing discussions with health on delivery of a more integrated approach.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Strategic Priority 4.4: Keep vulnerable children, adults and families safer, minimising harm and neglect					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver the Adults Safeguarding work programme	John Rutherford, Katharine Marks (ESW)	31/12/2013	On Target	80%	One milestone is overdue however this is expected to be complete by March 2014.
Milestone	Lead Officer	Deadline	Status	%	Comments
Introduce an inter-agency approach to managing risk in relation to hard to reach groups. (September 2013)	John Rutherford, Katharine Marks (ESW)	30/09/2013	Completed	100%	A safeguarding risk panel has now been established introducing an inter-agency approach to managing risk in relation to hard to reach groups.
Ensure service user and community views are represented in the work of the Safeguarding Adults Board. (September 2013)	John Rutherford, Katharine Marks (ESW)	30/09/2013	Overdue	80%	SAB continues to consider the most effective option to involve users and wider public. Discussion is on going to commission a survey via the Performance team to ask users of safeguarding services anonymously about their experience of the safeguarding Adults service. Work to date has ensured that the new safeguarding adult forms that are used to record safeguarding activity includes questions to the user/advocate on their experience of the safeguarding process and also their satisfaction with the outcome. Additionally comments were invited via the evaluation form for the Elder Abuse Awareness Day about people's experience of Safeguarding.
Develop a public communications strategy to raise awareness of safeguarding and how to make a safeguarding referral.	John Rutherford, Katharine Marks (ESW)	31/12/2013	On Target	80%	SAB communications sub-group is taking this item forward. Strategy considering the most effective option to raise profile of safeguarding was agreed in August 2013 and is on target to be implemented by March 2014. In the interim an advert has been placed in the Family Magazine to raise awareness about Adult Abuse, and the Interim SA Lead will be talking at the Elder Abuse Awareness Day about the process for making a referral and leaflets. The interim Lead works closely with Toynbee Hall raises awareness about adult abuse to older people and people who use mental health services.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Provide proportionate support to vulnerable children and families	Steve Liddicott (ESW)	31/08/2013	Delayed	50%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop a Tower Hamlets Multi-Agency Safeguarding Hub (MASH), in partnership with the police and NHS. (June 2013)	Steve Liddicott (ESW)	30/06/2013	Delayed	75%	Target missed because of delays with the building work and the technology to allow police to make a secure link to their own systems. Building work completed, technical problems resolved, police now resident in MP. MASH will be formally launched in December 2013
Extend and develop the Family Wellbeing Model to ensure that children receive support commensurate to their level of need (early help, team around the child, social care intervention) and assess the impact of those services. (August 2013).	Steve Liddicott (ESW)	31/08/2013	Delayed	50%	Work to extend and develop the FWM had to await the publication of Working Together 2013 which was much later than originally expected. The review commenced in June 2013 and is about to be the subject of consultation with partner agencies. It is scheduled to be presented to the LSCB for final agreement in January 2014.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Introduce improvements to the adoption system	Steve Liddicott (ESW)	31/12/2013	On Target	75%	Improvements to the system are ongoing.
Milestone	Lead Officer	Deadline	Status	%	Comments
Commission an independent, diagnostic review of the adoption process and implement any changes recommended. (June 2013)	Steve Liddicott (ESW)	30/06/2013	Completed	100%	Diagnostic review undertaken in January 2013. Recommendations arising out of the review have been implemented as part of the Adoption Improvement Plan.
Improve the processes for the identification, introduction, assessment and approval of prospective adoptive families with a target of no more than 6 months from application to approval. (September 2013)	Steve Liddicott (ESW)	30/09/2013	Delayed	75%	Timescales for the assessment of prospective adopters have improved and are close to the target.
Increase the proportion of looked after children from BME backgrounds that are placed for adoption to the same level as that for other children, through broadening engagement with community groups and targeted recruitment campaigns. (March 2014)	Steve Liddicott (ESW)	31/12/2013	Completed	100%	The Adoption Scorecard, due to be published in November 2013 will show that the rate of adoption for children from BME backgrounds is similar to that for other children.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
One Tower Hamlets					
Strategic Priority 5.1: Reduce inequalities					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Employ a workforce that fully reflects the community it serves	Simon Kilbey (Resources)	31/03/2014	On Target	50%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop profiles of Navigate members to enable identification of learning and development needs and career pathways.	Simon Kilbey (Resources)	30/06/2013	Completed	100%	Profile completed for all current members on the Navigate scheme. 41 new members on the programme from Sept 13.
Carry out a training needs analysis following the annual PDR process. (July 2013)	Simon Kilbey (Resources)	31/07/2013	Delayed	0%	A delay in the PDR process has created subsequent delays in the analysis of data. A request has been made to all Corporate Directors to remind staff about the importance of completing PDRs.
People Board identify development opportunities for Navigate members as job opportunities arise.	Simon Kilbey (Resources)	31/10/2013	Delayed	0%	Although legal services have advised that development opportunities cannot be ring fenced for Navigate applications, HR continue to assist members through specific project opportunities and support programmes as identified through the PDPs.
Quarterly reporting to People Board and DMTs on progression of Navigate members.	Simon Kilbey (Resources)	31/10/2013	Completed	100%	
25% progression or development of Navigate members. (March 2014)	Simon Kilbey (Resources)	31/03/2014	On Target	90%	24.2% of all Navigate members have either progressed in their career or have participated in a project/programme.
Business partners develop workforce plans with service managers, including approach to succession planning and establishment of local targets to improve BME representation in more senior roles.	Simon Kilbey (Resources)	31/03/2014	Completed	100%	Ongoing as workforce planning is embedded into business as usual. The WFRC action plan includes a new recruitment initiative to build on the talent within the organisation.
Support 50 Apprentices in vocational training by identifying apprenticeship placements across directorates. (March 2014)	Simon Kilbey (Resources)	31/03/2014	On Target	80%	36 apprentices have been recruited to date. Final recruitment will take place in January/February 14
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Increase the number of temporary workers resourced from the local community	Simon Kilbey (Resources)	31/03/2014	On Target	75%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Implement the Tower Hamlets in-house temporary resourcing service by setting up a database of available staff. (April 2013)	Simon Kilbey (Resources)	30/04/2013	Completed	100%	
Work with local SMEs to increase the external supply of agency staff sourced from the community. (October 2013)	Simon Kilbey (Resources)	31/10/2013	Completed	100%	
Produce monitoring information on all temporary staff including by equality strands, residency and proportion of business procured through local SMEs. (March 2014)	Simon Kilbey (Resources)	31/03/2014	On Target	50%	30% of 2013 spend is with local SME and suppliers within East London region.

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Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Coordinate and support the delivery of the Tower Hamlets Fairness Commission report and recommendations	Louise Russell (CE)	31/03/2014	On Target	75%	The Fairness Commission completed its evidence gathering process and launched its report in September 2013.
Milestone	Lead Officer	Deadline	Status	%	Comments
Commission evidence gathering completed. (June 2013)	Louise Russell (CE)	30/06/2013	Completed	100%	Three evidence gathering days took place looking at different themes - housing, income & poverty and safety nets.
Final report and recommendations produced. (December 2013)	Louise Russell (CE)	31/12/2013	Completed	100%	Report was launched in September 2013
Response to report presented to Cabinet. (March 2014)	Louise Russell (CE)	31/03/2014	On target	0%	A response report is being prepared to be presented at Cabinet in March 2013.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Launch a mechanism for engaging local disabled people in design, delivery and scrutiny of local services	Louise Russell (CE)	31/07/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Review current arrangements for engaging disabled people in service design and delivery. (July 2013)	Louise Russell (CE)	31/07/2013	Completed	100%	The Local Voices project reported in June 2013 with a number of recommendations on how to improve engagement of disabled people in service design and delivery. An action plan has been developed and agreed by the Tower Hamlets Equalities Steering Group and the next phase of Local Voices has been commissioned for a further two years to enable the engagement of disabled people with a range of topics including Welfare Reform; Getting out and about; and negative attitudes to disabled people.
Strategic Priority 5.2: Work efficiently and effectively as One Council					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Work with managers to improve and reduce staff sickness absence	Simon Kilbey (Resources)	31/03/2014	On Target	50%	HR Business Partners continue to work with directorates to improve staff sickness. Monthly information reports are presented to directorate management teams. Staff sickness has reduced from 8.83 days in 2009/10 to 6.79 days this quarter.
Milestone	Lead Officer	Deadline	Status	%	Comments
Reduce staff sickness by ensuring that Directorate Absence Management Panels (DAMPs) meet monthly to effectively review absence data. (March 2014)	Simon Kilbey (Resources)	31/03/2014	On Target	50%	
Ensure managers review staff sickness absence statistics in conjunction with HR business partners and begin taking formal action under the policy. (March 2014)	Simon Kilbey (Resources)	31/03/2014	On Target	50%	
CAMP to identify actions to support managers in areas of high sickness absence to ensure best practice is shared. (March 2014)	Simon Kilbey (Resources)	31/03/2014	On Target	50%	


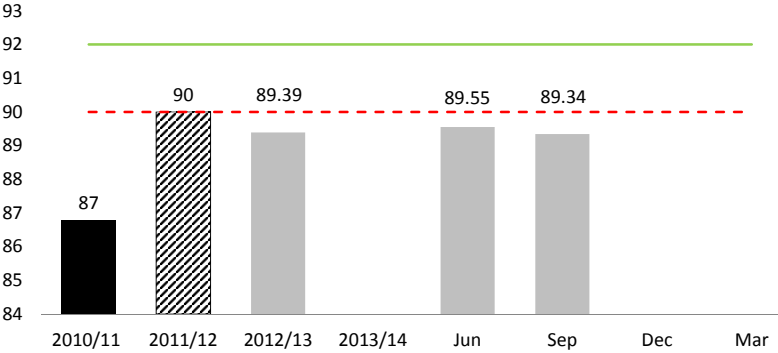
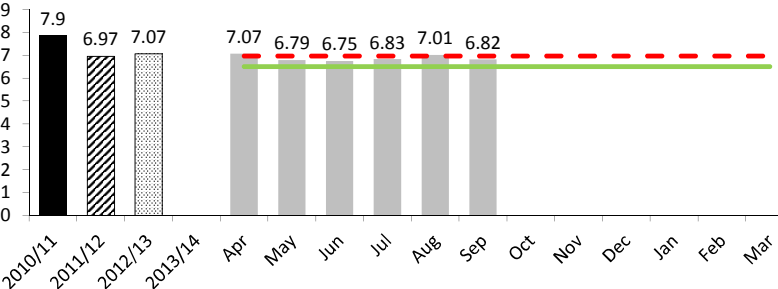
Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop the strategic ICT partnership	Chris Holme (Resources)	31/03/2014	On Target	75%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Initiate scoping work in the areas of procurement and transformation to support greater efficiency. (April 2013)	Chris Holme (Resources)	30/04/2013	Completed	100%	
Develop a pipeline of ICT improvement projects that reduce costs. (March 2014)	Chris Holme (Resources)	31/03/2014	On Target	50%	Currently there are various projects being undertaken by SRMs however not in a position to inform if projects will reduce costs. Currently in conversation with Corporate Transformation Manager to identify a pipeline of ICT projects and should know more in a week's time.
Recruit 36 new apprentices and complete 36 new job starts within the year, with training provided at the Agilisys Institute within the borough. (March 2014)	Chris Holme (Resources)	31/03/2014	On Target	90%	First part of the strategic action is met. So far delivered 35 full time apprenticeship places. 4 have already secured full time jobs, 1 has gone to do a full time university course.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve revenue collection	Roger Jones (Resources)	31/12/2013	On Target	80%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Assess the technical changes to council tax, as well as their impact on taxpayers affected and collection rates.	Roger Jones (Resources)	30/6/13 & 31/12/13	On Target	80%	There has been very little impact from the technical changes and therefore collection rates remain on targets.
Report the effect of the implementation of council tax support scheme on claims and collection rates.	Roger Jones (Resources)	30/6/13 & 31/12/13	On Target	80%	Collection rates have not been affected due to the Mayor funding the shortfall.
Assess the impact of Business Rates retention schemes compared to predictions on growth, appeals and income.	Roger Jones (Resources)	30/6/13 & 31/12/13	On Target	80%	The revenues service has engaged Wilks Head and Eve to deliver 'forensic analysis of the Rating List' and of the potential effect of the appeals process. Wilks Head and Eve have now produced the council's Rates Forensic Report and are planning to produce the trend analysis in November which will enable the council to increase in yield.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve customer satisfaction and value for money	Keith Paulin (Resources)	31/03/2014	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Appraise telephony self-service options with strategic partner.	Keith Paulin (Resources)	30/04/2013	Completed	100%	
Implement the telephony self-service system. (June 2013)	Keith Paulin (Resources)	30/06/2013	Completed	100%	
Relocate Cheviot House One Stop Shop to Watney Market.	Keith Paulin (Resources)	31/03/2014	Completed	100%	


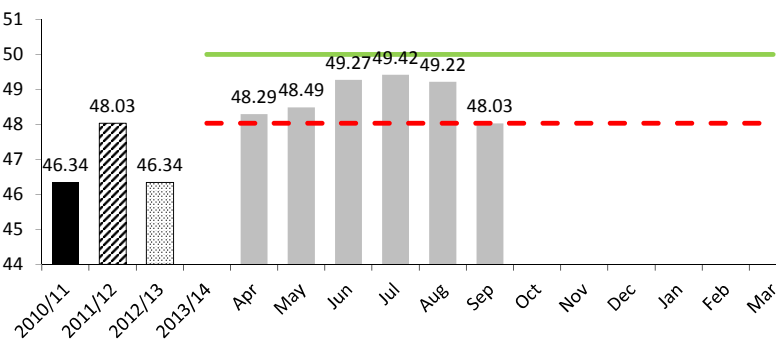
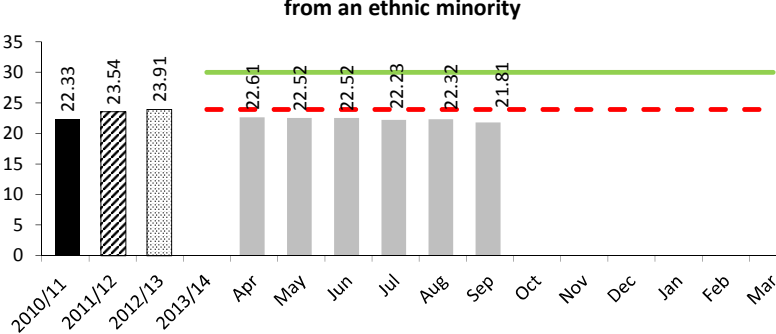
Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop Progressive Partnerships to further the Mayor's social objectives	Zamil Ahmed (Resources)	31/03/2014	On Target	80%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Promote ethical sourcing and sustainability including fair-trade products. (September 2013)	Zamil Ahmed (Resources)	30/09/2013	Completed	100%	Ethical sourcing is embedded on the specifications in all our construction contracts. Suppliers sustainability policy is assessed and scored as part of the PQQ in all contracts above EU threshold. Fair Trade products are included in specifications where nature of contract allows application.
Implement community benefit clauses in council contracts.	Zamil Ahmed (Resources)	31/12/2013	Completed	100%	From July 2013, all the contracts above 100k include local employment and community benefits clauses as apart of the requirement. All other contracts to consider inclusion depending on nature and value of contract.
Build a dynamic local supply chain to stimulate the local economy. (March 2014)	Zamil Ahmed (Resources)	31/03/2014	On Target	50%	As part of the local community benefit, contractors are encourage to source their subcontracted opportunities from local suppliers, especially SMEs.
Introduce smarter sourcing practices to deliver savings and increase compliance. (March 2014)	Zamil Ahmed (Resources)	31/03/2014	On Target	80%	Standard Pan London PQQ (Pre-Qualification Documents) has been implemented to support SMEs and help streamline our procurement process. Tower Hamlets have now fully automated the current PQQ process which went live on Friday 27th September on the Print Framework procurement. Annual spend analysis is presented to Competition Board to highlight areas for collaboration, saving opportunities and lack of compliance. Spend analysis is planned to produced quarterly in the future.
Carry out self-assessment of all procurement categories and identify areas where partnerships with third parties could be strengthened to deliver improved equality outcomes for local people.	Zamil Ahmed (Resources)	30/09/2013	Completed	100%	Participation on ELBS boards highlights areas for collaboration. Tollgate process require assessment of collaboration opportunities. Suppliers Events are offered in all mayor contracts.

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Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Tackle misuse of public assets	Paul Thorogood (Resources)	31/03/2014	On Target	50%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete restructure of the anti-fraud service. (August 2013)	Paul Thorogood (Resources)	30/08/2013	Completed	100%	Restructure completed in September 2013, recruitment for two vacant posts has started.
Recover £50k from anti-fraud work. (March 2014)	Paul Thorogood (Resources)	31/03/2014	Delayed	40%	20K has been identified from the council's anti-fraud work, however, funds are yet to be collected. It is unlikely that we will meet the current target in 2013/14. The anti-fraud team will review existing cases for additional recovery options. Change in legislation would also allow TH to prosecute tenants that are sub-letting council property.
Recover 35 sub-let properties. (March 2014)	Paul Thorogood (Resources)	31/03/2014	On Target	50%	The Risk and Audit service has recovered a total of 18 sub-let properties to date (Oct 2013). We are confident that we meet our target before the end of the current financial year.
Secure 50 benefit prosecutions. (March 2014)	Paul Thorogood (Resources)	31/03/2014	Delayed	40%	21 benefit convictions in TH to date, compared to an annual London average of 16 convictions. TH has persuaded a total of 71 convictions and cautions to date including parking and administrative penalties. We are unlikely to meet our target in 2013/14, it is probable that the final outturn will be close to 40 benefit prosecutions. Delays in the benefits prosecutions is mainly down to the delays in the judicial system.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Make better use of our buildings	Ann Sutcliffe (D&R)	28/02/2014	Delayed	50%	
Milestone	Lead Officer	Deadline	Status	%	Q2 Comments
Update the Asset Strategy to align with Mayoral Priorities.	Ann Sutcliffe (D&R)	31/10/2013	Delayed	50%	The Strategic Asset Plan is being completely updated and work is underway. Work streams are now agreed and the piece of work should be completed by March 2014.
Develop a programme of disposals to achieve capital receipts. (December 2013)	Ann Sutcliffe (D&R)	31/12/2013	Delayed	33%	Disposal programme is linked to the overarching strategic asset management plan as above and should be complete by April 2014..
Implement the Corporate Landlord Model. (December 2013)	Ann Sutcliffe (D&R)	31/12/2013	Delayed	50%	Target date is April 2014.

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Description		Annual Stretched Target (2013/14)	Q2 Stretched Target (Apr-Sept 2013)	Q2 Actual (Jul-Sept 2013)	Performance against target	Direction of Travel (comparing Q2 12/13 and Q2 13/14 actual)																				
One Tower Hamlets																										
<p>Customer Access Overall Satisfaction (telephone contact)</p> <p>Measured in: % Good Performance: Higher</p>	<p>Customer Access Overall Satisfaction</p>  <table border="1"> <caption>Customer Access Overall Satisfaction Data</caption> <thead> <tr> <th>Year/Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2010/11</td><td>87</td></tr> <tr><td>2011/12</td><td>90</td></tr> <tr><td>2012/13</td><td>89.39</td></tr> <tr><td>2013/14</td><td>89.55</td></tr> <tr><td>Sep</td><td>89.34</td></tr> </tbody> </table>	Year/Quarter	Value	2010/11	87	2011/12	90	2012/13	89.39	2013/14	89.55	Sep	89.34	92	92	89.34	RED	↔								
Year/Quarter	Value																									
2010/11	87																									
2011/12	90																									
2012/13	89.39																									
2013/14	89.55																									
Sep	89.34																									
<p>Tower Hamlets Contact Centre answered 81,553 calls in the first quarter of 2013/14 and 80,831 calls in quarter 2. 89.34% of customers that completed a satisfaction survey at the end of their call reported positive levels of satisfaction. Although performance has decrease by 0.05% since 2012/13, overall customer satisfaction has remained consistent over the last three years despite pressure on resources. Performance between August and October has improved further, with 90.39% of customers reporting high levels of satisfaction. Development work will continue to focus on maintaining high standards of customer care and on call resolution at first point of contact as key drivers of satisfaction. Current levels of performance are a significant achievement for the service, despite reduction in resources and ICT issues throughout the quarter which have pushed up average wait times considerably. The latest figure helps to confirm research that wait time, while a factor, is not the key driver of customer satisfaction, which is more reliant on the service delivered than the time taken to access it.</p>																										
<p>Number of working days/shifts lost to sickness absence per employee</p> <p>Measured in: Number (the aggregate of working days lost due to sickness absence divided by the average number of FTE staff) Good Performance: Lower</p>	<p>Number of working days/shifts lost to sickness absence per employee</p>  <table border="1"> <caption>Number of working days/shifts lost to sickness absence per employee Data</caption> <thead> <tr> <th>Year/Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2010/11</td><td>7.9</td></tr> <tr><td>2011/12</td><td>6.97</td></tr> <tr><td>2012/13</td><td>7.07</td></tr> <tr><td>2013/14</td><td>7.07</td></tr> <tr><td>Apr</td><td>6.79</td></tr> <tr><td>May</td><td>6.75</td></tr> <tr><td>Jun</td><td>6.83</td></tr> <tr><td>Aug</td><td>7.01</td></tr> <tr><td>Sep</td><td>6.82</td></tr> </tbody> </table>	Year/Quarter	Value	2010/11	7.9	2011/12	6.97	2012/13	7.07	2013/14	7.07	Apr	6.79	May	6.75	Jun	6.83	Aug	7.01	Sep	6.82	6.5	6.5	6.82	AMBER	↑
Year/Quarter	Value																									
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Apr	6.79																									
May	6.75																									
Jun	6.83																									
Aug	7.01																									
Sep	6.82																									
<p>While sickness absence is currently above the Council's target, there has been significant improvements in recent years. Data collected by London Councils (inc 25 local authorities) shows Tower Hamlets as better than average. Q2 performance in Tower Hamlets is 0.8 days better than Q4 performance for our four statistical 'near neighbours', although these may have improved at the same rate as us. The average days lost from sickness has improved further in 2013/14, from 7.07 days in 2012/13 to 6.82 days in quarter 2 - performance over the last six months has improved by 3.5%. We would need to improve by 4.9% to meet the target (or 0.32 days). It is notable that the reduction in the sickness figure has coincided with an increase in the number of active sickness absence cases being managed. All Directorates continue to prioritise action on sickness absence through the Corporate Absence Management Panel and the supporting DAMPs and Efficiency Boards. In addition to this, HR & WD Business Partners continue to support Directorates in dealing with sickness.</p>																										

Description		Annual Stretched Target (2013/14)	Q2 Stretched Target (Apr-Sept 2013)	Q2 Actual (Jul-Sept 2013)	Performance against target	Direction of Travel (comparing Q2 12/13 and Q2 13/14 actual)
<p>Percentage of LP07 or above Local Authority staff that are women (%)</p> <p>Measured in: % Good Performance: Higher</p>	<p>% of staff that are LP07 or above that are women</p> 	Awaiting September data.	50.0	48.03	AMBER	↑
<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 earners that are LP07 or above of LA staff that are from an ethnic minority</p> 	30	30	21.81	RED	↓

The percentage of women in LP07+ posts is showing a slight decline over recent months and performance is currently at the lower bandwidth, however 2ppt more than this time last year.

The following actions have been put in place to increase the proportion of women in posts graded LP07 and above:

- Recruitment target to be set and monitored by people board for the council as a whole
- Workforce and succession planning embedded across the organisation
- Navigate initiative used as a platform to increase representation of women into more senior positions.

Additionally the WFTRC Action Plan identifies specific actions as follows:

- To work closely with directorates to set realistic local targets to increase representation
- Through the PDR process, identify key development areas to enable females to gain experience, knowledge and skills to enable progression
- To encourage women into non-traditional roles through publicity and education of public sector job roles and routes to employment
- Annual recruitment onto Navigate initiative and setting targets for under-represented groups


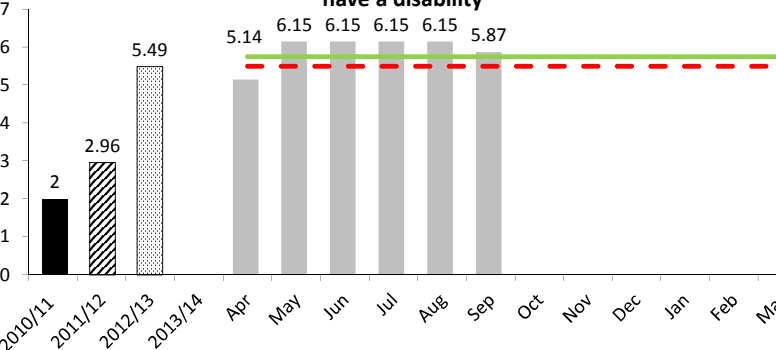
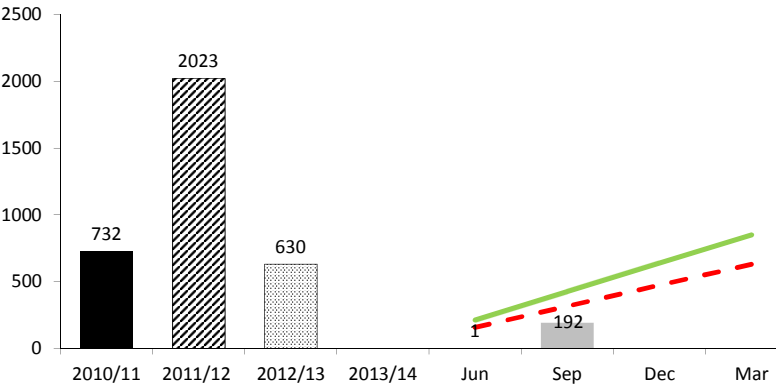
The percentage of BME staff at this level has declined recently and remains around 2.1 percentage points below the lower bandwidth.

Actions being taken include:


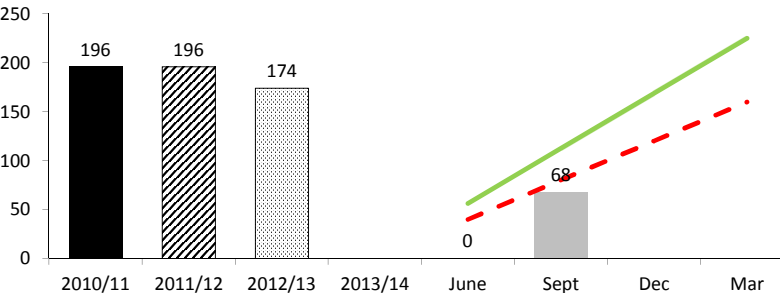
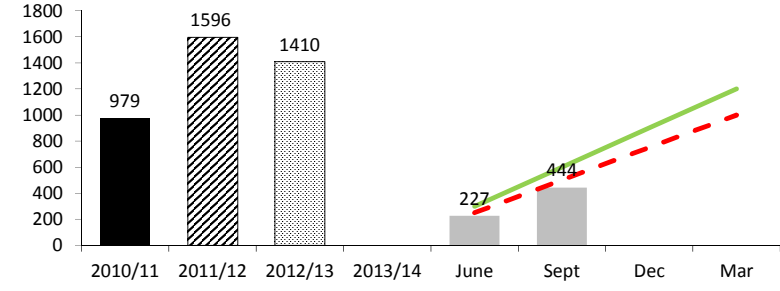
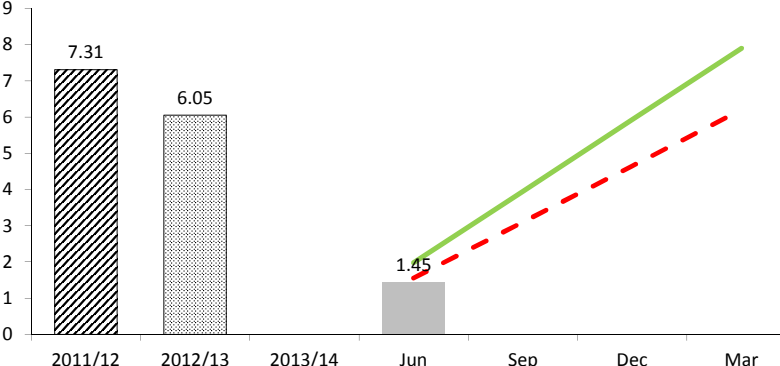
Implementation of the Talent Management Programme – Navigate Initiative

- Local targets set within directorates
- Monitoring of progression of BME groups
- BME staff focus groups and Snr Manager (HOPS) sponsorship of the BME Staff Forum
- Targeted development for BME staff in PDRs to develop skills for progression

Additionally, the WFTRC Action Plan suggests exploration of the need to implement Positive Action Schemes to increase representation

Description		Annual Stretched Target (2013/14)	Q2 Stretched Target (Apr-Sept 2013)	Q2 Actual (Jul-Sept 2013)	Performance against target	Direction of Travel (comparing Q2 12/13 and Q2 13/14 actual)
<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 earners that are LP07 or above of LA staff that have a disability</p> 	5.49	5.75	5.87	GREEN	↑
<p>We are currently performing above the target level, though this month saw a reduction in the percentage of senior staff with a disability. Action to improve further against target during 2013/14 is as follows</p> <ul style="list-style-type: none"> -Time to change pledge to increase awareness of mental health issues -Working with staff forum to increase declaration -Setting local targets in directorates -Raising awareness around disability across all groups of staff -Renewed membership of Disability Employers Forum providing advice and guidance 						
<p>Great Place to Live</p>						
<p>Number of affordable homes delivered (gross)</p> <p>Measured in: Number (the sum of social rent housing and intermediate housing - low cost home ownership and intermediate rent) Good Performance: Higher</p>	<p>Number of affordable homes delivered (gross)</p> 	850	425	192	RED	↓
<p>The 13/14 year-end forecast for affordable homes delivery is 826 new build units and approximately 55 non-newbuild grant funded units, bringing overall delivery to exceed the upper bandwidth target. Affordable delivery in Q2 of newbuild units represents 23% of the year end forecast. Scheme slippages have meant the 379 units forecasted for completion ending Q2 has been missed. This can be due to a multitude of possible construction-related problems. The current forecast for Q3 is for another 450 units to complete, however it is envisaged that some of these units may slip in to Q4. Performance is never evenly spread across the year and this year the largest number of units are being delivered in Q4. Quarterly delivery of units is dependent on the RP's contractors' performance on site and only units which started on site last year have any chance of completing before the end of this financial year.</p>						

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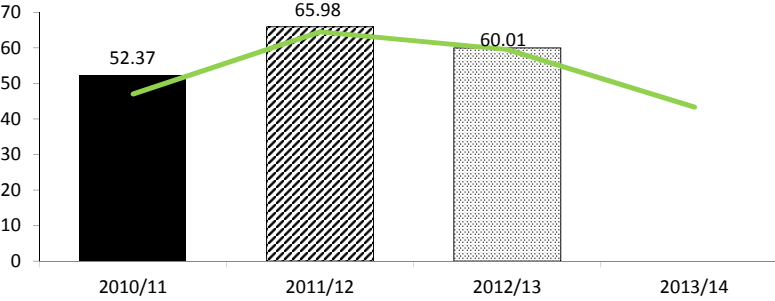
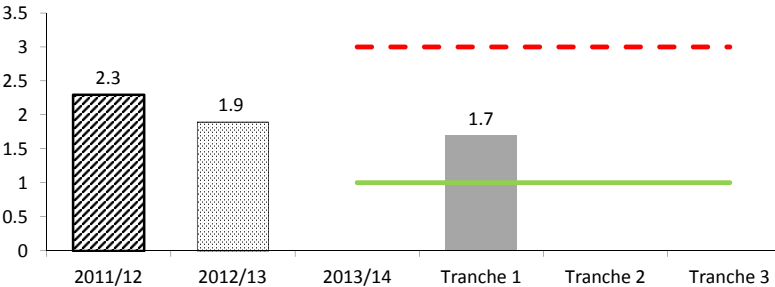
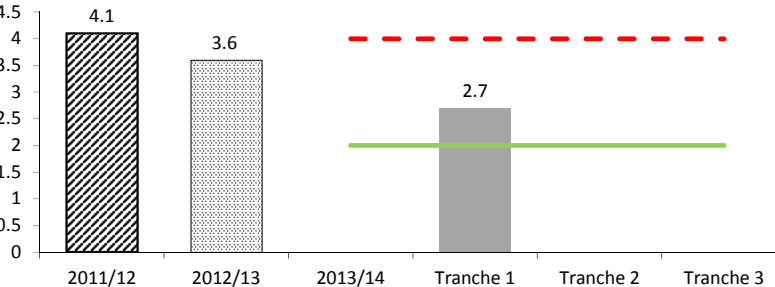
Description		Annual Stretched Target (2013/14)	Q2 Stretched Target (Apr-Sept 2013)	Q2 Actual (Jul-Sept 2013)	Performance against target	Direction of Travel (comparing Q2 12/13 and Q2 13/14 actual)												
<p>Number of social rented housing completions for family housing (gross)</p> <p>Measured in: Number (a count of the number of affordable housing - local authority, housing associations, and co-operative tenants. Family housing is 3 bedrooms or more) Good Performance: Higher</p>	<p>Number of social rented housing completions for family housing (gross)</p>  <table border="1"> <caption>Data for Number of social rented housing completions for family housing (gross)</caption> <thead> <tr> <th>Year/Period</th> <th>Completions</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>196</td> </tr> <tr> <td>2011/12</td> <td>196</td> </tr> <tr> <td>2012/13</td> <td>174</td> </tr> <tr> <td>June 2013</td> <td>0</td> </tr> <tr> <td>Sept 2013</td> <td>68</td> </tr> </tbody> </table>	Year/Period	Completions	2010/11	196	2011/12	196	2012/13	174	June 2013	0	Sept 2013	68	225	112.5	68	RED	↑
Year/Period	Completions																	
2010/11	196																	
2011/12	196																	
2012/13	174																	
June 2013	0																	
Sept 2013	68																	
<p>The number of overcrowded families rehoused, lets to overcrowded households</p> <p>Measured in: Number (count of lets to overcrowded housing applicants and tenants of CHR partner landlords lacking one or more bedrooms) Good Performance: Higher</p>	<p>Lets to overcrowded families</p>  <table border="1"> <caption>Data for Lets to overcrowded families</caption> <thead> <tr> <th>Year/Period</th> <th>Lets</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>979</td> </tr> <tr> <td>2011/12</td> <td>1596</td> </tr> <tr> <td>2012/13</td> <td>1410</td> </tr> <tr> <td>June 2013</td> <td>227</td> </tr> <tr> <td>Sept 2013</td> <td>444</td> </tr> </tbody> </table>	Year/Period	Lets	2010/11	979	2011/12	1596	2012/13	1410	June 2013	227	Sept 2013	444	1200	600	444	RED	↓
Year/Period	Lets																	
2010/11	979																	
2011/12	1596																	
2012/13	1410																	
June 2013	227																	
Sept 2013	444																	
<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>	<p>Homelessness Prevention</p>  <table border="1"> <caption>Data for Homelessness Prevention</caption> <thead> <tr> <th>Year/Period</th> <th>Prevention Rate</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>7.31</td> </tr> <tr> <td>2012/13</td> <td>6.05</td> </tr> <tr> <td>June 2013</td> <td>1.45</td> </tr> </tbody> </table>	Year/Period	Prevention Rate	2011/12	7.31	2012/13	6.05	June 2013	1.45	7.9	1.98	1.45	RED	↓				
Year/Period	Prevention Rate																	
2011/12	7.31																	
2012/13	6.05																	
June 2013	1.45																	

68 affordable rented housing units have been delivered in Q2, below the quarterly profile. The predicted annual delivery stands at 239, exceeding the 2013/14 upper bandwidth. Tower Hamlets has a strong track record of housing delivery and continues to provide among the highest number of affordable homes in the country. We are also still on track to meet the Mayor's target of 4,000 new affordable homes. The total delivery of newbuild affordable homes from October 2010 to the end of September 2013 now totals 3,246 units, with a forecast of 3,880 units ending March 2014. We also predict delivery of 245 additional units secured through government and LA grant funding which will take the delivery of affordable homes up to 4,125 by May 2014.

The total number of lets to overcrowded applicants is 444, which is slightly lower than the target for September 2013. Number of lets is low due to a reduction in the overall lets by approximately 15% compared to lets this time last year. However, performance against this measure has continued to remain strong with a total of 3,450 lets to overcrowded households from April 2011 against a Mayoral target of 1,000 lets to overcrowded households per year. It is anticipated that the annual target will also be met.

This figure in the outturn field relates to Q1 2013/14. 158 households, equating to 1.45% of total households, were prevented from homelessness in Q1. Due to a data collection and verification timelag, Q2 data for the P1E return will be available mid - November.


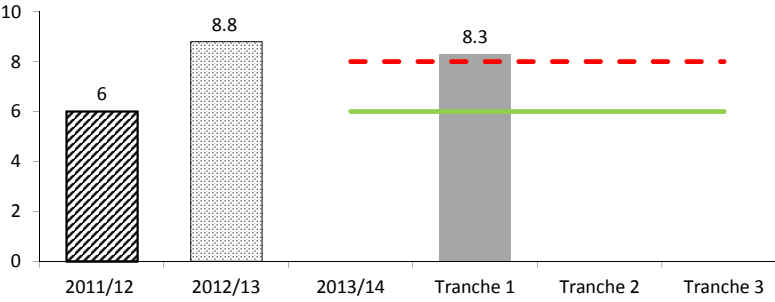
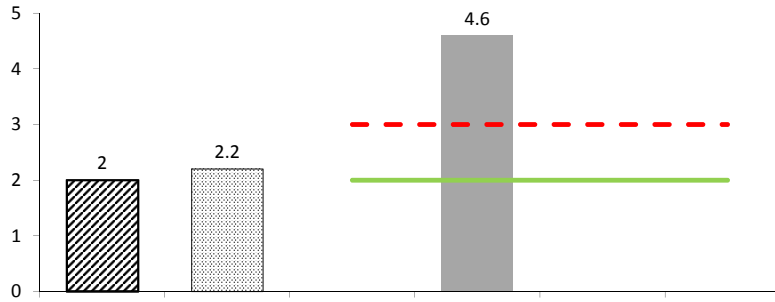
Numerator = 158 homelessness preventions
Denominator = 109,294 total number of households
158 / 109,294 = 1.45


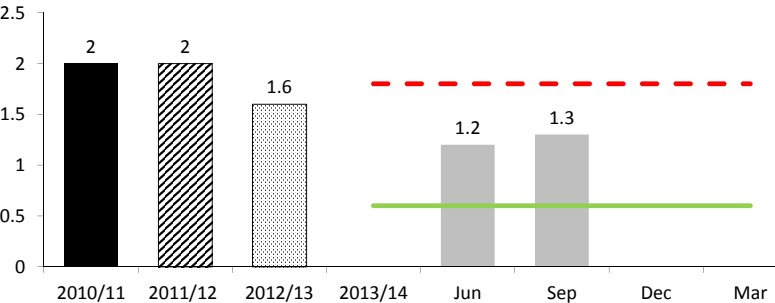
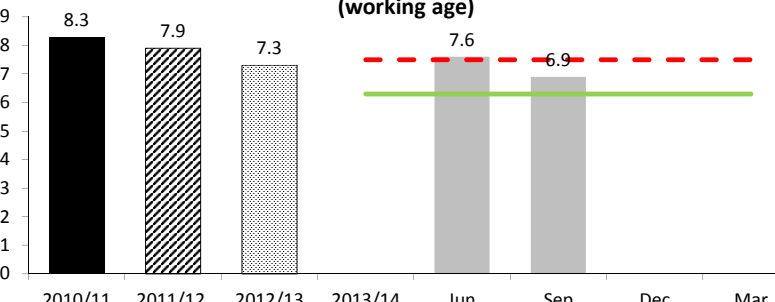
Description		Annual Stretched Target (2013/14)	Q2 Stretched Target (Apr-Sept 2013)	Q2 Actual (Jul-Sept 2013)	Performance against target	Direction of Travel (comparing Q2 12/13 and Q2 13/14 actual)														
<p>Percentage of overall council housing stock that is non decent</p> <p>Measured in: % Good Performance: Lower</p>	<p>Percentage of overall council housing stock that is non decent</p>  <table border="1"> <caption>Percentage of overall council housing stock that is non decent</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>52.37</td> </tr> <tr> <td>2011/12</td> <td>65.98</td> </tr> <tr> <td>2012/13</td> <td>60.01</td> </tr> <tr> <td>2013/14</td> <td>-</td> </tr> </tbody> </table>	Year	Percentage	2010/11	52.37	2011/12	65.98	2012/13	60.01	2013/14	-	59.53	n/a	60.01	RED	↑				
Year	Percentage																			
2010/11	52.37																			
2011/12	65.98																			
2012/13	60.01																			
2013/14	-																			
<p>Level of street and environmental cleanliness - litter (%)</p> <p>Measured in % Good performance: Lower</p>	<p>Improved street & environmental cleanliness - Litter</p>  <table border="1"> <caption>Improved street & environmental cleanliness - Litter</caption> <thead> <tr> <th>Year/Tranche</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>2.3</td> </tr> <tr> <td>2012/13</td> <td>1.9</td> </tr> <tr> <td>2013/14</td> <td>-</td> </tr> <tr> <td>Tranche 1</td> <td>1.7</td> </tr> <tr> <td>Tranche 2</td> <td>-</td> </tr> <tr> <td>Tranche 3</td> <td>-</td> </tr> </tbody> </table>	Year/Tranche	Percentage	2011/12	2.3	2012/13	1.9	2013/14	-	Tranche 1	1.7	Tranche 2	-	Tranche 3	-	1	1	1.7	AMBER	↑
Year/Tranche	Percentage																			
2011/12	2.3																			
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<p>Level of street and environmental cleanliness - detritus (%)</p> <p>Measured in % Good performance: Lower</p>	<p>Improved street & environmental cleanliness - detritus</p>  <table border="1"> <caption>Improved street & environmental cleanliness - detritus</caption> <thead> <tr> <th>Year/Tranche</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>4.1</td> </tr> <tr> <td>2012/13</td> <td>3.6</td> </tr> <tr> <td>2013/14</td> <td>-</td> </tr> <tr> <td>Tranche 1</td> <td>2.7</td> </tr> <tr> <td>Tranche 2</td> <td>-</td> </tr> <tr> <td>Tranche 3</td> <td>-</td> </tr> </tbody> </table>	Year/Tranche	Percentage	2011/12	4.1	2012/13	3.6	2013/14	-	Tranche 1	2.7	Tranche 2	-	Tranche 3	-	2	2	2.7	AMBER	↑
Year/Tranche	Percentage																			
2011/12	4.1																			
2012/13	3.6																			
2013/14	-																			
Tranche 1	2.7																			
Tranche 2	-																			
Tranche 3	-																			

This figure in the outturn field relates to 2012/13. The slight variance in the outturn against the 2012/13 target is due to 69 properties on NDC Ocean where works did not complete effective 31st March 2013 and the delay in works starting on L&T DH Pilot blocks. All of these should be treated as becoming decent in the 2013/14 return.


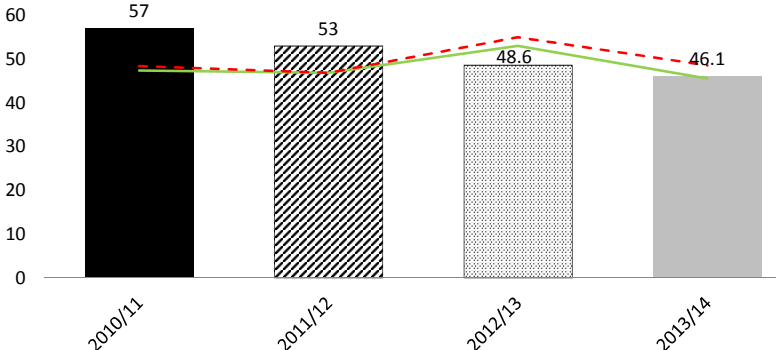
This figure in the outturn field relates to Tranche 1 (Apr-Jul). LAP managers have been informed of the failures, and they will address issues in each ward via enforcement, monitoring and contract management.
 - Extra resources have been allocated to reduce litter via the Mayors Accelerated Delivery Programme, however, as the programme only started in June, it has yet to make a full impact on this issue.
 - It is anticipated that with the extra funding from the Mayors accelerated delivery programme that we will achieve the stretch target.


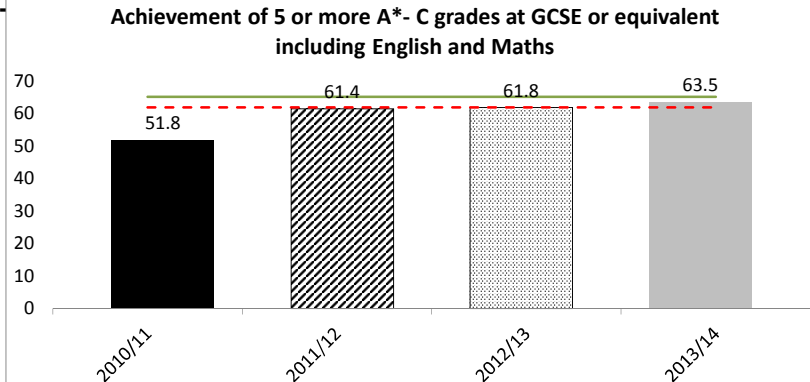

This figure in the outturn field relates to Tranche 1 (Apr-Jul). LAP managers have been informed of the failures, and they will address issues in each ward via enforcement, monitoring and contract management.
 - Extra resources have been allocated to reduce detritus via the Mayors Accelerated Delivery Programme, however, as the programme only started in June, it has yet to make a full impact on this issue.
 - It is anticipated that with the extra funding from the Mayors accelerated delivery programme that we will achieve the stretch target.


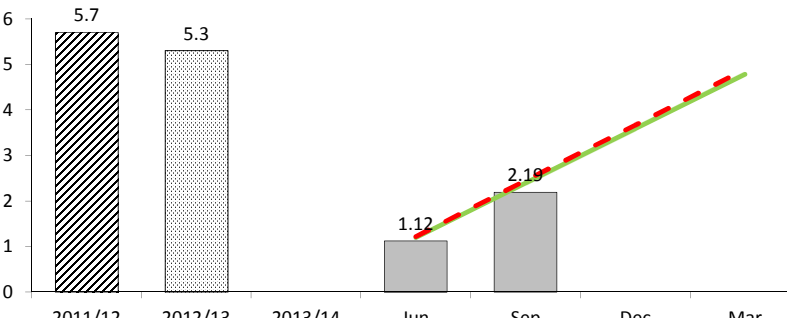
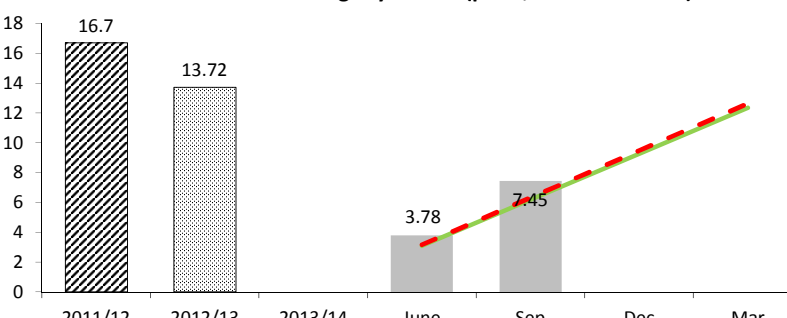
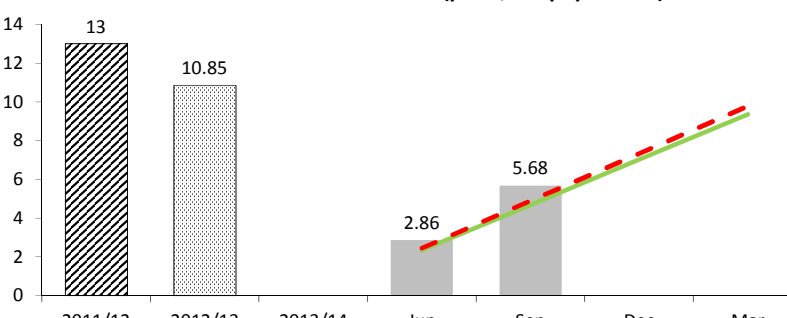
Description		Annual Stretched Target (2013/14)	Q2 Stretched Target (Apr-Sept 2013)	Q2 Actual (Jul-Sept 2013)	Performance against target	Direction of Travel (comparing Q2 12/13 and Q2 13/14 actual)														
<p>Improved street and environmental cleanliness - graffiti (%)</p> <p>Measured in % Good performance: Lower</p>	<p>Improved street & environmental cleanliness -Graffiti</p>  <table border="1"> <caption>Improved street & environmental cleanliness -Graffiti Data</caption> <thead> <tr> <th>Year/Tranche</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>6</td> </tr> <tr> <td>2012/13</td> <td>8.8</td> </tr> <tr> <td>2013/14</td> <td>8.3</td> </tr> <tr> <td>Tranche 1</td> <td>8.3</td> </tr> <tr> <td>Tranche 2</td> <td>-</td> </tr> <tr> <td>Tranche 3</td> <td>-</td> </tr> </tbody> </table>	Year/Tranche	Value (%)	2011/12	6	2012/13	8.8	2013/14	8.3	Tranche 1	8.3	Tranche 2	-	Tranche 3	-	6	6	8.3	RED	↓
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<p>Indicator is off target mainly due to pressures within Weavers, Bow East and Bethnal Green South wards LAP managers have been informed of the failures, and they will address issues in each ward via enforcement, monitoring and contract management. Extra resources have been allocated to reduce defacement via the Mayors Accelerated Delivery Programme, however, as the Programme only started in June, it has yet to make a full impact on graffiti and fly posting. The Council has yet to adopt a cohesive graffiti and defacement policy, however a draft scoping document for a Defacement Policy is being prepared. Outturn is expected to be in line with target within the year</p>																				
<p>Indicator is off target mainly due to the scale of pressures within Weavers ward and in Bethnal Green LAP managers have been informed of the failures, and they will address issues in each ward via enforcement, monitoring and contract management. Extra resources have been allocated to reduce defacement via the Mayors Accelerated Delivery Programme, however, as the programme only started in June, it has yet to make a full impact on graffiti and fly posting. The Council has yet to adopt a cohesive graffiti and defacement policy, however a draft scoping document for a Defacement Policy is being prepared. Outturn is expected to be in line with target within the year</p>																				


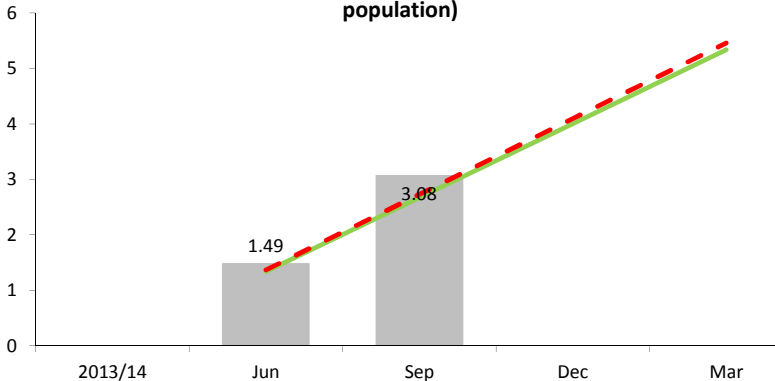
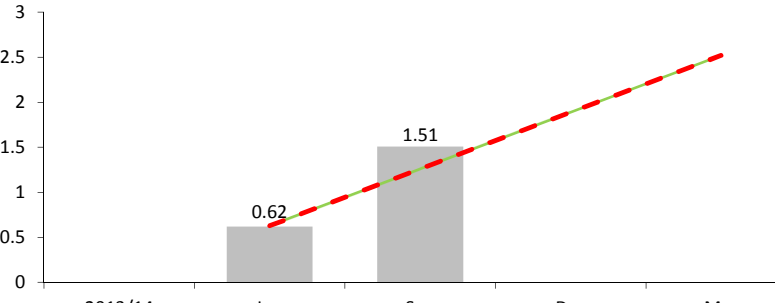
Description		Annual Stretched Target (2013/14)	Q2 Stretched Target (Apr-Sept 2013)	Q2 Actual (Jul-Sept 2013)	Performance against target	Direction of Travel (comparing Q2 12/13 and Q2 13/14 actual)														
Prosperous Community																				
<p>JSA Claimant Rate (gap between the Borough and London average rate (working age) (%))</p> <p>Good Performance: Gap - Lower</p>	<p>Gap between the Borough and London average Job Seekers Allowance (JSA) claimant rate</p>  <table border="1"> <caption>JSA Claimant Rate Gap Data</caption> <thead> <tr> <th>Year/Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr><td>2010/11</td><td>2.0</td></tr> <tr><td>2011/12</td><td>2.0</td></tr> <tr><td>2012/13</td><td>1.6</td></tr> <tr><td>2013/14</td><td>1.2</td></tr> <tr><td>Jun</td><td>1.3</td></tr> <tr><td>Sep</td><td>1.3</td></tr> </tbody> </table>	Year/Quarter	Value (%)	2010/11	2.0	2011/12	2.0	2012/13	1.6	2013/14	1.2	Jun	1.3	Sep	1.3	0.6	0.6	1.3	AMBER	↑
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<p>Trend is negative compared to last quarter's update, with a 0.1pp increase in the JSA claimant rate gap between Tower Hamlets and the London average rate. However, the gap has reduced 0.5pp since this time last year. In September 2012, the JSA rate for the borough was 5.5%. In September 2013 the outturn is 4.7%. In terms of the number of claimants, there has been a total reduction of 1,585 JSA claimants from September 2012 to September 2013.</p> <p>Tower Hamlets: 4.7% London Average: 3.4% Gap between TH & the London Average: 4.7 - 3.4 = 1.3pp</p>																				
<p>Overall employment rate - gap between the Borough and London average rate (working age) (%))</p> <p>Measured in: % Good Performance: Gap - Lower</p>	<p>Gap between the Borough and London average employment rate (working age)</p>  <table border="1"> <caption>Overall Employment Rate Gap Data</caption> <thead> <tr> <th>Year/Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr><td>2010/11</td><td>8.3</td></tr> <tr><td>2011/12</td><td>7.9</td></tr> <tr><td>2012/13</td><td>7.3</td></tr> <tr><td>2013/14</td><td>7.6</td></tr> <tr><td>Jun</td><td>6.9</td></tr> <tr><td>Sep</td><td>6.9</td></tr> </tbody> </table>	Year/Quarter	Value (%)	2010/11	8.3	2011/12	7.9	2012/13	7.3	2013/14	7.6	Jun	6.9	Sep	6.9	6.3	6.3	6.9	AMBER	↑
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Sep	6.9																			
<p>The employment rate for Tower Hamlets is looking positive (compared to previous quarter's release) with an increase of 0.6pp, whilst the trend for the London average is negative with a reduction of 0.1pp. Whereas the employment rate gap widened 0.3pp in Q1, this has since reduced by 0.7pp (gap at 6.9pp). The employment rate gap has also narrowed a further 0.7pp since this time last year.</p> <p>Tower Hamlets: 62.5% London Average: 69.4% Gap between TH & London average rate: 69.4 - 62.5 = 6.9pp</p>																				


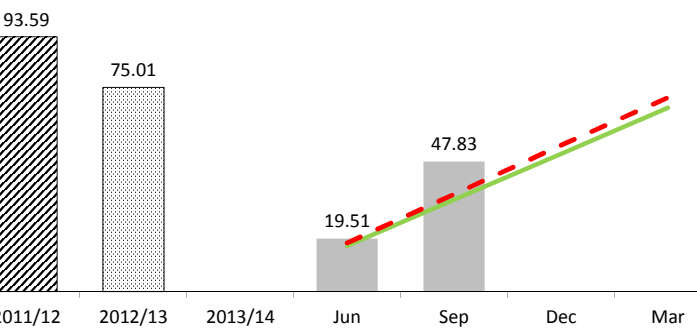
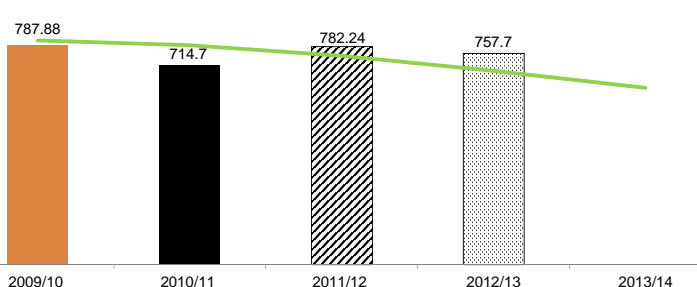
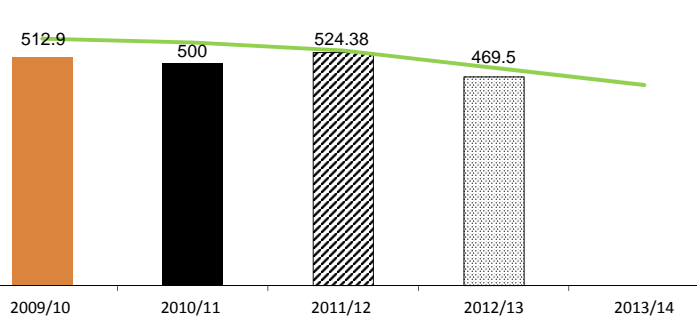
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Description		Annual Stretched Target (2013/14)	Q2 Stretched Target (Apr-Sept 2013)	Q2 Actual (Jul-Sept 2013)	Performance against target	Direction of Travel (comparing Q2 12/13 and Q2 13/14 actual)																																		
<p>16 to 19 year olds who are not in education, employment or training (NEET) (%)</p> <p>Measured in: % Good Performance: Lower</p>	<p>16-18 Year olds who are not in education, employment or training (NEET)</p>  <table border="1"> <caption>NEET Data</caption> <thead> <tr> <th>Year</th> <th>NEET (%)</th> </tr> </thead> <tbody> <tr><td>2010/11</td><td>5.3</td></tr> <tr><td>2011/12</td><td>5</td></tr> <tr><td>2012/13</td><td>4.9</td></tr> <tr><td>2013/14</td><td>5.4</td></tr> <tr><td>Apr</td><td>5.1</td></tr> <tr><td>May</td><td>5.0</td></tr> <tr><td>Jun</td><td>6.0</td></tr> <tr><td>Jul</td><td>7.1</td></tr> <tr><td>Aug</td><td>12.8</td></tr> <tr><td>Sep</td><td></td></tr> <tr><td>Oct</td><td></td></tr> <tr><td>Nov</td><td></td></tr> <tr><td>Dec</td><td></td></tr> <tr><td>Jan</td><td></td></tr> <tr><td>Feb</td><td></td></tr> <tr><td>Mar</td><td></td></tr> </tbody> </table>	Year	NEET (%)	2010/11	5.3	2011/12	5	2012/13	4.9	2013/14	5.4	Apr	5.1	May	5.0	Jun	6.0	Jul	7.1	Aug	12.8	Sep		Oct		Nov		Dec		Jan		Feb		Mar		4.5	4.5	12.8	RED	↑
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<p>Proportion of children in poverty</p> <p>Measured in: % Good Performance: Lower</p>	<p>Proportion of children in poverty</p>  <table border="1"> <caption>Poverty Data</caption> <thead> <tr> <th>Year</th> <th>Poverty (%)</th> </tr> </thead> <tbody> <tr><td>2010/11</td><td>57</td></tr> <tr><td>2011/12</td><td>53</td></tr> <tr><td>2012/13</td><td>48.6</td></tr> <tr><td>2013/14</td><td>46.1</td></tr> </tbody> </table>	Year	Poverty (%)	2010/11	57	2011/12	53	2012/13	48.6	2013/14	46.1	45.6	45.6	46.1	GREEN	↑																								
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<p>1. The increase in % during Q2 is normal this time of the year as all year 11's automatically go onto the NEET list once they leave school - approx. 2500 yp</p> <p>2. A number of events have been undertaken during the summer - Transition mentoring work, NEET event - your next move and a big drive on the September Guarantee which included tracking to address this.</p> <p>3. Improvements on NEET will be more visible during Q3. On course to meet target as further NEET programmes are planned to be commissioned from November, Tracking & Door Knocking exercise will continue regularly, NEET event planned for 15th Jan 2014.</p> <p>4. Schools / Training providers lists are being returned now, this will have an impact on updating records which should reduce the number of NEET. Further to this, cross references of NEET young people attending generic youth provisions are being carried out, planned work to cross check NEET with RSLs and Electoral Register also being put in place.</p>		<p>The HMRC data for 2011 shows that 46.1% of all children in the Tower Hamlets live in poverty. This continues to be the highest child poverty rate in England (and the UK).</p> <p>The child poverty rate in Tower Hamlets has fallen considerably since 2007 from 64% to 46.1% - a fall of 17.9 percentage points. The drop in rate reflects a significant fall in the number of children in relative poverty against a steadily growing child population. London also saw a fall over the same period but it was far less pronounced (a drop from 33% to 26.7% - a fall of 6.3 percentage points). Nationally rates have shown little change – falling only by 1.9 percentage points since 2007. Performance falls within the agreed target range.</p>																																						


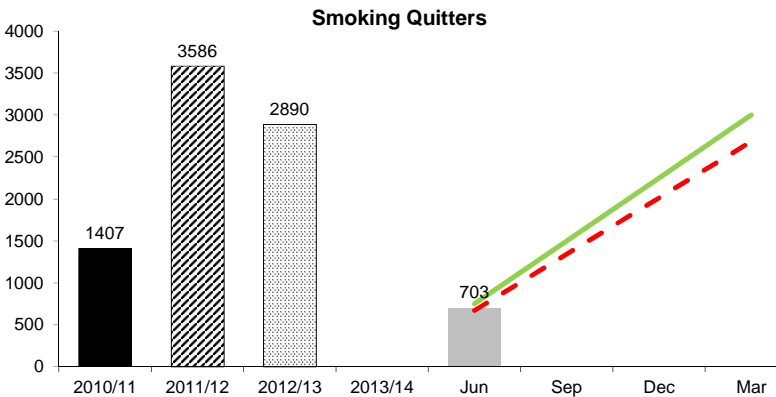
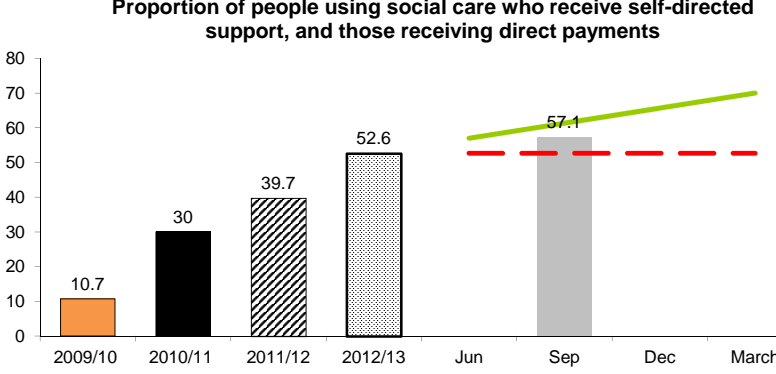
Description		Annual Stretched Target (2013/14)	Q2 Stretched Target (Apr-Sept 2013)	Q2 Actual (Jul-Sept 2013)	Performance against target	Direction of Travel (comparing Q2 12/13 and Q2 13/14 actual)																				
<p>Achievement of 5 or more A* C grades at GCSE or equivalent including English and Maths</p> <p>Measured in: % Good Performance: Higher</p>	<p>Achievement of 5 or more A* C grades at GCSE or equivalent including English and Maths</p>  <table border="1"> <caption>Chart Data: Achievement of 5 or more A* C grades at GCSE or equivalent including English and Maths</caption> <thead> <tr> <th>Year</th> <th>Actual (%)</th> <th>Standard Target (%)</th> <th>Stretch Target (%)</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>51.8</td> <td>61.8</td> <td>65</td> </tr> <tr> <td>2011/12</td> <td>61.4</td> <td>61.8</td> <td>65</td> </tr> <tr> <td>2012/13</td> <td>61.8</td> <td>61.8</td> <td>65</td> </tr> <tr> <td>2013/14</td> <td>63.5</td> <td>61.8</td> <td>65</td> </tr> </tbody> </table>	Year	Actual (%)	Standard Target (%)	Stretch Target (%)	2010/11	51.8	61.8	65	2011/12	61.4	61.8	65	2012/13	61.8	61.8	65	2013/14	63.5	61.8	65	65	65	63.5	AMBER	 <p>Provisionally performance has increased by 1.6% points since 2012 and remains above the national average of 60.8%. As in previous years, it is expected that performance will improve by c.1% point in the final data.</p> <p>Numerator: number of children at the end of KS4 achieving 5 or more A* C grades at GCSE or equivalent including English and Maths Denominator: number of children on school roll at end of KS4</p>
Year	Actual (%)	Standard Target (%)	Stretch Target (%)																							
2010/11	51.8	61.8	65																							
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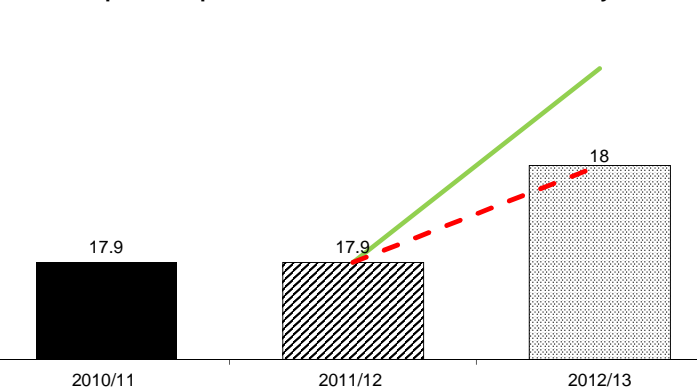
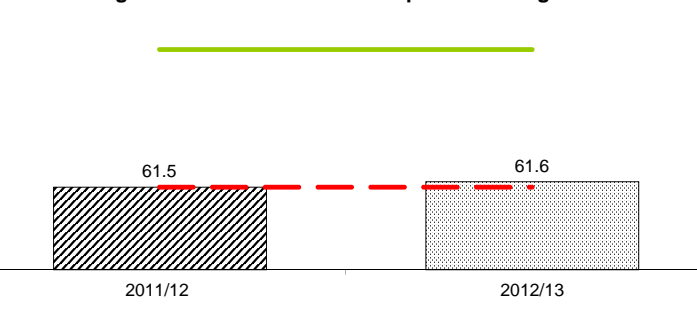
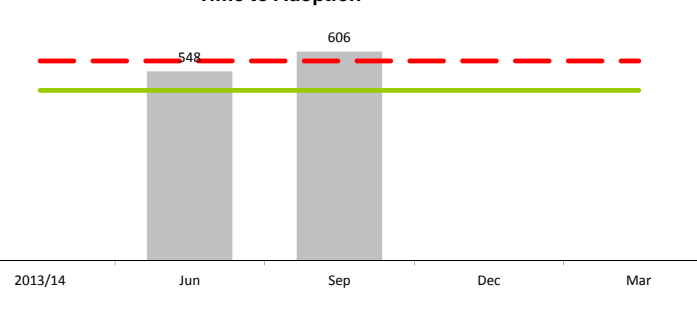
Description		Annual Stretched Target (2013/14)	Q2 Stretched Target (Apr-Sept 2013)	Q2 Actual (Jul-Sept 2013)	Performance against target	Direction of Travel (comparing Q2 12/13 and Q2 13/14 actual)
Safe and Cohesive Community						
<p>Rate of personal robbery crimes 1,000 population</p> <p>Measured in: Number (No. of personal robbery incidents/total population x 1,000) Good Performance: Lower</p>	<p>Rate of personal robbery crimes (per 1,000 population)</p> 	4.78	2.39	2.19	GREEN	↑
On target						
<p>Rate of residential burglary crimes per 1,000 households</p> <p>Measured in: Number (No. of residential burglary incidents/total population x 1,000) Good Performance: Lower</p>	<p>Rate of residential burglary crimes (per 1,000 households)</p> 	12.35	6.18	7.45	RED	↔
Off target. When comparing the same period with 2012, there were 610 offences and for 2013 755 offences, which is an increase of 145 offences or a 24% increase. Again it should be noted that for the first three months of 2012 the numbers per month were the lowest for the whole of the year. A number of proactive operations and initiatives were implemented in quarter one and these have continued notably Operation PEGASUS with further work and operations planned throughout the remainder of the financial year, such as Operation Bumblebee, an enhanced Cocooning regime and new problem solving initiatives and patrol patterns derived from the Simple2Start problem solving process.						
<p>Rate of motor vehicle crimes per 1,000 population</p> <p>Measured in: Number (No. of motor vehicle crimes/total population x 1,000) Good Performance: Lower</p>	<p>Rate of motor vehicle crimes (per 1,000 population)</p> 	9.35	4.675	5.68	RED	↔
Motor Vehicle crime combined is currently off target, with an increase of 9% which is 125 more offences when compared to the same period in 2012. Both Theft of Motor Vehicle and Theft From Motor Vehicle are showing an increase. A number of proactive operations and initiatives have been implemented around this issue, with a particular focus on offenders and repeat locations and this crime type is subject to weekly taskings. The borough has also set up a unit dedicated to dealing with the issue of Motor Vehicle Crime offences and offenders. It is expected that Theft of Motor Vehicle offences will start to decrease following the summer period. However, it should be noted that the last 6 months of the last financial year saw Vehicle Crime Offences reduce significantly which could make the target very difficult to achieve.						

Description		Annual Stretched Target (2013/14)	Q2 Stretched Target (Apr-Sept 2013)	Q2 Actual (Jul-Sept 2013)	Performance against target	Direction of Travel (comparing Q2 12/13 and Q2 13/14 actual)																								
<p>Rate of violence with injury crimes (Excl. DV) per 1,000 population</p> <p>Measured in: Number (No. of violence with injury crimes (Excl. DV)/total population x 1,000) Good Performance: Lower</p>	<p>Rate of violence with injury crimes - Excl.DV (per 1,000 population)</p>  <table border="1"> <caption>Rate of violence with injury crimes - Excl.DV (per 1,000 population)</caption> <thead> <tr> <th>Period</th> <th>Actual</th> <th>Stretch Target</th> <th>Standard Target</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>5.37</td> <td>5.37</td> <td>5.37</td> </tr> <tr> <td>Jun</td> <td>1.49</td> <td>1.49</td> <td>1.49</td> </tr> <tr> <td>Sep</td> <td>3.08</td> <td>3.08</td> <td>3.08</td> </tr> <tr> <td>Dec</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Mar</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Period	Actual	Stretch Target	Standard Target	2013/14	5.37	5.37	5.37	Jun	1.49	1.49	1.49	Sep	3.08	3.08	3.08	Dec	-	-	-	Mar	-	-	-	5.37	2.685	3.08	RED	New
Period	Actual	Stretch Target	Standard Target																											
2013/14	5.37	5.37	5.37																											
Jun	1.49	1.49	1.49																											
Sep	3.08	3.08	3.08																											
Dec	-	-	-																											
Mar	-	-	-																											
<p>Non DV Violence with Injury offences exceeded the set target by 26 offences, however, when comparing the same period to 2012 a reduction of -3% (28 less offences) is seen. The borough continues to focus in this crime type area and a number of initiatives are in place to impact on the number of Non-DV related incidents.</p>																														
<p>Rate of violence with injury crimes (DV only) per 1,000 population</p> <p>Measured in: Number (No. of violence with injury crimes (DV only)/total population x 1,000) Good Performance: Higher</p> <p>NB. This measure is designed to track the success of the Police in increasing detection of domestic violence</p>	<p>Number of violence with injury incidents - DV Only (per 1,000 population)</p>  <table border="1"> <caption>Number of violence with injury incidents - DV Only (per 1,000 population)</caption> <thead> <tr> <th>Period</th> <th>Actual</th> <th>Stretch Target</th> <th>Standard Target</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>2.52</td> <td>2.52</td> <td>2.52</td> </tr> <tr> <td>Jun</td> <td>0.62</td> <td>0.62</td> <td>0.62</td> </tr> <tr> <td>Sep</td> <td>1.51</td> <td>1.51</td> <td>1.51</td> </tr> <tr> <td>Dec</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Mar</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Period	Actual	Stretch Target	Standard Target	2013/14	2.52	2.52	2.52	Jun	0.62	0.62	0.62	Sep	1.51	1.51	1.51	Dec	-	-	-	Mar	-	-	-	2.52	1.26	1.51	GREEN	New
Period	Actual	Stretch Target	Standard Target																											
2013/14	2.52	2.52	2.52																											
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Sep	1.51	1.51	1.51																											
Dec	-	-	-																											
Mar	-	-	-																											
<p>We have seen a welcome increase which can be attributed to the borough's continued focus on a better initial assessment and investigation of Domestic Violence. (This measure is designed to track the success in increasing detection of domestic violence). For example Domestic Violence With Injury Offences when compared to the same period in 2012 saw an increase of 21% and is reflective of the proactivity being undertaken. Tower Hamlets has one of the highest arrest rates in the MPS for Domestic Violence with a Detection Rate of 56.7%. The Police consider the increase in rate is due to better reporting practices. It is anticipated that the figures will start to reduce after September as the programme around better assessment and investigation of DV really took hold in September 2012 and therefore the comparisons will be evened out.</p>																														

Description		Annual Stretched Target (2013/14)	Q2 Stretched Target (Apr-Sept 2013)	Q2 Actual (Jul-Sept 2013)	Performance against target	Direction of Travel (comparing Q2 12/13 and Q2 13/14 actual)
<p>Computer Aided Despatch (CAD) calls for ASB</p> <p>Measured in: Number (No. of CAD calls/total population x 1,000) Good Performance: Lower</p>	<p>Rate of CAD calls for ASB (per 1,000 population)</p> 	67.51	33.755	47.83	RED	↓
Healthy and Supportive Community						
<p>All-age all-cause mortality rate - Male</p> <p>Measured in: Standardised mortality rate per 100,000 population, from all causes at all ages (three year rolling average) Good Performance: Lower</p>	<p>All-age, all-cause mortality - male</p> 	TBC	n/a	757.7	TBC	↔
<p>All-age all-cause mortality rate - Female</p> <p>Measured in: Standardised mortality rate per 100,000 population, from all causes at all ages (three year rolling average) Good Performance: Lower</p>	<p>All-age, all-cause mortality - female</p> 	TBC	n/a	469.5	TBC	↑

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Description		Annual Stretched Target (2013/14)	Q2 Stretched Target (Apr-Sept 2013)	Q2 Actual (Jul-Sept 2013)	Performance against target	Direction of Travel (comparing Q2 12/13 and Q2 13/14 actual)
<p>Smoking Quitters</p> <p>Measured in: the number of four-week smoking quitters who have attended NHS Stop Smoking Services per 100,000 . Good Performance: Higher</p>		3000	750	703	AMBER	↓
<p>Due to the time lag for this measure, the latest available data is for Q1, which shows that the number of quitters is within the target bandwidth (703 quits). This year, smoking cessation services are being used in a more targeted and intense fashion which potentially means that fewer people will be seen, but in terms of benefits to the individual and the wider community the benefit should be greater. For example groups to be targeted are Bangladeshi men, routine and manual men and women, pregnant smokers, those living with severe mental illness and long term conditions.</p>						
<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>		70	70	57.1	AMBER	↑
<p>The proportion of service users who received self-directed support was 57.1% for the rolling year (Oct 2012 – Sep 2013). The outturn is within the target bandwidth . Performance is continuing to show a steady improvement when compared the 2011/12 and 2012/13 outturn. It should be noted that the performance figure excludes external carers' data which is used in the full measure calculation. This is because the data is not received from the carers centre in time for analysis and inclusion.</p>						

Description		Annual Stretched Target (2013/14)	Q2 Stretched Target (Apr-Sept 2013)	Q2 Actual (Jul-Sept 2013)	Performance against target	Direction of Travel (comparing Q2 12/13 and Q2 13/14 actual)																								
<p>Self reported experience of social care users Measured in: % Good Performance: Higher</p>	<p>Self reported experience of social care users ASC survey</p>  <table border="1"> <caption>Self reported experience of social care users ASC survey</caption> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Stretch Target</th> <th>Standard Target</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>17.9</td> <td>17.9</td> <td>17.9</td> </tr> <tr> <td>2011/12</td> <td>17.9</td> <td>17.9</td> <td>17.9</td> </tr> <tr> <td>2012/13</td> <td>18.0</td> <td>18.0</td> <td>18.0</td> </tr> </tbody> </table>	Year	Actual	Stretch Target	Standard Target	2010/11	17.9	17.9	17.9	2011/12	17.9	17.9	17.9	2012/13	18.0	18.0	18.0	18	n/a	18	AMBER	↔								
Year	Actual	Stretch Target	Standard Target																											
2010/11	17.9	17.9	17.9																											
2011/12	17.9	17.9	17.9																											
2012/13	18.0	18.0	18.0																											
<p>Percentage of CAF reviews with an improved average score. Measured in: % of CAF reviews with an improved average score. Good Performance: Higher</p>	<p>Percentage of CAF reviews with an improved average score.</p>  <table border="1"> <caption>Percentage of CAF reviews with an improved average score</caption> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Stretch Target</th> <th>Standard Target</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>61.5</td> <td>64.0</td> <td>61.5</td> </tr> <tr> <td>2012/13</td> <td>61.6</td> <td>64.0</td> <td>61.6</td> </tr> </tbody> </table>	Year	Actual	Stretch Target	Standard Target	2011/12	61.5	64.0	61.5	2012/13	61.6	64.0	61.6	64	n/a	61.6	AMBER	↔												
Year	Actual	Stretch Target	Standard Target																											
2011/12	61.5	64.0	61.5																											
2012/13	61.6	64.0	61.6																											
<p>Average time between a child entering care and moving in with adoptive family (Time to adoption) Measured in: Days Good Performance: Lower</p>	<p>Time to Adoption</p>  <table border="1"> <caption>Time to Adoption</caption> <thead> <tr> <th>Period</th> <th>Actual</th> <th>Stretch Target</th> <th>Standard Target</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>548</td> <td>500</td> <td>580</td> </tr> <tr> <td>Jun</td> <td>548</td> <td>500</td> <td>580</td> </tr> <tr> <td>Sep</td> <td>606</td> <td>500</td> <td>580</td> </tr> <tr> <td>Dec</td> <td>-</td> <td>500</td> <td>580</td> </tr> <tr> <td>Mar</td> <td>-</td> <td>500</td> <td>580</td> </tr> </tbody> </table>	Period	Actual	Stretch Target	Standard Target	2013/14	548	500	580	Jun	548	500	580	Sep	606	500	580	Dec	-	500	580	Mar	-	500	580	493	493	606	RED	New
Period	Actual	Stretch Target	Standard Target																											
2013/14	548	500	580																											
Jun	548	500	580																											
Sep	606	500	580																											
Dec	-	500	580																											
Mar	-	500	580																											

The outturn above is the 2012/13 year-end outturn, which was not previously reported due to a lag in data collection and analysis.

Please note that this is only a provisional outturn.


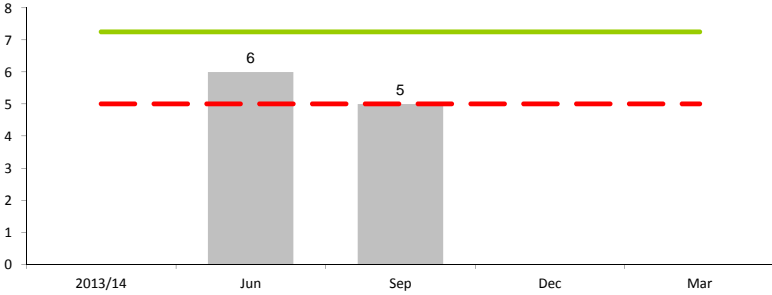
The outturn above is the 2012/13 year-end outturn, which was not previously reported due to a lag in data collection and analysis.

The outturn is within the target bandwidth.


This measure, as published in the Adoption Scorecard, is a three year average. The September actual refers to the period from April 2011 to August 2013.

Numerator: sum of the days between a child entering care and moving in with their adoptive family for all children who have been adopted in the period

Denominator: number of children adopted in the period

Description		Annual Stretched Target (2013/14)	Q2 Stretched Target (Apr-Sept 2013)	Q2 Actual (Jul-Sept 2013)	Performance against target	Direction of Travel (comparing Q2 12/13 and Q2 13/14 actual)												
<p>Percentage of ethnic minority background children adopted (BME adoptions)</p> <p>Measured in: % Good Performance: Higher</p>	<p>BME Adoptions (%)</p>  <table border="1"> <caption>BME Adoptions (%) Data</caption> <thead> <tr> <th>Period</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>7.25</td> </tr> <tr> <td>Jun</td> <td>6</td> </tr> <tr> <td>Sep</td> <td>5</td> </tr> <tr> <td>Dec</td> <td>-</td> </tr> <tr> <td>Mar</td> <td>-</td> </tr> </tbody> </table>	Period	Value (%)	2013/14	7.25	Jun	6	Sep	5	Dec	-	Mar	-	7.25	7.25	5	AMBER	New
Period	Value (%)																	
2013/14	7.25																	
Jun	6																	
Sep	5																	
Dec	-																	
Mar	-																	
<p>Currently 5% of children leaving care who were adopted in the 2011/14 three year period were from a BME background. This meets the minimum target set for this strategic measure but is a decrease on the previous 2010/13 period.</p> <p>Numerator: all children with a known ethnicity of Asian, Black, Chinese, Mixed or Other who were adopted in the period</p> <p>Denominator: all children within these ethnic groups who ceased to be looked after for any reason in the same time period.</p> <p>Numerators and denominators exclude all children where ethnicity was refused or not obtained.</p>																		

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<p>Cabinet 8 January 2014</p>	
<p>Report of: Chris Holme – Corporate Director Resources</p>	<p>Classification: Unrestricted</p>
<p>Quarter 4 Contracts Forward Plan</p>	

Lead Member	Cllr Alibor Choudhury, Cabinet Member Resources
Originating Officer(s)	Zamil Ahmed – Senior Procurement Manager
Wards affected	All wards
Community Plan Theme	One Tower Hamlets
Key Decision	Yes

EXECUTIVE SUMMARY

The Council’s Procurement Procedures require a quarterly report to be submitted to Cabinet, laying down a forward plan of supply and service contracts over £250,000 in value, or capital works contracts over £5 million. This provides Cabinet with the visibility of all high value contracting activity, and the opportunity to request further information regarding any of the contracts identified. This report provides the information in period Q4 of the Financial Year.

Only contracts which have not previously been reported are included in this report.

DECISION REQUIRED:

The Mayor in cabinet is recommended to:-

1. Consider the contract summary at Appendix 1, and identify those contracts about which specific reports – relating to contract award – should be brought before Cabinet prior to contract award by the appropriate Corporate Director for the service area and
2. Confirm which of the remaining contracts set out in Appendix1 can proceed to contract award after tender subject to the relevant Corporate Director who holds the budget for the service area consulting with the Mayor and the relevant lead member prior to contract award
3. Authorise the Head of legal Services to execute all necessary contract documents in respect of the awards of contracts referred to at recommendation 2 above.

1. **REASONS FOR THE DECISIONS**

- 1.1 The Council's Procurement Procedures require submission of a quarterly forward plan of contracts for Cabinet consideration, and it is a requirement of the Constitution that "The contracting strategy and/or award of any contract for goods or services with an estimated value exceeding £250,000, and any contract for capital works with an estimated value exceeding £5,000,000, shall be approved by the Cabinet in accordance with the Procurement Procedures". This report fulfils these requirements for contracts to be let during and after the period Q4 of the Financial Year.

2. **ALTERNATIVE OPTIONS**

- 2.1 Bringing a consolidated report on contracting activity is considered the most efficient way of meeting the requirement in the Constitution, whilst providing full visibility of contracting activity; therefore no alternative proposals are being made.

3. **BACKGROUND**

- 3.1 This report provides the forward plan for the period Q4 of the Financial Year in Appendix 1, and gives Cabinet Members the opportunity to select contracts about which they would wish to receive further information, through subsequent specific reports.

4. **FORWARD PLAN OF CONTRACTS**

- 4.1 Appendix 1 details the new contracts which are planned during the period Q4 of the Financial Year. This plan lists all of the new contracts which have been registered with the Procurement Service, and which are scheduled for action during the reporting period.

Contracts which have previously been reported are not included in this report. Whilst every effort has been made to include all contracts which are likely to arise, it is possible that other, urgent requirements may emerge. Such cases will need to be reported separately to Cabinet as individual contract reports.

- 4.2 Cabinet is asked to review the forward plan of contracts, confirm its agreement to the proposed programme and identify any individual contracts about which separate reports – relating either to contracting strategy or to contract award – will be required before proceeding.
- 4.3 Equalities and diversity implications – and other One Tower Hamlets issues – are addressed through the Council's Tollgate process which provides an independent assessment of all high value contracts, and ensures that contracting proposals adequately and proportionately address both social considerations and financial ones (such as savings targets). The work of the Competition Board and Corporate Procurement Service ensures a joined-up approach to procurement.

- 4.4 The Tollgate process is a procurement project assurance methodology, which is designed to assist in achieving successful outcomes from the Council's high value contracting activities (over £250,000 for revenue contracts, and £5,000,000 for capital works contracts which have not gone through the Asset Management Board approval system). All Tollgate reviews are reported to Competition Board, and when appropriate contract owners are interviewed by the Board; contracts require approval of the Board before proceeding.

5. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 5.1 This report describes the quarterly procurement report of the forward plan for Q4 of the Financial Year and beyond, to be presented to Cabinet for revenue contracts over £250,000 in value and capital contracts over £5 million.
- 5.2 Approximately £49.5m of goods, services and works will be procured from external suppliers. There is one Capital project reported. Procured services comprise around 40% of the Council's annual expenditure and control of procurement processes is thus crucial to delivering value for money for local residents as well as managing the risks that may arise if procurement procedures go wrong. Consideration of the plan by Cabinet operates as an internal control and also provides the opportunity for the Mayor to comment on specific procurements at an early stage.

6. CONCURRENT REPORT OF THE HEAD OF LEGAL SERVICES

- 6.1 The Council has adopted financial procedures for the proper administration of its financial affairs pursuant to section 151 of the Local Government Act 1972. These generally require Cabinet approval for expenditure over £250,000. In November 2009, Cabinet approved the procurement procedures, which are designed to help the Council discharge its duty as a best value authority under the Local Government Act 1999 and comply with the requirements of the Public Contract Regulations 2006. The procurement procedures contain the arrangements specified in the report under which Cabinet is presented with forward plans of proposed contracts that exceed the thresholds in paragraph 3.1 of this report. The arrangements are consistent with the proper administration of the Council's financial affairs.
- 6.2 In accordance with the powers in the Public Services (Social Values) Act 2012, where appropriate, as part of the tender process bidders will be invited to state what community benefits which enhance the economic social or environmental well-being of the borough are available through the contract in line with the Procurement Policy Imperatives adopted by Cabinet on 9th January 2013. The exact nature of those benefits will vary with each contract and will be reported at the contract award stage. All contracts which require staff based in London will require contractors to pay their staff the London Living Wage. Where the staff are based outside London an assessment will be carried out to determine if that is appropriate.

- 6.3 Contracts are recommended for a maximum period of three years except where there are particular circumstances relating to the procurement which warrant a longer period e.g. where equipment or premises needs to be provided by the contractor. Due to the requirement for the contractor to recover their investment in that equipment the cost of a shorter contract would not represent best value to the Council

7. ONE TOWER HAMLETS CONSIDERATIONS

- 7.1 Equalities and diversity implications – and other One Tower Hamlets issues – are addressed through the tollgate process, and all contracting proposals are required to demonstrate that both financial and social considerations are adequately and proportionately addressed. The work of the Competition Board and the Procurement & Corporate Programme Service ensures a joined-up approach to procurement.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 Contracts are required to address sustainability issues in their planning, letting and management. Again, this is assured through the Tollgate process, and supported through the Procurement & Corporate Programmes' Corporate Social Responsibility work stream.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 Risk management is addressed in each individual contracting project, and assessed through the tollgate process.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

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

11. EFFICIENCY STATEMENT

- 11.1 Contract owners are required to demonstrate how they will achieve cashable savings and other efficiencies through individual contracting proposals. These are then monitored throughout implementation.

13. APPENDICES

Appendix 1 – new contracts planned: Q4 of the Financial Year and beyond.

Linked Reports, Appendices and Background Documents

Linked Report

- None.

Appendices

- Appendix 1 – new contracts planned: Q4 of the Financial Year and beyond

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

- None.

Officer contact details for documents:

- N/A

Appendix one – new contracts planned: Q4 of the Financial Year

Directorate Contract	Contract Value	Scope of Contract	Length of New Contract, or Contract Extension	Funding	Date submitted to Competition Board or scheduled for submission*	Planned Date for Invitation to Tender or * Contract signature.	Community Benefits
Page 128 CLC4454	£6,000,000 per annum £18,000,000 + £6,000,000 total value	<p><u>General Building Works and Services</u> This is an MTC Contract for the provision of general building works and services. The contract will allow the Council to procure parts, equipment and labour for general building works.</p> <p>This contract will align with the Council's corporate landlord model which seeks to: provide a centralised helpdesk to be developed to monitor works against KPI's and provide a direct interface with soft FM services; centralise surveying resource. Standardised and singular reporting mechanism for clients and end users; Centralised invoicing and payment generation;</p> <p>It is anticipated that this procurement will streamline the current structure which is labour intensive and poses a number of corporate and health and safety compliance issues. It will also allow for planned cyclical and responsive repairs. The contract will be tendered against an agreed schedule of rates, and will incorporate standard terms and conditions as well as Key Performance Indicators and monitoring to ensure value for money and quality of delivery is maintained.</p>	36 + 12 months	Revenue & Capital	20/12/2013	06/01/2014	Included as part of the Tender
CLC4666	£200,000 per annum £600,000 total value	<p><u>Schools Cycle Training with Interventions to Encourage Cycling to School</u> The main outcome of the project is to increase the number of children cycling safely to school. The two discrete outputs of the project are (1) to train selected pupils in schools in Tower Hamlets to achieve certification in the highest level of</p>	36 months (12+12+12)	£80,000 in LIP Possible additional funding	11/11/2013	11/12/2013	Included as part of the Tender

Appendix one – new contracts planned: Q4 of the Financial Year

Directorate Contract	Contract Value	Scope of Contract	Length of New Contract, or Contract Extension	Funding	Date submitted to Competition Board or scheduled for submission*	Planned Date for Invitation to Tender or * Contract signature.	Community Benefits
		<p>Bikeability National Standard in Cycle Training appropriate for each child and (2) to plan and implement interventions at pupil, school and borough level which will encourage and promote cycling on the highway and elsewhere and overcome real barriers to cycling through providing hard and soft measures such as resources, materials and marketing. The contract will be procured through an EU compliant tender procedure and advertised on CompeteFor and Tower Hamlets website.</p>					
<p>Page 129</p> <p>CSF4665</p>	<p>£10,000,000</p>	<p><u>Olga Primary School – Expansion Project</u> The proposal to expand the school from its current one form of entry to three was agreed by Cabinet on 11th September 2013. The works involve replacing the existing building with a new larger school. Olga School is included in the Grouped Schools PFI Contract. The PFI provider, Tower Hamlets Schools Ltd (THSL) will be commissioned to deliver the project and will appoint a construction sub-contractor. This approach is to ensure that the PFI funders are able to accept the proposal and avoid any risk of claim from THSL under the PFI contract for access to the site and implications for their existing liabilities arising from the works. LBTH and THSL will agree the on-going FM costs associated with the development. THSL will develop the design and specification with the Council and the school. LBTH will carry out a value for money assessment of THSL's proposals before entering into contract.</p>	<p>30 months</p>	<p>DfE capital grant</p>	<p>20/01/2014</p>	<p>24/01/2014*</p>	<p>Included as part of the tender</p>

Appendix one – new contracts planned: Q4 of the Financial Year


Directorate Contract	Contract Value	Scope of Contract	Length of New Contract, or Contract Extension	Funding	Date submitted to Competition Board or scheduled for submission*	Planned Date for Invitation to Tender or * Contract signature.	Community Benefits
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 664 Page 130</p>	<p>£10,000,000</p>	<p><u>Energy Company Obligation Funding Agreements</u> Funding agreement(s) with one or more of the six major energy suppliers, obligated under the Energy Company Obligation (ECO), to fund the installation of packages of energy efficiency measures to HRA dwellings to be delivered alongside the Decent Homes External Works Programme. Subject to feasibility studies and stock assessment these measures will comprise fabric insulation (cavity, solid wall, flat roof and/or loft insulation), fuel switches from communal electric to communal gas, the installation of double glazing and renewables. Eco funder will contract with THH, administrator of the grant, and contractors will receive the grant monies on adequate completion of works.</p>	<p>Until March 2015</p>	<p>Energy company obligation (nil cost to the Council)</p>	<p>N/A</p>	<p>02/12/2013</p>	<p>Included in the objectives of the contract</p>
<p>R4358</p>	<p>£1,300,000 per annum £3,900,000 total value</p>	<p><u>Postal Service</u> A collaborative procurement with eleven other London Boroughs for postal services via a Government Procurement Service Framework. Contract aims to create efficiencies through reducing the usage of 1st class mail by switching to 2nd class service or equivalent; Standardising, where possible, the use of 'Letter' sized mail items, thus reducing the volume of Large Letters and Packets and reducing the use of premium services. To take advantage of increased discounts due to consolidated volumes. Reduce the amount of A4 size envelopes and to utilise smaller envelopes in line with the environmental procurement imperatives.</p>	<p>30 months</p>	<p>Revenue</p>	<p>11/11/2013</p>	<p>01/02/2014*</p>	<p>N/A</p>

Appendix one – new contracts planned: Q4 of the Financial Year

Directorate Contract	Contract Value	Scope of Contract	Length of New Contract, or Contract Extension	Funding	Date submitted to Competition Board or scheduled for submission*	Planned Date for Invitation to Tender or * Contract signature.	Community Benefits
Page 131 CLC 4382	£190,000 per annum £570,000 total value	<p><u>Prison Link Service</u> The service is designed to work with LBTH residents with substance misuse issues, who are either on remand or serving short term sentences, and provide a range of interventions to support recovery. This service acts as a pivotal link between prison based treatment services and those in the community. The expanded service will:</p> <ul style="list-style-type: none"> • Broaden the criteria to include all offenders, particularly alcohol and non-opiate and crack users (OCU's) increasing impact upon criminogenic need. • Develop more robust links with Thameside, Holloway and Pentonville prisons. • Improve the quality of sentence and care planning through providing training the judiciary and treatment agencies. <p>This initiative is in line with the Mayors priorities relating to Drugs and Crime; the Public Health Outcomes Framework 2013-16 (1.13: Re-offending); and both the National and Local Drug Strategy. The contract will be procured through an EU compliant Part B tender, open procedure and advertised on Competefor and Tower Hamlets website.</p>	36 months	MOPAC	20/12/2013	01/04/2014*	Included as part of the tender
CLC4445		<p><u>Grounds Maintenance Consumables Contract</u> To procure a range of consumable items to support the delivery of the in-house grounds maintenance delivered by the Green Team. The consumable items include work wear, PPE, tools and equipment, shrubs and perennials, seasonal bedding and bulbs, grass, chemicals, top dressing and loam</p>	36 months	Revenue	15/04/2013	04/11/2013	Included as part of the tender

Appendix one – new contracts planned: Q4 of the Financial Year

Directorate Contract	Contract Value	Scope of Contract	Length of New Contract, or Contract Extension	Funding	Date submitted to Competition Board or scheduled for submission*	Planned Date for Invitation to Tender or * Contract signature.	Community Benefits
		<p>and mulch. This will be a 3 year Framework contract procured through an EU Open procedure for LBTH use only. The framework will be divided in 9 Lots.</p>					
<p>Page 132 DR4684</p>	<p>£4,500,000 per annum £9,000,000 estimate</p>	<p><u>New Homes: Ashington East Contractor</u> This contract is to design and build approximately 53 housing units as proposed to the GLA and within the terms of the planning permission on the site known as Ashington East. A percentage of the units will be adapted to meet specific needs such as wheelchair users and over-crowding. The project is to be delivered within the grant conditions according to the GLA time-table. The GLA bid included the use of procurement frameworks such as the GLA Developers' Panel, set up by the GLA in an attempt to reduce the time delivery partners spent on procurement and speed up delivery of the project. This is flexible enough to enable us to meet the various requirements and including community benefits.</p>	<p>24 months plus Defect Liability Period</p>	<p>LBTH & GLA</p>	<p>20/01/2014</p>	<p>04/11/2013</p>	<p>Included as part of the Tender</p>

Cabinet 8 January 2014	 TOWER HAMLETS
Report of: Corporate Director Resources	Classification: Unrestricted
Exercise of Corporate Directors' Discretions	

Lead Member	Councillor Alibor Choudhury, Cabinet Member Resources
Wards affected	All
Community Plan Theme	One Tower Hamlets
Key Decision?	No

Executive Summary

This report sets out the exercise of Corporate Directors' discretions under Financial Regulation B8 which stipulates that such actions be the subject of a noting report to Cabinet if they involve expenditure between £0.100 million and £0.250 million.

Recommendations:

The Mayor in Cabinet is recommended to:

Note the exercise of Corporate Directors' discretions as set out in Appendix 1.

1. REASONS FOR THE DECISIONS

- 1.1 Financial Regulations requires that regular reports be submitted to Council/Committee setting out financial decisions taken under Financial Regulation B8.
- 1.2 The regular reporting of Corporate Director's Discretions should assist in ensuring that Members are able to scrutinise officer decisions.

2. ALTERNATIVE OPTIONS

- 2.1 The Council is bound by its Financial Regulations (which have been approved by Council) to report to Council/Committee setting out financial decisions taken under Financial Regulation B8.

- 2.2 If the Council were to deviate from those requirements, there would need to be a good reason for doing so. It is not considered that there is any such reason, having regard to the need to ensure that Members are kept informed about decisions made under the delegated authority threshold and to ensure that these activities are in accordance with Financial Regulations.

3. DETAILS OF REPORT

- 3.1 Regulation B8 sets out the Cabinet Reporting Thresholds for specific financial transactions.
- 3.2 Financial Regulation B8 sets out the reporting thresholds for the following financial transactions: -
Virements
Capital Estimates
Waiving Competition Requirements for Contracts and Orders (Subject to EU threshold)
Capital Overspends
Settlement Of Uninsured Claims
- 3.3 Under Financial Regulation B8, if the transaction involves a sum between £0.100 million and £0.250 million it can be authorised by the Corporate Director under the scheme of delegation but must also be the subject of a noting report to the next available Cabinet.
- 3.4 Appendix 1 sets out the exercises of Corporate Directors' discretions, under the stipulations in 2.2 above, that have taken place since the previous Cabinet

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 The comments of the Chief Financial Officer have been incorporated into the report and Appendix.

5. LEGAL COMMENTS

- 5.1 The report sets out the individual exercises of Directors' Discretions as required by Financial Regulations.
- 5.2 The legal implications of each of the individual decisions would have been provided as part of the decision making process. These will be recorded on the "Record of Corporate Directors' Actions" maintained by Directorates
- 5.3 The procedure for recording and reporting Corporate Director's Actions has recently been revised and strengthened. All proposed actions where the value exceeds £100,000 are now required to be agreed with the Mayor prior to officer's sign off and approval. The revised procedure came into effect in December 2011.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 This report is concerned with the notification of officers' discretions under Standing Orders and has no direct One Tower Hamlets implications. To the extent that there are One Tower Hamlets Considerations arising from the individual actions, these would have been addressed in the records of each action.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 7.1 There are no Sustainable Action for A Greener Environment implications arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1. The risks associated with each of the Corporate Directors' discretions as set out in Appendix 1 would have been identified and evaluated as an integral part of the process, which lead to the decision.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 9.1 There are no Crime and Disorder Reduction Implications arising from this report.

10. EFFICIENCY STATEMENT

- 10.1 The works referred to in the report will be procured in line with established practices, taking account of best value.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- Appendix 1 – Exercise of Corporate Directors' Discretions under Financial Regulation B8

Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000

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

- Record of Corporate Director's actions

Officer contact details for documents:

- Paul Leeson, Finance Manager, Education, Development and Renewal, Ext 4995

Originating Officers and Contact Details

Name	Title	Contact for information
Oladapo Shonola	Chief Financial Strategy Officer	Ext 4733
Lisa Stone	Finance Officer	Ext 4731

Appendix 1: Exercise of Corporate Directors Discretions under Financial Regulation B8

Corporate Director	Amount	Description of Exercise of Discretion	Justification for Action	Contractor's Name and Address (including postcode)	Contact
Aman Dalvi	Up to £250,000	To support the decanting of Block H on the Ocean Estate, agreement to vary the contract with East Thames Housing Group in relation to land disposal receipts.	In order to minimise the risk of pursuing a CPO process, and improve the prospects of acquiring the homes of existing leaseholders voluntarily, the proposal involves increasing the potential level of equity that resident leaseholders can acquire in the new Shared Equity units that East Thames Housing Group are making available as part of the contract and re-housing arrangements.	n/a	Niall McGowan, Housing Regeneratio Manager x2538

Aman Dalvi	£224,000	Agree to defer an overage receipt potentially due to the Council, relating to the Ocean Estate Regeneration scheme.	In order to assist East Thames Housing Group in granting an enhanced equity share in new Shared Equity Homes for certain households where affordability issues have been identified, a contract variation has been agreed whereby a potential overage receipt will be retained by East Thames Housing Group. The deferred overage receipt will be repayable to the Council on eventual sale of the asset.	n/a	Niall McGowan, Housing Regeneration Manager x2538
Aman Dalvi	£200,000	Waiving financial regulations	Commissioning of viability assessments as part of the Council's asset efficiency review	GVA 80 Cheapside London, EC2V 6EE	Ann Sutcliffe, Service Head – Corporate Property Service Delivery x4077