

# CABINET

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**Wednesday, 2 April 2014 at 5.30 p.m.  
Committee Room, 1st Floor, Town Hall, Mulberry Place, 5 Clove  
Crescent, London, E14 2BG**

**The meeting is open to the public to attend.**

**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)

[The quorum for Cabinet is 3 Members]

**Public Information:**

The public are welcome to attend meetings of the Cabinet. Procedures relating to the Public Question and Answer session and submission of petitions are set out in the 'Guide to Cabinet' attached to this agenda.

**Contact for further enquiries:**

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Web: <http://www.towerhamlets.gov.uk/committee>

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## Public Information

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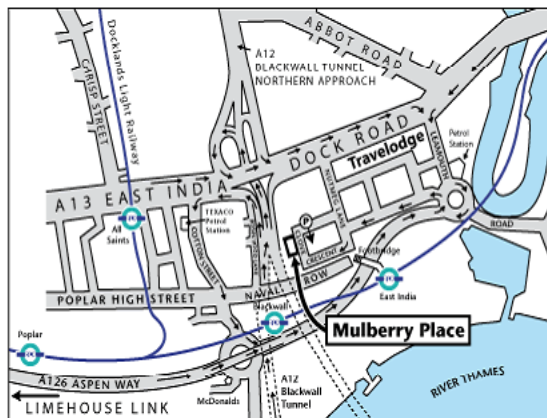
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Tube: The closest tube stations are Canning Town and Canary Wharf.

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Agendas are available at the Town Hall, Libraries, Idea Centres and One Stop Shops and on the Mod.Gov, iPad and Android apps.



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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](http://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, 4 April 2014**
- The deadline for call-ins is: **Friday, 11 April 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, 27 March 2014 (Noon)**

# LONDON BOROUGH OF TOWER HAMLETS

## CABINET

WEDNESDAY, 2 APRIL 2014

5.30 p.m.

### 1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

### 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.

Questions can be submitted in advance to the Town Hall or be asked on the evening.

Please send any questions to Matthew Mannion, Democratic Services, Town Hall, Mulberry Place, Poplar, E14 2BG or email [matthew.mannion@towerhamlets.gov.uk](mailto:matthew.mannion@towerhamlets.gov.uk) by 5pm the day before the meeting.

### 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

PAGE NUMBER	WARD(S) AFFECTED
5 - 12	

The unrestricted minutes of the Cabinet meeting held on 5 March 2014 are 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).

**UNRESTRICTED REPORTS FOR CONSIDERATION**

**6. A GREAT PLACE TO LIVE**

<b>6.1</b>	<b>Local List Update</b>	<b>13 - 66</b>	<b>All Wards</b>
<b>6.2</b>	<b>New Homes: Ashington East</b>	<b>67 - 80</b>	<b>Bethnal Green South</b>
<b>6.3</b>	<b>Communities, Localities and Culture Capital Programme 2014-15</b>	<b>81 - 94</b>	<b>All Wards</b>

**7. A PROSPEROUS COMMUNITY**

Nil items.

**8. A SAFE AND COHESIVE COMMUNITY**

Nil items.

**9. A HEALTHY AND SUPPORTIVE COMMUNITY**

<b>9.1</b>	<b>Direct Payment Support Service (to follow)</b>		<b>All Wards</b>
<b>9.2</b>	<b>DRAFT Better Care Fund Submission Template</b>	<b>95 - 158</b>	<b>All Wards</b>

**10. ONE TOWER HAMLETS**

<b>10.1</b>	<b>Tower Hamlets Fairness Commission: Response to recommendations</b>	<b>159 - 180</b>	<b>All Wards</b>
<b>10.2</b>	<b>Strategic Performance, 13/14 General Fund Revenue Budget and Capital Programme Monitoring Q3</b>	<b>181 - 250</b>	<b>All Wards</b>

**11. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT**

**12. UNRESTRICTED REPORTS FOR INFORMATION**

<b>12.1</b>	<b>Exercise of Corporate Directors' Discretions</b>	<b>251 - 256</b>	<b>All Wards</b>
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### 13. EXCLUSION OF THE PRESS AND PUBLIC

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

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

#### **EXEMPT/CONFIDENTIAL SECTION (PINK)**

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

	<b>PAGE NUMBER</b>	<b>WARD(S) AFFECTED</b>
<b>14. EXEMPT / CONFIDENTIAL MINUTES</b>		
Nil items.		
<b>15. OVERVIEW &amp; SCRUTINY COMMITTEE</b>		
<b>15 .1 Chair's advice of Key Issues or Questions in relation to Exempt / Confidential Business to be considered.</b>		
<b>15 .2 Any Exempt / Confidential Decisions "Called in" by the Overview &amp; Scrutiny Committee</b>		
(Under provisions of Article 6 Para 6.02 V of the Constitution).		
<b>EXEMPT / CONFIDENTIAL REPORTS FOR CONSIDERATION</b>		
<b>16. A GREAT PLACE TO LIVE</b>		
Nil items.		
<b>17. A PROSPEROUS COMMUNITY</b>		
Nil items.		
<b>18. A SAFE AND COHESIVE COMMUNITY</b>		
Nil items.		
<b>19. A HEALTHY AND SUPPORTIVE COMMUNITY</b>		
<b>19 .1 Direct Payment Support Services</b>		<b>All Wards</b>

**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:-

Meic Sullivan-Gould, Interim Monitoring Officer, 020 7364 4801; or  
John Williams, Service Head, Democratic Services, 020 7364 4204

## APPENDIX A: Definition of a Disclosable Pecuniary Interest

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

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

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**LONDON BOROUGH OF TOWER HAMLETS**

**MINUTES OF THE CABINET**

**HELD AT 5.36 P.M. ON WEDNESDAY, 5 MARCH 2014**

**COMMITTEE ROOM, 1ST FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE  
CRESCENT, LONDON, E14 2BG**

**Members Present:**

Mayor Lutfur Rahman	(Mayor)
Councillor Ohid Ahmed	(Deputy Mayor)
Councillor Rofique U Ahmed	(Cabinet Member for Regeneration)
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)

**Other Councillors Present:**

Councillor Kabir Ahmed	(Executive Advisor to the Mayor and Cabinet)
Councillor Md. Maium Miah	(Advisor to the Mayor and Cabinet on Third Sector and Community Engagement)

**Officers Present:**

Jamie Blake	(Service Head of Public Realm, Communities Localities and Culture)
Mark Cairns	(Senior Strategy, Policy and Performance Officer)
Deborah Cohen	(Service Head, Commissioning and Health, Education, Social Care and Wellbeing)
Aman Dalvi	(Corporate Director, Development & Renewal)
Ben Gadsby	(Political Adviser to the Conservative Group)
Stephen Halsey	(Head of Paid Service and Corporate Director Communities, Localities & Culture)
Chris Holme	(Acting Corporate Director - Resources)
Ellie Kuper-Thomas	(Strategy, Policy and Performance Officer - Executive Mayor's Office, One Tower Hamlets, DLPG)
Chris Lovitt	(Associate Director of Public Health)
Robert McCulloch-Graham	(Corporate Director, Education Social Care and Wellbeing)
Anthony Walters	(Transformation Manager, Education Social Care and Wellbeing)
Graham White	(Interim Head of Legal Operations)
John Fennessy	(Head of Media)
Matthew Mannion	(Committee Services Manager, Democratic Services, DLPG)

**1. APOLOGIES FOR ABSENCE**

Apologies for absence were received on behalf of:

- Councillor Shahed Ali (Cabinet Member for Environment)
- Councillor Rabina Khan (Cabinet Member for Housing)
- Councillor Rania Khan (Cabinet Member for Culture)
- Councillor Oliur Rahman (Cabinet Member for Children's Services)
- Robin Beattie (Service Head Strategy and Resources, CLC)

**2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**

None were declared.

**3. UNRESTRICTED MINUTES**

The unrestricted minutes of the Cabinet meeting held on 5 February were noted.

**4. PETITIONS**

Nil items.

**5. OVERVIEW & SCRUTINY COMMITTEE****5.1 Chair's Advice of Key Issues or Questions in Relation to Unrestricted Business to be Considered**

Councillor Motin Uz-Zaman, Chair of the Overview and Scrutiny Committee (OSC) provided an update on the discussions that had taken place at their meeting last night.

In particular he noted:

- Disappointment expressed by OSC Members on the Mayor's reported lack of confidence in the OSC and by his unavailability to attend OSC meetings.
- That a report on Poplar Old Town Hall would be considered once the district auditor had reported.
- There had been a some discussion on a potential new burial site but that this was limited as officers had been unable to provide details of the site due to commercial sensitivity.
- A report on the Executive Mayor's Car had been considered and would be presented to Council on 26 March.
- A scrutiny review on school places would be presented to Cabinet in due course.

Finally, he reported that the OSC Annual Report would be submitted to Council on 26 March and he thanked officers for their support of the Committee over the year.

The **Mayor** thanked Councillor Uz-Zaman for his presentation.

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

The clerk advised that no requests had been received to 'call-in' for further consideration, by the Overview and Scrutiny Committee, any provisional decisions taken by the Mayor in Cabinet at the meeting held on 5 February 2014.

## **6. A GREAT PLACE TO LIVE**

### **6.1 Highways Contract Re-procurement - Contract Extension**

Councillor Ohid Ahmed, Deputy Mayor, introduced the report. He highlighted the procurement processes involved and that the requirement to deliver additional community benefits meant further officer work had been required.

The **Mayor** accepted the report and **agreed** the recommendations as set out.

### **RESOLVED**

1. To approve the extension of current Highways Contracts outlined in paragraph 3.1 of the report, for a maximum of 3 months.
2. To authorise the Service Head - Legal Services to execute all necessary contract documents to implement this decision.

## **7. A PROSPEROUS COMMUNITY**

Nil items.

## **8. A SAFE AND COHESIVE COMMUNITY**

Nil items.

## **9. A HEALTHY AND SUPPORTIVE COMMUNITY**

### **9.1 Award of contract for various Social Care services**

Councillor Abdul Asad, Cabinet Member for Health and Wellbeing, introduced the report. He highlighted the recommendations proposed and the details set out in the report.

The **Mayor** welcomed the report, noted the Exempt/Confidential report on the matter later on the agenda and **agreed** the recommendations as set out.

**RESOLVED**

1. To approve the award of contract to the recommended bidder for each service as listed below:

<b>Service:</b>	<b>Recommended bidder:</b>
Carers Support Services – Dementia Carers Support Service	Alzheimer’s Society Tower Hamlets
Carers Support Services – Somali Carers Support Service	Black Women’s Health & Family Support
Carers Support Services – Bangladeshi Women Carers Support Service	Usha Mohila Somity
Carers Support Services – Carers Retreat Service	London Buddhist Centre

2. To authorise the Corporate Director of Education, Social Care and Wellbeing, after consultation with the Service Head - Legal Services, to agree the final terms and conditions of the contract for each service;
3. To authorise the Service Head - Legal Services to execute all necessary contract documents to implement this decision.

## 9.2 **Permission to extend existing contract for sexual and reproductive health**

Councillor Abdul Asad, Cabinet Member for Health and Wellbeing, introduced the report.

The **Mayor** welcomed the report and highlighted the need to ensure a comprehensive procurement process was undertaken. He **agreed** the recommendations as set out.

**RESOLVED**

1. To agree to the extension of the existing contract to provide sexual and reproductive health services until October 2014.
2. To authorise the Service Head - Legal Services to execute all necessary contract documents to implement this decision.

## 10. **ONE TOWER HAMLETS**

### 10.1 **Child Rights**

The **Mayor** introduced the report highlighting how welcome and beneficial the plans would be. He **agreed** the recommendations as set out in the report.



**RESOLVED**

1. To consider and agree the wording of the Mayor's Charter of Child Rights and support the launch of the child rights commitment in Tower Hamlets.
2. To agree the Council will be a signatory of the Charter
3. To agree for the charter to be publicly launched, with partner organisations who are also signing the charter and agreeing to promote and embed child rights within their organisations.

**11. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT**

Nil items.

**12. UNRESTRICTED REPORTS FOR INFORMATION**

Nil items.

**13. EXCLUSION OF THE PRESS AND PUBLIC****RESOLVED**

That pursuant to regulation 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000, the press and public be excluded from the remainder of the meeting:

- (a) As it was likely, in view of the nature of the business to be transacted in Section Two of the agenda, that if members of the public were present during consideration of this business there would be disclosure of exempt information.
- Exempt information is defined in section 100I and, by reference, Schedule 12A of the Local Government Act 1972 ("the 1972 Act"). To be exempt, information must fall within one of the categories listed in paragraphs 1 to 7 of Schedule 12A, must not fall within one of the excluded categories in paragraphs 8 and 9 and the public interest in maintaining the exemption must outweigh the public interest in disclosing the information.
  - Agenda item 14 "Exempt/Confidential Minutes" contained information relating to the financial or business affairs of any particular person (including the authority holding that information). In particular information relating to the financial affairs of the Council.
  - Agenda item 19.1 "Award of Contracts for Various Social Care Services" contained information relating to the financial or business affairs of any particular person (including the authority holding that information). In particular information relating to the financial affairs of the Council.

- (b) As although there is a public interest favouring public access to local authority meetings, in this case the Cabinet concluded that given the information contained in the above listed reports that the public interest in maintaining the exemption on the information outweighed the public interest in disclosing it.

**14. EXEMPT / CONFIDENTIAL MINUTES**

The Exempt/Confidential Minutes of the Cabinet meeting held on 5 February 2014 were noted.

**15. OVERVIEW & SCRUTINY COMMITTEE**

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

Nil items.

**15.2 Any Exempt / Confidential Decisions "Called in" by the Overview & Scrutiny Committee**

Nil items.

**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**

**19.1 Award of Contract for Various Social Care Services**

The **Mayor** noted the contents of the report.

**RESOLVED**

1. To note the report.

**20. ONE TOWER HAMLETS**

Nil items.

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

Nil items.


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

Nil items.

The meeting ended at 5.58 p.m.

John S. Williams  
SERVICE HEAD, DEMOCRATIC SERVICES

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<b>Cabinet</b> 2 April 2014	
<b>Report of:</b> Aman Dalvi – Corporate Director, Development & Renewal	<b>Classification:</b> Unrestricted
<b>Review of and Additions to the Local List</b>	

<b>Lead Member</b>	<b>Councillor Rabina Khan, Cabinet Member for Housing</b>
<b>Originating Officer(s)</b>	Andrew Hargreaves, Borough Conservation Officer
<b>Wards affected</b>	All wards
<b>Community Plan Theme</b>	<b>A Great Place To Live</b>
<b>Key Decision?</b>	Yes

## Executive Summary

Tower Hamlets is a Borough which is particularly rich in heritage assets. It is a diverse Borough with historical assets that fully reflect that diversity.

The Council's Local List is a list of heritage assets considered to be of local interest. It is largely composed of those buildings considered for statutory listing in 1973, but felt to be of less than national importance. Since this time a number of buildings have been added but the list has not been comprehensively reviewed.

The report recommends, in light of the forthcoming Centenary of the outbreak of World War I, and in light of the consultation responses received that the Council proceed with the addition of War Memorials to the List and also proceeds with the removal of selected entries from the Local List.

The Local List put before Cabinet (Appendix 1) comprises that put before Cabinet on 6 November 2013 plus six additional War Memorials identified through the consultation process.

The list of Local List entries proposed for removal (Appendix 2) remains as put before Cabinet on 6 November 2013.

## Recommendations:

The Mayor in Cabinet is recommended to:

1. Agree to add War Memorials set out in Appendix A to the Local List and;
2. Agree to remove selected entries set out in Appendix B from the Local List

## **1. REASONS FOR THE DECISION**

- 1.1 The selected course is considered to be a sensible and achievable means of (i) contributing towards the aims of the Council's Community Plan by helping the Borough achieve its aim of being a great place to live, (ii) move forward the Council's Conservation Strategy which seeks to 'Increase the protection available to locally important heritage resources and (iii) be a positive step towards complying with the National Planning Policy Framework which advises Local Planning Authorities to set out a 'positive strategy for the conservation and enjoyment of the historic environment'.

## **2. ALTERNATIVE OPTIONS**

- 2.1 Several alternative courses of action have been considered ranging from keeping the existing local list to a full survey of the Borough.
- 2.2 Relying on the existing local list is not considered an appropriate option as there are a number of buildings which may no longer exist or which may have been added to the Statutory List. Not updating the list would therefore create uncertainty for the local community, building owners and applicants for planning permission.
- 2.3 A full survey of the borough is not considered necessary at this stage given the strength of the Council's Conservation Strategy, the extent of the borough's Conservation Areas and the detailed records of statutory heritage assets. War Memorials are a notable omission from the local list and therefore are being proposed for inclusion.
- 2.4 The proposed course of action is considered to be a sensible and achievable means of the Borough meeting national, regional and local policy objectives.

## **3. DETAILS OF REPORT**

- 3.1 The Local List is a list of assets considered to be of special local interest; buildings which contribute to locally distinctive character and add value to the townscape.

### Policy Context

- 3.2 The contents of this report are consistent with the Council's policy framework and relevant national and regional policy:

#### *National Planning Policy Framework (NPPF) and Heritage Assets*

- 3.3 The NPPF advises Local Planning Authorities (LPAs) to set out 'a positive strategy for the conservation and enjoyment of the historic environment' in their Local Plan. Emphasis is placed on 'sustaining and enhancing the significance of heritage assets' and recognising that heritage assets are an 'irreplaceable resource' and should be conserved 'in a manner appropriate to their significance'.

- 3.4 Heritage assets are defined in the NPPF as a building, monument, and site “having a degree of significance meriting consideration in planning decisions, because of its heritage interest”. This definition includes undesignated assets identified by the local planning authority (including locally listed buildings). It notes that they merit consideration in planning matters and notes that the LPA should take a balanced judgement having regard to the scale of any harm or loss and the significance of the heritage asset concerned.

#### *Local Policy*

- 3.5 Relevant Council Policy includes:

- Policy SP12 (b) of Council’s Core Strategy states that the Council will ‘Improve, enhance and develop a network of sustainable, connected and well designed spaces through: (b) Retaining and respecting the features that contribute to each places’ heritage, character and local distinctiveness.’
- Policy SP10 of the Council’s Core Strategy (Creating distinct and durable places): Part 2 seeks to protect and enhance the boroughs heritage assets and their setting and Part 3 seeks to enable the creation of locally distinctive neighbourhoods.
- Policy DM27 of the Council’s Managing Development Document (Heritage and the historic environment) provides further detail to ensure that the borough’s historic assets are protected and enhanced and ensures their setting contributes to a sense of place.
- The Conservation Strategy, the Councils Strategic Vision for the Boroughs heritage, takes a proactive approach to protect and enhance Tower Hamlets’ heritage to ensure that it can be appreciated and enjoyed by current and future generations. Specifically Objective 6.3 of the Council’s adopted Conservation Strategy aims to increase the protection available to locally important heritage resources.

#### National Guidance with regards to Local Lists

- 3.6 The English Heritage Good Practice Guide for Local Heritage Listing states that local listing is “a means for a community and a local authority to jointly identify heritage assets that are valued as distinctive elements of the local historic environment. It provides clarity on the location of assets and what it is about them that is significant, guaranteeing that strategic local planning properly takes account of the desirability of their conservation.”

#### **The effects of Local Listing**

- 3.7 With regard to the level of protection afforded by local listing, the English Heritage Good Practice Guide states that “Locally listing a heritage asset does not bring additional consent requirements over and above those required for planning permission. It can, however, help to influence planning

decisions in a way that conserves and enhances local character. Under the NPPF the conservation and contribution of locally listed heritage assets will be a material consideration in planning decisions that directly affect them or their setting. Local heritage assets within conservation areas also benefit from the general control over demolition afforded by the Planning (Listed Buildings and Conservation Areas) Act 1990.”

- 3.8 Placing a building on the Local List places no statutory responsibility on the property owner, in terms of maintenance, repair or re-instatement of features.

### **War Memorials**

- 3.9 This year marks the centenary of the start of World War I and will focus public interest on the ‘War to end all wars’. It is a good opportunity for the Borough to assess, catalogue and where necessary protect this war related heritage. The Borough contains many War Memorials within its open spaces, public buildings, churches, schools and other buildings. They range in size from the magnificent Mercantile Marine Memorial at Tower Hill (Grade II listed) to the surviving street corner war memorial plaques which were once an evocative feature of the East End. Some of the memorials are very well known, others within private buildings are much less well known. Most were built to commemorate the fallen of World War I, many subsequently altered to incorporate inscriptions relating to World War II but there are monuments to other wars including that to the Falklands War at Tower Hill. There are also monuments to specific events such as that to The Last V2 Attack, the Bethnal Green Underground Station Disaster along with those to individual war heroes such as that to Private SF Godley VC at Godley VC House.
- 3.10 Several War Memorials within the Borough are protected by their statutorily listed status including that within the graveyard of St Anne’s Limehouse and the monument in Poplar Recreation Ground to the Children of North Street School killed when a bomb fell on the school in WWI. Freestanding memorials within Conservation Areas are also protected against demolition. Many significant memorials however have no statutory designation in the planning system and there is a risk they could be lost.
- 3.11 The list of War Memorials proposed as additions to the Local List omits those fixed to listed buildings which are part of the listed fabric of the building concerned. These are not recommended for local listing as they are already afforded protection by virtue of the listed status of the host building.
- 3.12 It should be noted that local listing would, in the case of War Memorials fixed to buildings or other structures, apply only to the monument and not the host building. The aim being to ensure that, should the host building be demolished the plaque or monument would be accommodated within the new building or be moved to a replacement facility should that be considered a more suitable option.

### **The Existing Local List and the Need for Review**

- 3.13 The Council’s existing Local List is comprised largely of buildings which were considered for listing in 1973, when the Borough’s Statutory List was



prepared. This has been added to over the years but no comprehensive review has been undertaken since adoption and it contains a limited number of buildings which have been demolished or added to the statutory list. The existing Local List entries proposed for removal are set out in Appendix 2.

### **Consultation**

- 3.14 Officers have written to over seventy individuals and organizations including residents, building owners, amenity societies and relevant national bodies.
- 3.15 Further publicity with regard to the proposal has included articles in East End Life and the East End Advertiser along with publicity on the Council's website. A consultation report which will fully set out the results of public consultation is at Appendix 3. Positive responses have been received from, amongst others, the Rep. Deputy Lieutenant for Tower Hamlets, The Royal British Legion, The War Memorials Trust and Ancient Monuments Society. English Heritage were also broadly positive.
- The Rep. Deputy Lieutenant states that he generally welcomes the initiative and looks forward to being involved in the conservation of the memorials.
  - The Royal British Legion 'have no comments except to thank you for your work in protecting the War Memorials within you Borough.'
  - The War Memorials Trust Welcome the move to locally list memorials as it 'not only raises awareness but provides some protection.' They request that the Council update the War Memorials Online database once a decision is made with regard to Local Listing. They also suggest that the Council consider putting forward putting eligible examples forward for statutory listing.
  - The Ancient Monuments Society is supportive of Local Listing designation, and is satisfied with the removal of buildings/structures from the local list where they have been added to the statutory list.
  - English Heritage 'supports the Borough's intention to maintain an up-to-date local list, including the addition of monuments which have local historic interest as memorials to local people and events related to the First World War and other conflicts.'

English Heritage state that 'As set out in the Good Practice Guide for Local Listing we promote the development of local lists which are consistent with the definitions set out in NPPF, and which have been selected against publicly available selection criteria. This ensures that the list can be understood to be robust in planning terms, and that any structures identified on it can be effectively managed through the planning process.'

They further state that 'the published additions contain several examples which may not meet the definition of heritage assets set out

within the NPPF, for example, items within and affixed to buildings which would not merit consideration within the planning process. We would therefore encourage the Council to refine the list in line with our best practice guidance.'

- English Heritage have further clarified their position to state that they are 'happy that Monuments affixed to the interiors of buildings could be considered as heritage assets, though we would encourage the borough to ensure that suitable local policies are in place to ensure that they are managed appropriately should development proposals come forward which could affect their historic significance.'

3.16 As part of the consultation process, the Council requested details of any War Memorials which had been omitted. Forty three further suggestions were received for consideration as further additions to the Local List.

Investigation has revealed that:

- (i) Four of the suggested War Memorials are already statutorily listed in their own right and thus have sufficient protection.
- (ii) Seventeen of the suggested War Memorials are within or attached to listed buildings and thus have sufficient protection.
- (iii) One of the suggested War Memorials is already included on the draft Local List.
- (iv) Two of the suggested War Memorials are located outside the Borough.
- (v) One suggestion is a building (WWI related clothing factory) not a War Memorial and thus not relevant to the current consultation process.
- (vi) One suggestion relates to paper memorials housed within the Local Studies Library which are not considered as suitable additions to the Local List but are protected as archives.
- (vii) Eleven of the suggested War Memorials cannot be located or have been lost since 1918.
- (viii) Six of the suggested War Memorials are eligible for Local Listing and are proposed as further additions to the Local List previously considered at Cabinet.

3.17 The six War Memorials, identified as further additions to the Local List are as follows:

- (i) The Blitz Memorial situated on west bank of Grand Union Canal (Regents Canal) between Tramway Court and Coalstore Court, London E1

- (ii) Memorial to Victims of Poplar Air Raids with Tower Hamlets Cemetery Park, London E3
- (iii) Memorial within The Highway Club (Broad Street and Ravensdale Clubs), 2 Lowood Street, London E1
- (iv) WWI Memorial within St James's Gardens, Butcher Row, London E14
- (v) WWII Memorial fixed to exterior of Ink Court, 419 Wick Lane, London E3
- (vi) WWI Memorial at All Hallows Church, 1 Blackthorn St, London E3

3.19 The matter has been considered at Asset Management Working Group. There is to be a separate discussion to consider options with regard to national grant schemes for War Memorial restoration. Whilst War Memorials owned by the Council are the responsibility of the Council in terms of maintenance – placing a building or other structure on the Local List places neither statutory responsibility on the property owner, in terms of maintenance, repair or reinstatement of features, nor a responsibility on the Council.

3.20 The War Memorials record will be made available online and placed with The Royal British Legion, The War Memorials Trust and Imperial War Museum and in the Council's Local History Library.

3.21 The review of the local list is consistent with the Council's Core Strategy which was subject to a full Equalities Analysis.

#### **4. COMMENTS OF THE CHIEF FINANCE OFFICER**

4.1 Following the Cabinet decision of 6 November 2013, this report updates Members on the results of the public consultation into the addition of War Memorials to the Local List and seeks consideration of the responses with a view to adding or removing memorials as necessary.

4.2 There are no specific financial implications arising directly from this report. All officer time involved in reviewing and updating the Local List is being financed from within existing budgetary provision, as were the costs of consultation.

4.3 As outlined in previous reports, placing a building or memorial on the Local List does not place any statutory responsibility on the property owner in terms of maintenance, repair or reinstatement of features. The listing does ensure however that the plaque or monument be accommodated or moved to a replacement location if redevelopment of the existing site takes place. This will apply equally to monuments and memorials located on council owned sites or buildings and therefore plans for the retention of these memorials will need to be included within any future development proposals for any affected council sites.

## **5. LEGAL COMMENTS**

- 5.1 A (local) heritage asset is defined within the National Planning Policy Framework (NPPF) (2012) as a ‘building, monument, site, place, area or landscape identified as having a degree of significance meriting consideration in planning decisions, because of its heritage interest. Heritage asset includes designated heritage assets and assets identified by the local planning authority (including local listing)’. The NPPF advises Local Authorities to set out a ‘positive strategy for the conservation and enjoyment of the historic environment’ in their Local Plan. Local Heritage listing is one of the mechanisms to deliver this requirement.
- 5.2 The NPPF states that, “The effect of an application on the significance of a non-designated heritage asset should be taken into account in determining the application. In weighing applications that affect directly or indirectly non designated heritage assets, a balanced judgement will be required having regard to the scale of any harm or loss and the significance of the heritage asset”. Further, the Council’s Development Plan contains policies relevant to the protection of local heritage assets. Whilst locally listing a heritage asset does not bring additional consent requirements over and above those required for planning permission, it can, however, help to influence planning decisions in a way that conserves and enhances local character and strengthens the role of local heritage assets as a material consideration in deciding the outcome of planning decisions. Identification on a list also provides clarity for owners and developers on the location of assets and what it is about them that is significant.
- 5.3 This report seeks consideration of the results of the public consultation proposing the addition of war memorials to the Council’s Local List and removal of selected existing entries. There are no legal or statutory requirements to carry out publication in respect of the proposed local listings, however, changes to the Local List and consultation on the Local List should be informed by best practice including the English Heritage Good Practice Guide for Local Heritage Listing which makes it clear that a full and inclusive consultation should be carried out. A consultation report is being prepared and will form part of the Cabinet Report. It is considered that a thorough consultation exercise has been undertaken that meets the principles within the Council’s Statement of Community Involvement.
- 5.4 The Local List informs the Council’s Local Plan and its planning decision making, and to this extent it is considered appropriate to follow the same decision making process in respect of Supplementary Planning Documents, which is to seek approval from Cabinet for adoption.
- 5.5 Before approving the Local List, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don’t. This report confirms that no equalities issues arise from the review of the List.

## **6. ONE TOWER HAMLETS CONSIDERATIONS**

- 6.1 In considering the review of the local list a wide and inclusive consultation to gain the views of Tower Hamlets' many communities has been undertaken. This included details of the consultation on the website, notices within East End Life, the offer of a translation service, and the consultation of Tower Hamlets Equalities Forums. Care was also taken to consult owners of those buildings and structures to be locally listed.
- 6.2 The consultation process also allowed residents to consider the War Memorials proposed for local listing and to possibly identify other Memorials which are not presently known about. The process has sought the views of people from a wide range of groups.
- 6.3 Locally listed status is dependent upon the character of the historic environment rather than upon the communities that inhabit it. It is dependent upon whether the structure or building identified is locally distinctive and of special local townscape interest.
- 6.4 The Council's Conservation Strategy notes that Tower Hamlets' heritage is an irreplaceable legacy and that it is the foundation of Tower Hamlets' distinctive character. It makes a significant contribution to the Borough's sense of place and contributes to economic regeneration and sustainability, social inclusion and community development, recreation and quality of life. The overall aim of the Conservation Strategy is to protect and enhance Tower Hamlets' heritage, and to ensure it can be appreciated and enjoyed by everyone, current and future generations.
- 6.5 The review of the local list has offered the potential to ensure the boroughs heritage is protected for all to enjoy, and is in line with the aims of this Strategy.
- 6.6 Protecting and enhancing the borough's heritage contributes to building a sense of place and history which can be shared by the borough's diverse communities, therefore strengthening good relations between people from different backgrounds.
- 6.7 The review of the local list is consistent with the objectives of the Council's Core Strategy which was subject to a full Equalities Analysis and no equalities considerations are understood to arise.

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

- 7.1 The proposal to amend the Local List aligns with the Core Strategy Strategic Objective 22 that seeks to protect, celebrate and improve access to our historical and heritage assets by placing these at the heart of the Big Spatial Vision of 'reinventing the hamlets'. This is one of a number of objectives under the 'Designing a high quality city' chapter which together seek to improve the built and natural environment of the borough.

7.2 The Core Strategy Spatial Policies have been informed and shaped by a Sustainability Appraisal and Strategic Environmental Assessment.

## **8. RISK MANAGEMENT IMPLICATIONS**

8.1 The review of the Local List is included within the Planning & Building Control Service Plan. This sets out the work programme of the Planning & Building Control service and is subject to the Council's risk management procedures.

## **9. CRIME AND DISORDER REDUCTION IMPLICATIONS**

9.1 The review of the Local List complements the Core Strategy Strategic Objective of 'Creating safe and attractive streets and places'.

## **10. EFFICIENCY STATEMENT**

10.1 The review of the Local List will provide greater certainty for the local community, building owners and applicants for planning permission. It will contribute to the efficiency of the planning application process.

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### **Linked Reports, Appendices and Background Documents**

#### **Linked Report**

NONE

#### **Appendices**

1. Draft List of War Memorials.
2. List of existing entries proposed to be removed.
3. Consultation Report

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

Officer Contact: Andrew Hargreaves, Borough Conservation Officer

- Background Documents: None.

# **APPENDIX 1**

## **WAR MEMORIALS PROPOSED TO BE ADDED TO LOCAL LIST**

1. World War I Memorial fixed to exterior of St Luke's Church, Havannah Street, Isle of Dogs, London E14 8NA.
2. Cubitt Town War World War I Memorial located within Churchyard of Christ Church, Manchester Road, Isle of Dogs, London E14 3BN.
3. World War I Plaque attached to the exterior of the Mission Building, 747 Commercial Road, London E14 7LE.
4. World War I Memorial located within Christ Church Gardens, Commercial Street, London E1.
5. Sidney Frank Godley VC Memorial Plaque Fixed to Exterior of Godley VC House, Digby Street, London E2 0LP.
6. Mace Street & Tagg Street WWI Memorial fixed to the wall (forming part of the boundary of Bonner Street Primary School) at junction of Bonner Street and Hartley Street, London E2 0NA.
7. World War I Memorial Cross located within the Churchyard of St John on Bethnal Green, 200 Cambridge Heath Road, London E2 9PA.
8. Memorial Plaque fixed above entrance steps to Bethnal Green Underground Station, southeast corner of Roman Road and Cambridge Heath Road, London E2.
9. Merchant Navy Falklands War Memorial located within Trinity Square Gardens, Trinity Square, London EC3.
10. War Memorial located within All Saints Churchyard, Newby Place, London E14 0EY.
11. WWII Memorial Plaque fixed to exterior of Poplar Fire Station, 161 East India Dock Road, London E14 0BP.
12. World War I and World War II Staff Memorial located within ground floor entrance area of East London Mail Centre, 180–206 Whitechapel Road, London E1 1AA.
13. World War I and II Memorial Plaque located within ground floor entrance area of East London Mail Centre, 180 – 206 Whitechapel Road, London E1 1AA.
14. Stepney Parish WW I Memorial located within the Churchyard of St Dunstan & All Saints Church, Stepney High Street, London E1.
15. Shadwell Parish WWI Memorial located within Churchyard of St Paul's Church, The Highway, Shadwell, London E1 9DH.
16. Bethnal Green War Memorial located within Bethnal Green Gardens (adjacent to Bethnal Green Library), Cambridge Heath Road, London E2.
17. Memorial Plaque fixed to exterior of Block L, Peabody Buildings, John Fisher Street, London E1 8HB.
18. 'Stairway to Heaven' Memorial commemorating civilian loss of life at Bethnal Green Tube Station located within Bethnal Green Gardens, Cambridge Heath Road, London E2.
19. World War II Memorial Plaque on 1st floor of Tower Hamlets, Town Hall, Mulberry Place, 5 Clove Crescent, London E14 2BG.



20. World War I Memorial Plaque on exterior of St Barnabas Church (Bethnal Green), Grove Road, London E3 5TG.
21. Brass Plaque located within St Barnabas Church (Bethnal Green), Grove Road, London E3 5TG.
22. Bell from H.M.S. Crane located within ground floor reception of Tower Hamlets Town Hall, Mulberry Place, 5 Clove Crescent, London E14 2BG.
23. Memorial to the World Wars located within Tower Hamlets Cemetery, Southern Grove, London E3.
24. World War II Memorial located within Hermitage Riverside Memorial Gardens, Wapping High Street, London E1.
25. Memorials (several) located at HMS President London Division, 72 St Katherine's Way, Wapping E1 1UQ.
26. Hackney Wick Great War Memorial, Victoria Park.
27. World War I Memorial located on second floor of Gatehouse School, Sewardstone Road, London E2 9JG.
28. Poplar Sorting Office World War I and II Memorial located within the Sorting Hall of the Docklands Delivery Office, 310 Burdett Road, London E14 7AE.
29. Liverpool and Martins Bank WWI Memorial located on Level 2 of Barclays PLC Headquarters, 1 Churchill Place, London E14 5HP.
30. Martins Bank World War II Memorial located on Level 2 of Barclays PLC Headquarters, 1 Churchill Place, London E14 5HP.
31. World War II Memorial Tablets Located On Level 2 of Barclays PLC Headquarters, 1 Churchill Place, London E14 5HP.
32. London and South Western Bank World War I Memorial located on Level 2 Of Barclays PLC Headquarters, 1 Churchill Place, London E14 5HP.
33. Barclays Bank World War I Memorial located on Level 2 of Barclays PLC Headquarters, 1 Churchill Place, London E14 5HP.
34. London & Provincial Bank World War I Memorial, located on Level 2 of Barclay's PLC Headquarters, 1 Churchill Place, London E14 5HP.
35. World War I Memorial to The Men of the North East Ward, Bromley Recreation Ground, St Leonard's Street, London E3.
36. World War II Memorial Plaque located on the exterior of Old Palace Primary School, St Leonard's Street, London, E3 3BT.
37. World War II Memorial Plaque fixed to exterior of St Luke's C of E Primary School, Saunders Ness Road, London E14 3EB.
38. Upper North Street School Children Plaque (World War I) located within Mayflower School, Upper North Street, London, E14 6DU.

39. Blitz memorial situated on west bank of Grand Union Canal (Regents Canal) between Tramway Court and Coalstore Court, London E1.
40. Memorial to Victims of WWII Air Raids in Poplar located within Tower Hamlets Cemetery, Park Southern Grove, London E1.
41. WWI Memorial at All Hallow's Church, 1 Blackthorn Street, London E3.
42. World War I Memorial within St James' Gardens, Butcher Row, London E14.
43. Memorial within The Highway Club (Broad Street and Ravensdale Clubs), 2 Lowood Street, London E1 0DA.
44. John Kidd & Co Ltd WWII Memorial attached to exterior of Ink Court, 419 Wick Lane, London E3.

1

## WORLD WAR I MEMORIAL FIXED TO EXTERIOR OF ST LUKE'S CHURCH, HAVANNAH STREET, ISLE OF DOGS, LONDON E14 8NA



This monument survives from the former church which was destroyed in World War II. It is fixed to the exterior of the replacement church, facing on to Alpha Grove. The monument is comprised of a carved stone Calvary located above stone plaques which, on either side of a central inscription, record the names of forty military personnel who died in WWI.

The central inscription reads:

“TO THE GLORY OF GOD

IN COMMEMORATION / OF THE READY AND NOBLE / RESPONSE  
MADE BY THE / MEN OF THIS PARISH TO / THEIR COUNTRY’S CALL

TO THE HONOURED MEMORY/ OF ALL WHO DIED FOR / KING AND  
COUNTRY IN / THE GREAT WAR 1914 – 1919

WE DEDICATE THIS CROSS”

**2****CUBITT TOWN WAR WORLD WAR I MEMORIAL LOCATED WITHIN CHURCHYARD OF CHRIST CHURCH, MANCHESTER ROAD, ISLE OF DOGS, LONDON E14 3BN**

The war memorial stands at the junction of Manchester Road and Glenaffric Avenue within the churchyard of Christ Church. It takes the form of a figure of Christ upon a timber cross which stands on a Portland stone plinth.

The plinth is inscribed with almost one hundred names.

**3****WORLD WAR I PLAQUE ATTACHED TO THE EXTERIOR OF THE MISSION BUILDING, 747 COMMERCIAL ROAD, LONDON E14 7LE**

Stone plaque bearing the dates of the start and end of World War I. The dates are enclosed by a decorative wreath. The plaque is located above the main entrance to the building. (The building was designed by Thomas Brammall Daniel and Horace W Parnacott and dates from 1924).



4

**WORLD WAR I MEMORIAL LOCATED WITHIN CHRIST CHURCH GARDENS, COMMERCIAL STREET, LONDON E1**

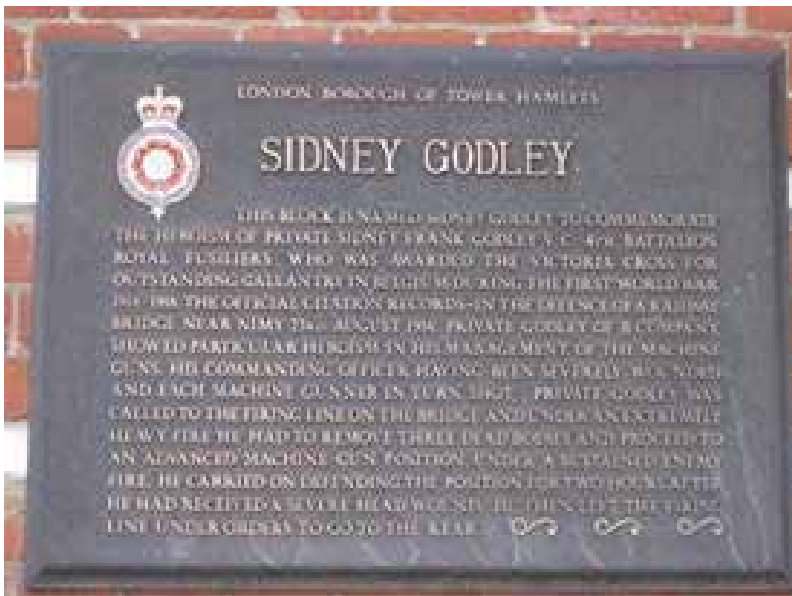


This distinctive World War I memorial comprises a stone cross situated on top of a cairn type structure. The cross is inscribed 'Greater Love Hath No Man Than This That A Man Lay Down His Life For His Friends'.

The names and ranks of eighty two military personnel lost in the war are marked in very small leaded letters upon individual stones forming the cairn. The name of the company who built the memorial is also recorded on the base as "Haile & Son Ltd, Boston Rd NW".

5

**SIDNEY FRANK GODLEY VC MEMORIAL PLAQUE FIXED TO EXTERIOR OF GODLEY VC HOUSE, DIGBY STREET, LONDON E2 0LP**



In 1992 the Council renamed one of its housing blocks Godley VC House to commemorate the heroism of Sidney Frank Godley who was awarded the Victoria Cross for coolness and gallantry in management of the machine guns under heavy fire after he had been wounded in August 1914.

Sidney Godley subsequently worked for thirty years as a caretaker at Cranbrook School in Tower Hamlets.

**MACE STREET & TAGG STREET WWI MEMORIAL FIXED TO THE WALL (FORMING PART OF THE BOUNDARY OF BONNER STREET PRIMARY SCHOOL) AT JUNCTION OF BONNER STREET AND HARTLEY STREET, LONDON E2 0NA**



With its beautiful plaque and poignant inscription, this rare neighbourhood WWI war memorial is an evocative reminder of the extent of the sacrifice on two streets within Bethnal Green. The plaque was re-sited, close to its original position, following redevelopment.

The inscription above the names of twenty six reads:

“TO THE GLORY OF GOD / AND IN GRATEFUL MEMORY OF / THE MEN OF MACE ST AND TAGG ST. / WHO GAVE THEIR LIVES / IN THE GREAT WAR 1914-1918 /”

Below the names is the following inscription:

“LOVE SHALL TREAD OUT THE BALEFUL FIRES OF ANGER / AND IN ITS ASHES PLANT THE TREE OF PEACE”

7

**WORLD WAR I MEMORIAL CROSS LOCATED WITHIN THE CHURCHYARD OF ST JOHN ON BETHNAL GREEN, 200 CAMBRIDGE HEATH ROAD, LONDON E2 9PA**



Located within the churchyard, close to the south west corner of the church, the memorial comprises a granite cross bearing a figure of Christ. The cross is located on a cairn type base. A stone forming part of the base is inscribed with the single word: 'REMEMBER'.

8

**MEMORIAL PLAQUE FIXED ABOVE ENTRANCE STEPS TO BETHNAL GREEN UNDERGROUND STATION, SOUTHEAST CORNER OF ROMAN ROAD AND CAMBRIDGE HEATH ROAD, LONDON E2**



Bronze plaque bearing the following inscription below an enamelled coat of arms:

“SITE OF THE WORST CIVILIAN DISASTER / OF THE SECOND WORLD WAR

IN MEMORY OF / 173 MEN, WOMEN AND CHILDREN / WHO LOST THEIR LIVES ON THE / EVENING OF WEDNESDAY 3RD MARCH 1943 / DESCENDING THESE STEPS TO BETHNAL GREEN / UNDERGROUND AIR RAID SHELTER

NOT FORGOTTEN”

## MERCHANT NAVY FALKLANDS WAR MEMORIAL LOCATED WITHIN TRINITY SQUARE GARDENS, TRINITY SQUARE, LONDON EC3



Located within Trinity Square Gardens, the memorial comprises an anchor on a black marble base located on top of a Portland stone plinth. The marble base incorporates a design representing the points of the compass. The sculpture, dated 2005, is entitled 'Time & Distance' and was designed by Gordon W Newton.

A bronze plaque carries the following inscription:

"IN MEMORY / OF / THOSE  
MERCHANT SEAFARERS /  
WHO GAVE THEIR LIVES / TO  
SECURE THE FREEDOM / OF  
/ THE FALKLAND ISLANDS /  
1982"

Two separate bronze plaques record the names of seventeen who died in the conflict along with names of ships – SS Atlantic Conveyor, RFA Sir Galahad, RFA Fort Grange and RFA Sir Tristram.



**10****WAR MEMORIAL LOCATED WITHIN ALL SAINTS CHURCHYARD, NEWBY PLACE, LONDON E14 0EY**

Located within the churchyard, in front of the church, the memorial comprises a decorated Portland Stone cross on a tapering shaft. The shaft stands on an octagonal plinth.

The memorial which is inscribed "TO OUR GLORIOUS DEAD, 1914 – 1918" was unveiled in 1922 by the Suffragan Bishop of Stepney.

**11****WWII MEMORIAL PLAQUE FIXED TO EXTERIOR OF POPLAR FIRE STATION, 161 EAST INDIA DOCK ROAD, LONDON E14 0BP**

The plaque fixed to the front façade of Poplar Fire Station was unveiled in 2011. It reads:

"In Memory of fifteen members / of the Auxiliary Fire Service / killed by enemy action / in World War II near this site / on the night of 9th/10th September 1940."

The names of the members of the Auxiliary Fire Service who died are listed.

**WORLD WAR I AND WORLD WAR II STAFF MEMORIAL LOCATED WITHIN GROUND FLOOR ENTRANCE AREA OF EAST LONDON MAIL CENTRE, 180–206 WHITECHAPEL ROAD, LONDON E1 1AA**



Impressive World War I marble memorial plaque with shaped top element incorporating a decorative wreath inscribed “PRO PATRIA”. The dates of WWI are also recorded.

The inscription on the main panel of the WWI memorial reads:

“IN MEMORY OF THE MEN OF THIS OFFICE WHO MADE / THE SUPREME SACRIFICE IN THE GREAT WAR”

Below eighty five names are recorded in five columns.

The World War II memorial is located beneath the World War I memorial.

The inscription on the World War II Memorial Plaque reads as follows:

“IN MEMORIAM / 1939 – 1945 / THE MEN OF THIS OFFICE / WHO GAVE THEIR LIVES IN THE WORLD WAR”

Below, twenty four names are located in two columns.

13

**WORLD WAR I AND II MEMORIAL PLAQUE LOCATED WITHIN GROUND FLOOR ENTRANCE AREA OF EAST LONDON MAIL CENTRE, 180 – 206 WHITECHAPEL ROAD, LONDON E1 1AA**



The memorial takes the form of a brass plaque bearing the following inscription:

“East London Mail Centre / War Memorial /

LEST WE FORGET

In grateful memory of our colleagues who gave / their lives for our liberty in the two World Wars / and other conflicts before and since. /

WE SHALL REMEMBER THEM”

14

**STEPNEY PARISH WW I MEMORIAL LOCATED WITHIN THE CHURCHYARD OF ST DUNSTAN & ALL SAINTS CHURCH, STEPNEY HIGH STREET, LONDON E1**



The memorial takes the form of a granite Celtic cross which is positioned on a masonry base.

Leaded letters on the base of the cross read:

“IN / GRATEFUL MEMORY OF / THE MEN OF THIS CHURCH / AND PARISH / WHO FELL IN THE GREAT WAR / 1914 – 1918/ AND WHOSE NAMES ARE / RECORDED WITHIN THE CHURCH / RIP”



15

**SHADWELL PARISH WWI MEMORIAL LOCATED WITHIN CHURCHYARD OF ST PAUL'S CHURCH, THE HIGHWAY, SHADWELL, LONDON E1 9DH**



The monument takes the form of a tall crucifix on a Portland stone base. The base is inscribed as follows:

“A.M.D.G. / IN LOVING AND HONOURED MEMORY OF/ THE MEN OF SHADWELL WHO GAVE THEIR LIVES/ FOR KING AND COUNTRY IN THE WAR 1914-1918/ R.I.P.”

16

**BETHNAL GREEN WAR MEMORIAL LOCATED WITHIN BETHNAL GREEN GARDENS (ADJACENT TO BETHNAL GREEN LIBRARY), CAMBRIDGE HEATH ROAD, LONDON E2**



The memorial takes the form of simple stone cross on a square plinth located on a base which incorporates a recessed planting bed.

The plaque was replaced in November 2013 by the Council.

**MEMORIAL PLAQUE FIXED TO EXTERIOR OF BLOCK L, PEABODY BUILDINGS, JOHN FISHER STREET, LONDON E1 8HB**



Black marble plaque fixed to the exterior of the ground floor of Block L, facing John Fisher Street. The plaque records the names and ages of 66 residents and 12 visitors killed by a WWII bomb.

The plaque includes the following inscription:

“Erected / to the Memory of the Victims of the Air-Raid / on Peabody Estate Whitechapel on the 8th September 1940”

Below, sixty-six names of residents are in three columns and twelve names of visitors and their home addresses are in two columns.

**‘STAIRWAY TO HEAVEN’ MEMORIAL COMMEMORATING CIVILIAN LOSS OF LIFE AT BETHNAL GREEN TUBE STATION LOCATED WITHIN BETHNAL GREEN GARDENS, CAMBRIDGE HEATH ROAD, LONDON E2**



The incomplete ‘Stairway to Heaven’ memorial is located close to an entrance to Bethnal Green Underground Station.

The memorial commemorates the one hundred and seventy three men, women and children who died and those who were injured on 3rd March 1943 as they tried to enter the unfinished Bethnal Green Underground Station which was being used as an Air Raid Shelter



19

## WORLD WAR II MEMORIAL PLAQUE ON 1ST FLOOR OF TOWER HAMLETS, TOWN HALL, MULBERRY PLACE, 5 CLOVE CRESCENT, LONDON E14 2BG



Metal plaque inscribed 'In memory of Tower Hamlets Staff / who gave their lives on active service / during the Second World War 1939 – 1945'. The plaque also includes the Tower Hamlets coat of arms, armed forces insignia and the words "We shall remember them" along with the names and ranks of ten military personnel.

This memorial replaces one in the former Bethnal Green Town Hall in Patriot Square.

20

## WORLD WAR I MEMORIAL PLAQUE ON EXTERIOR OF ST BARNABAS CHURCH (BETHNAL GREEN), GROVE ROAD, LONDON E3 5TG



The memorial is located on the Roman Road facade of the church. It takes the form of a Portland Stone panel with a carving featuring St George and the slain dragon. The background is picked out in blue mosaic. Below the figure is the single word "TRIBUTE".

The inscription panel beneath bears the words:

"TO THE MEN / OF THIS PARISH WHO / GAVE THEIR LIVES / FOR FREEDOM / 1914 – 1919"

21

**BRASS PLAQUE LOCATED WITHIN ST BARNABAS CHURCH (BETHNAL GREEN), GROVE ROAD, LONDON E3 5TG**



Located inside the church, fixed to the south wall, the memorial comprises a brass plaque fixed to a timber base. The plaque is inscribed "KILLED IN THE FIGHT FOR FREEDOM" along with 110 names.

22

**BELL FROM H.M.S. CRANE LOCATED WITHIN GROUND FLOOR RECEPTION OF TOWER HAMLETS TOWN HALL, MULBERRY PLACE, 5 CLOVE CRESCENT, LONDON E14 2BG**



H.M.S. Crane was a 1,490 ton frigate with a crew of 192 that was launched on 9 Nov 1942. It was adopted by the Bethnal Green Borough Council during War Week that year. After scrapping the ship in 1965, the Admiralty presented the bell to Tower Hamlets Council.

The bell was initially displayed in Bethnal Green Town Hall before being moved to a Committee Room in Mulberry Place. It is now displayed within the ground floor reception area of the Town Hall. The bell is positioned within a purpose-built cradle presented to the Borough by the H.M.S. Crane Association, in memory of all those who served on the ship.



This large war memorial is close to the main entrance gate and replaces an earlier memorial which was located near the middle of the cemetery.

The memorial commemorates the fallen of both wars and records names and details of 279 men and women on sixteen panels.

The centrepiece includes a cross motif and the following inscription:

“1914-1918      1939 – 1945 / THOSE  
HONOURED HERE DIED / IN THE SERVICE  
OF THEIR COUNTRY / THEIR NAME LIVETH  
FOR EVERMORE”





This sculpture is in memory of the East London civilians who were killed and injured in WWII. It also commemorates the suffering of those who lost relatives, friends and homes.

The sculpture was designed by Wendy Taylor. The symbol of the dove is intended to suggest hope. Its representation as an absence signifies the loved ones who were lost.

The following inscription is located on the Portland stone base:

“MEMORIAL TO THE CIVILIANS OF EAST LONDON / 2nd WORLD WAR 1939 – 45”



**(i) Defensively Equipped Merchant Ships Memorial**

A bronze plaque with raised lettering incorporating a blue enameled badge and blue enameled letters reading "D.E.M.S."

The plaque reads:

"1939 1946 / H.M.S. President / and / H.M.S. Chrysanthemum / Thames Area / Headquarters

In honour / of personnel of the / Royal Navy / who sailed from this area in defensively / equipped merchant / ships"

Below it is a brass plaque fixed to the wall giving details of the change of location of the memorial.



**(ii) HMS Fittleton Memorial Window**

HMS Fittleton was sunk in a collision with HMS Mermaid in 1976 whilst on manoeuvres in the North Sea. Twelve volunteer Royal Naval Reserve personnel lost their lives.

The window was moved from the former headquarters at Victoria Embankment. It portrays the ship along with a scroll bearing the date '20 September 1976' under which is recorded the names of the lost sailors.



**(iii) HMS President: The London Division Memorial**

Brass Plaque located at HMS President.



**(iv) Group of War Memorials located in Memorial Corner within HMS President**

**London Troops Memorial (Memorial Corner: Top level, centre)**

The memorial takes the form of a decorative plaque of bronze and copper. The centre panel bears a relief of the London Troops Memorial which stands in front of the Royal Exchange. There are two coats of arms in copper relief in the top corners.

The plaque bears the following inscription:

“THE LONDON TROOPS MEMORIAL/ ERECTED IN FRONT OF THE/ ROYAL EXCHANGE/ ROYAL NAVAL VOLUNTEER RESERVE/ LONDON DIVISION/ TO THE IMMORTAL HONOUR OF THE OFFICERS, NON-COMMISSIONED OFFICERS AND MEN OF LONDON WHO SERVED THEIR KING AND EMPIRE IN THE GREAT WAR 1914-1919/ THIS MEMORIAL IS DEDICATED IN PROUD AND GRATEFUL RECOGNITION BY THE CITY AND COUNTY OF LONDON/ “THEIR NAME LIVETH FOR EVERMORE”/ (LISTS OF LONDON REGIMENTS AND BATTALIONS)/ UNVEILED ON NOV 12 1920 BY HRH THE DUKE OF YORK ON BEHALF OF THE DUKE OF CONNAUGHT/ RAISED BY PUBLIC SUBSCRIPTION AT THE MANSION HOUSE IN THE PEACE YEAR 1919”



**London Division RNVR War WWII Memorial – two bronze wall mounted plaques (Memorial Corner: Mid-level, below rolls of honour)**

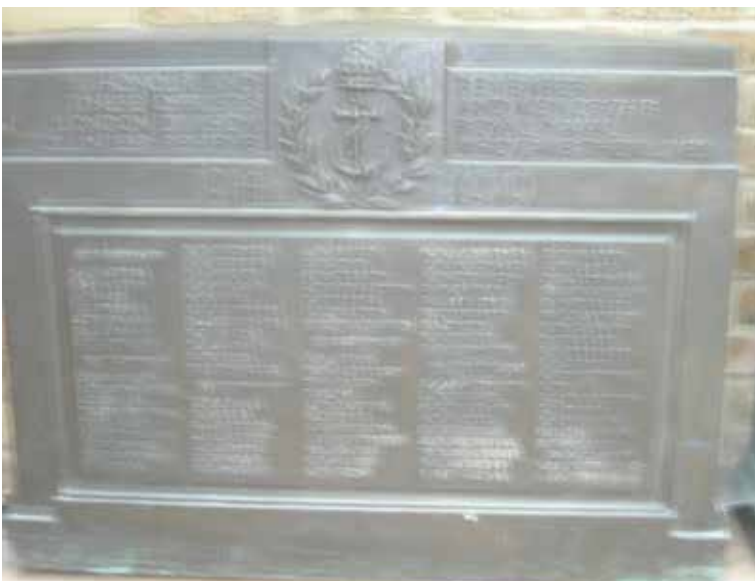


**Royal Naval Volunteer Reserve London Division WWI Memorial (Memorial Corner: Lower Level)**

Two substantial bronze tablets at base of wall which with lettering which reads:

“HONOUR AND REMEMBER THESE OFFICERS AND MEN OF THE LONDON DIVISION NAVAL VOLUNTEER RESERVE WHO GAVE THEIR LIVES 1914-1919)”

One tablet records 90 names and the other 98 names of the fallen.







The memorial takes the form of a stone obelisk on a square plinth which is positioned on a stepped base. It is located at the eastern end of Victoria Park.

The sides of the base are inscribed with names of the fallen.

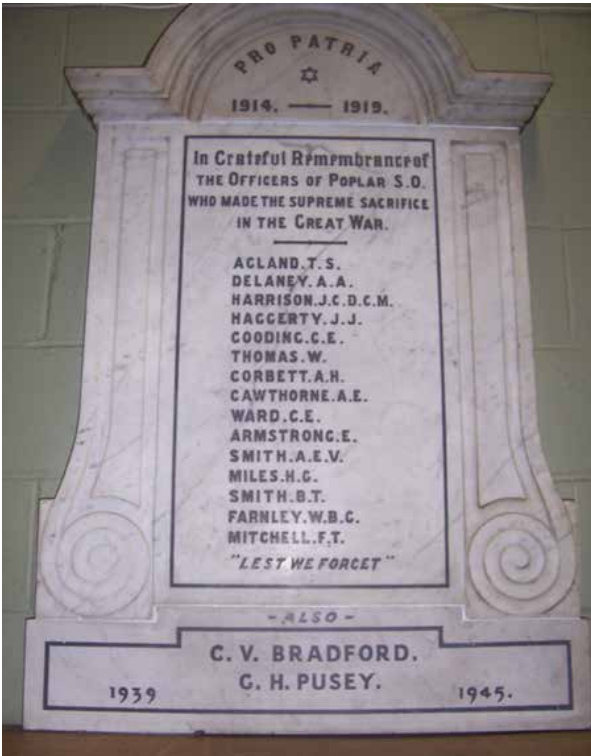


This fine timber War Memorial with Gothic details was relocated from the nearby Church of St James the Less following the bombing of the church in World War II. The church community used the present school building as a temporary church until their church was rebuilt.

The memorial bears the dates of the start and end of WWI along with the words "IN HONOURED MEMORY OF THOSE OF THIS CHURCH AND PARISH WHO FELL IN THE GREAT WAR / THEIR NAME LIVETH FOR EVERMORE". Two hundred and ninety names are recorded.

28

**POPLAR SORTING OFFICE WORLD WAR I AND II MEMORIAL LOCATED WITHIN THE SORTING HALL OF THE DOCKLANDS DELIVERY OFFICE, 310 BURDETT ROAD, LONDON E14 7AE**



The war memorial takes the form of a marble plaque.

The inscription reads:

“PRO PATRIA/ 1914-1919 /In Grateful Remembrance of/THE OFFICERS OF POPLAR S.O./ WHO MADE THE SUPREME SACRIFICE /IN THE GREAT WAR.”

15 names are listed below this inscription with “Lest we forget” at the bottom.

An extension of the plaque records victims of WWII and reads:

“-Also-/ C.V. Bradford./G.H. Pusey./1939 – 1945.”

29

**LIVERPOOL AND MARTINS BANK WWI MEMORIAL LOCATED ON LEVEL 2 OF BARCLAYS PLC HEADQUARTERS, 1 CHURCHILL PLACE, LONDON E14 5HP**



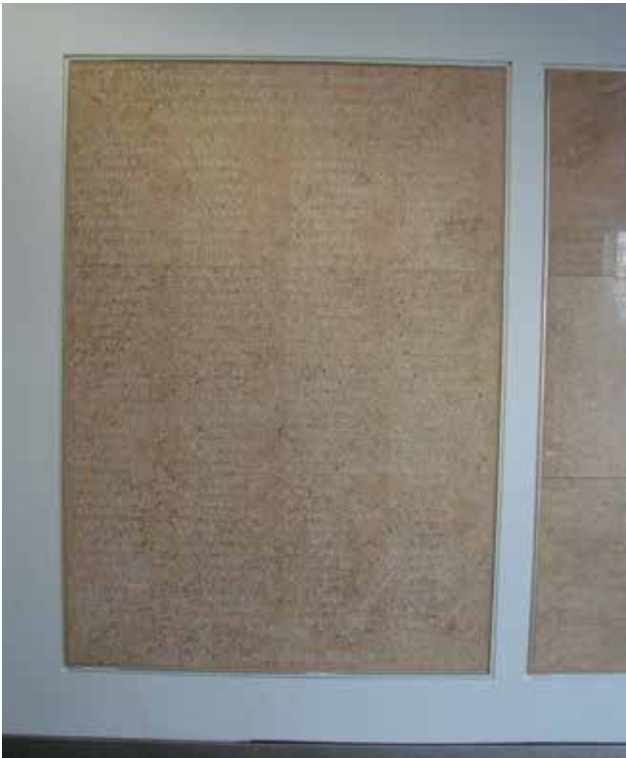
A decorated bronze plaque with the dates of the First World War and the bank’s badge surrounded by a wreath at the top followed by the dedication and 126 names in three columns.

The memorial was previously located in Lombard Street within the City of London.



**32**

**LONDON AND SOUTH WESTERN BANK WORLD WAR I MEMORIAL LOCATED ON LEVEL 2 OF BARCLAYS PLC HEADQUARTERS, 1 CHURCHILL PLACE, LONDON E14 5HP**



The polished limestone panel records one hundred and sixty five names of those who died in World War I. “In honoured memory of the members of London and South Western Bank Limited / who gave their lives for King and / Country during the war 1914-1919” is inscribed at the top of the panel.

This memorial replaces one which was previously located at 54 Lombard Street in the City of London.

**33**

**BARCLAYS BANK WORLD WAR I MEMORIAL LOCATED ON LEVEL 2 OF BARCLAYS PLC HEADQUARTERS, 1 CHURCHILL PLACE, LONDON E14 5HP**



The polished limestone panel records three hundred and sixty two names of those who died in WWI. Along the top is inscribed “In honoured memory of the members of Barclays Bank Limited / who gave their lives for King and / Country during the war 1914-1919”. “We will remember them” is inscribed along the lower edge.

This memorial replaces one which was previously located at 54 Lombard Street in the City of London.



**34****LONDON & PROVINCIAL BANK WORLD WAR I MEMORIAL, LOCATED ON LEVEL 2 OF BARCLAY'S PLC HEADQUARTERS, 1 CHURCHILL PLACE, LONDON E14 5HP**

The polished limestone panel records one hundred and eighteen names of those who died in WWI. At the top is inscribed "In honoured memory of the members of the / London & Provincial Bank Limited / who gave their lives for King and / Country during the war 1914-1919". 'We will remember them' is inscribed along the lower edge.

This memorial replaces one which was previously located at 54 Lombard Street in the City of London.

**35****WORLD WAR I MEMORIAL TO THE MEN OF THE NORTH EAST WARD, BROMLEY RECREATION GROUND, ST LEONARD'S STREET, LONDON E3**

The memorial takes the form of a Stone obelisk.

The front of the memorial bears leaded letters reading "LEST WE FORGET" within a carved wreath and lower down "TO THE MEMORY OF THE MEN OF THE N.E. WARD OF THIS BOROUGH WHO FELL IN THE GREAT WAR 1914-1919" and, beneath, "ERECTED BY A RESIDENT OF THE NEW ROAD".

Leaded letters reading "SACRIFICE" are located on the on north west face; "HONOUR" on the south west face and "DEVOTION" on south east face.



The memorial takes the form of a large blue glazed tile with white text set into the exterior white-tiled eastern wall of the school.

The plaque reads:

“In memory of the 13 London firemen / and women and 21 Beckenham / firemen killed on the night / of 19 April 1941 when a bomb / destroyed the old school being / used as a sub-fire station.

This is the largest single loss of Fire / Brigade personnel in English history.

Details of this tragic incident were recorded in / the wartime diaries of Mr W. Somerville, / an off duty member of the Homerton crew.

It is to him and the many thousands of men / and women that made up the A.F.S. & N.F.S / 1939 - 1945 that this plaque is also dedicated.”

37

### WORLD WAR II MEMORIAL PLAQUE FIXED TO EXTERIOR OF ST LUKE'S C OF E PRIMARY SCHOOL, SAUNDERS NESS ROAD, LONDON E14 3EB



The plaque, unveiled on 8th December 2008, and mounted on the outside wall to the right of the school entrance reads:

“In Memory of /Auxiliary Firewomen/ Joan Fanny Bartlett/and/Violet Irene Pengelly/ who died on this site as a result of enemy action on the night/ of 18th/19th September 1940 when the school then in use as sub fire station 35U received a direct hit from/ a high-explosive bomb.

In memory also of 24 members of the ARP/ Civil Defence Services/ who died with them.”

Their names and roles are recorded in a list below.

38

### UPPER NORTH STREET SCHOOL CHILDREN PLAQUE (WORLD WAR I) LOCATED WITHIN MAYFLOWER SCHOOL, UPPER NORTH STREET, LONDON, E14 6DU



A brass plaque affixed to a wooden base on the wall in the main corridor at the ground floor that reads:

“IN MEMORY OF / EIGHTEEN LITTLE CHILDREN / KILLED IN THIS SCHOOL / - BY - / ENEMY AIRCRAFT / - ON - / WEDNESDAY 13TH JUNE 1917.”

This plaque was unveiled on 23rd June 1919 by Major General EB Ashmore.

39

**BLITZ MEMORIAL SITUATED ON WEST BANK OF GRAND UNION CANAL (REGENTS CANAL) BETWEEN TRAMWAY COURT AND COALSTORE COURT, LONDON E1**



Circular memorial slab formed of pieces of incised slate representing the plan of a gas holder. Inscribed around the perimeter is the following inscription:

IN MEMORY OF THE FIREWATCHERS WHO SAVED THE GAS HOLDERS IN THE EARLY DAYS OF THE BLITZ.



## MEMORIAL TO VICTIMS OF WWII AIR RAIDS IN POPLAR LOCATED WITHIN TOWER HAMLETS CEMETERY PARK, SOUTHERN GROVE, LONDON E3



Located at the eastern end of the Cemetery Park, this is a simple curved structure formed of soldier course brickwork; alternating long and short courses dates from 1952. The brickwork is topped with a concrete coping and the base incorporates a small planting bed.

A stone plaque inset into the concave face of the memorial reads:

THIS GARDEN / COMMEMORATES THE LIVES OF / 190 PEOPLE OF POPLAR / WHO WERE AMONG THOSE KILLED / IN AIR RAIDS IN THE BOROUGH / DURING THE SECOND WORLD WAR OF / 1939 – 1945 / AND WHOSE MORTAL REMAINS / REST IN THIS PLACE.



The World War I Memorial comprises a stone plaque on the curved brick wall at the eastern end of the church along with two timber plaques within the church.

The stone plaque on the exterior is inscribed as follows:

THE GREAT WAR FOR FREEDOM/ 1914 1918/ TO THE GLORY OF GOD AND IN  
GRATEFUL/ MEMORY OF THE 260 MEN FROM THIS /PARISH & CONGREGATION WHO  
GAVE/ THEIR LIVES FOR THEIR COUNTRY AND A / RIGHTEOUS CAUSE AND WHOSE  
NAMES ARE INSCRIBED/ WITHIN THIS CHURCH/

BLESSED BE THE LORD GOD OF ISRAEL FOR HE HATH VISITED AND REDEEMED/  
HIS PEOPLE AND HATH RAISED UP A MIGHTY SALVATION FOR US, THAT WE BEING/  
DELIVERED OUT OF THE HAND OF OUR ENEMIES MIGHT SERVE HIM WITHOUT  
FEAR,/ IN HOLINESS AND RIGHTEOUSNESS BEFORE HIM ALL THE DAYS OF OUR  
LIFE/ LUKE I 68-75/ I WILL GO INTO THINE HOUSE AND WILL PAY THEE MY VOWS  
WHICH I PROMISED/ WITH MY LIPS WHEN I WAS IN TROUBLE.

The first timber plaque inside the church records 130 names in five columns above which is inscribed 'THE GREAT WAR'.

The second timber plaque inside the church records 130 names in five columns above which is inscribed '1914 – 1918'.



Located within St James's Gardens, the memorial comprises an elongated Portland stone cross on a tall base. The front face of the cross is decorated with briars or thorns and passion fruit above the inscribed dates '1914 – 1918'.

The base bears approximately 130 names.



A fine wall mounted marble memorial plaque within the Highway Club which is located within the former LCC Special School, Lowell Street. Above the plaque is a roundel depicting St George and the dragon, around the edge of which is the inscription 'THE HIGHWAY CLUBS INCORPORATED FOUNDED 1886'.

The main plaque includes incised images. The inscription on the memorial reads as follows:

'MCMXIV ROLL OF HONOUR MCMXIX / THE HIGH WAY CLUBS

PADDY'S GOOSE AND NEWTON DON  
[19 NAMES]

BROAD STREET  
[36 NAMES]

REMEMBER LIKewise / THOSE MEMBERS OF THE / HIGHWAY CLUBS / WHO GAVE THEIR LIVES / IN THE SECOND WORLD WAR / MCMXXXIX MCMXLV'





Shaped slate memorial plaque attached to exterior of Ink Court, Wick Lane. The memorial was formally attached to the works of John Kidd & Company and, as part of the planning process was saved and fixed to the exterior of the replacement residential development.

Within a large oval, in attractively varied fonts is the following inscription:

The / ROLL of HONOUR / JOHN KIDD & CO LTD. / IN MEMORY / of those who gave their Lives in the / WORLD WAR / 1939 – 1945 / THEIR NAME / LIVETH / FOR EVERMORE.

Beneath are inscribed details of eight military and civilian victims of the war including their rank or role and where they died – France, Malaya, Italy, Singapore, London and 'AT SEA'. The victims included the company caretaker and his wife.

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**Appendix 2 – List of Existing Entries Proposed to be Removed from Local List  
(Where these have been added to the National Statutory List they can be  
removed from the Local List)**

<b>Address:</b>	<b>Reason:</b>
14 Wilkes Street	Statutorily Listed at Grade II
234 Old Ford Road	Demolished 1980s
Marion Richardson Primary School, Commercial Road	Statutorily Listed at Grade II
1 Flamborough Street	Statutorily Listed at Grade II
157-159 Bow Road	Statutorily Listed at Grade II
97-99 Tredegar House, Bow Road	Statutorily Listed at Grade II
Bow Police Station, Bow Road	Statutorily Listed at Grade II
15 Cold Harbour	Statutorily Listed at Grade II
44—48 Commercial Street	Statutorily Listed at Grade II
40 Cyprus Street	Statutorily Listed at Grade II
46-48 Ashfield Street	Statutorily Listed at Grade II
Bromley Public Hall, Bow Road	Statutorily Listed at Grade II
St Mary and St Michael, Commercial Road	Statutorily Listed at Grade II

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## **APPENDIX 3 REVIEW OF THE LOCAL LIST - CONSULTATION AND ENGAGEMENT REPORT**

This report outlines the measures taken to gain the views of key stakeholders and the many communities of Tower Hamlets, summarises the responses to the consultation undertaken, and sets out the Council's response to the representations received.

### **The consultation and engagement approach**

The approach to consultation has been developed to be in conformity with the Council's Statement of Community Involvement (2012). The overarching aim for consultation is to provide an opportunity for involvement from a wide range of local stakeholders, community groups and individuals.

In undertaking community involvement, the core principles which have governed the approach to consultation are provided below:

**Appropriate** to the level of planning issue and the type of document being consulted on;

**From the beginning**, giving people the opportunity to shape the documents and make it their own;

**A continuous process** and not just a one off event;

**Clear and straightforward** by using methods suitable to the communities being consulted; and

**Planned** as a central part of the planning and plan making process.

The designation of the war memorials is a straightforward process with well understood immediate implications for landowners, but wider and significant implications to all communities in commemoration; it was important that the community and key stakeholders and owners had the opportunity to get involved. Whilst the draft list for consultation was as complete as possible, officers were also aware that further memorials may exist; so as well as commenting on the proposals consultation offered; there was the opportunity of suggesting further war memorials for consideration, where the Council's survey had omitted them

### **How we involved the local community and key stakeholders**

Careful consideration was given to the most appropriate means of seeking views. It was agreed that the consultation should be as wide and inclusive as possible. The modesty of the proposals and lack of complexity suggested that a public meeting was unnecessary and that a wide written consultation would be effective, provided that owners and key stakeholders were contacted directly and that the proposals were widely advertised.

### **The consultation process**

Owners and other key stakeholders were contacted by letter, setting out the proposals, where additional details could be found and how they could respond.

The proposals were also placed on the Council's website, with a banner headline on the homepage outlining the consultation and an advertisement placed in East End Life. In addition, the proposals were available in all the Councils libraries and Ideas Stores.

The consultation process allowed consultees to consider the War Memorials proposed for local listing and offered the opportunity to identify any omissions -other Memorials which are not presently known about. It also allowed review of the buildings to be removed from the list.

Responses could be made in writing, by e-mailing the Council, in person by meeting officers or by telephone.

**Consultation took place over a six week period between the 2<sup>nd</sup> December 2013 and the 10<sup>th</sup> January 2014**

Where additional memorials were identified within responses received, these have been reviewed and where appropriate - added to the draft proposals. In an ongoing process it has been considered appropriate to write direct to the landowners where these additions have been suggested and seek their views. This means that in all instances the landowner has been consulted where memorials are proposed for local listing, even when the memorial was not on the original draft list.

*Please note that copies of the Council's consultation publicity materials (for example, press advertising and webpages) are available upon request.*

For detail of the representations received and the Council's responses to these comments see table below

**Summary of Representations received during the Local List Consultation and LBTH responses**

	<b>Consultee Type /Organisation</b>	<b>Representation Summary</b>	<b>LBTH Response</b>
<b>1</b>	<b>Head of Arts Parks and Events</b>	Request for information regarding funding sources	Directed to the relevant funding sources
<b>2</b>	<b>Borough Archivist</b>	Provided a list of memorials not on proposed list.  Also provided additional historical detail for some memorials.	These memorials were investigated, some were statutorily listed, some have been lost and some are to be added to an amended list of memorials for designation.
<b>3</b>	<b>Berkeley Homes - owner</b>	No objections to listing of memorial in Hermitage Riverside Memorial Gardens	Noted

4	<b>Ancient Monuments Society</b>	Supportive of local listing designation, and happy with the removal of buildings / structures removed from local list as a result of statutory protection being achieved.	Noted
5	<b>Bromley by Bow Centre</b>	Confirmation of receipt of letter and query regarding whether further action is required. Note of good condition of memorial but loss of legibility.	Noted – condition of memorial will be investigated after Local Listing.
6	<b>Rep. Deputy Lieutenant LB Tower Hamlets</b>	Generally welcomes the initiative and looks forward to being involved in the conservation of these memorials	Noted
7	<b>Commonwealth War Graves Commission</b>	This is a response to the Deputy Lieutenant and sets out other bodies which might be interested in our proposals and which may offer assistance	Noted
8	<b>EH Statutory Officer</b>	Passed to Historic Places Team	Noted
9	<b>LBTH Education – Building Development Officer</b>	Did we contact schools or do we want them to pass on?	We contacted schools directly.
10	<b>War Memorials Trust</b>	Welcomes the move to locally list memorials, this raises awareness and provides some protection. Attach a list of memorials from their records. Suggest that we let <i>War Memorials Online</i> know of the local listing status of memorials once adopted, and that we consider putting forward any suitable for statutory listing.	Reviewed list supplied. Agree we will inform <i>War Memorials Online</i> . Reviewed the suitability of those proposed for local listing and put forward for listing as appropriate.
11	<b>On behalf of Tower Hamlets Cemetery Park</b>	Suggested factual amendments regarding the Memorial Identified and noted that it was maintained and managed by the Commonwealth War Graves Commission and suggested a contact.	Noted and Commonwealth War Graves Commission contacted.

		<p>Highlighted the Poplar Civilian Memorial in Tower Hamlets Cemetery</p> <p>Provided detail of the more formal garden which used to provide the setting for the Civilian War Memorial, victims of poplar air raids</p>	<p>Noted and additional information filed in history files Civilian Memorial added to draft list.</p>
12	<b>Milestone Society</b>	<p>Asked that the borough consider the local listing of the Castle Public House, 44 Commercial Road</p>	<p>Noted, but this consultation relates expressly to war memorials.</p>
13	<b>Canal and River Trust</b>	<p>Broadly supportive of the proposals</p>	<p>Noted</p>
14	<b>Royal British Legion</b>	<p>Thank you for your work in seeking to protect war memorials in Tower Hamlets.</p>	<p>Noted</p>
15	<b>English Heritage</b>	<p>Supportive of the Boroughs intention to maintain a local list, but advised that they would like to see the list refined in line with EH local listing guidance.</p> <p>Further correspondence stated that EH are pleased that items removed which could be regarded as fittings rather than fixtures. EH happy that monuments affixed to the interiors of buildings could be considered as heritage assets, though they encourage the borough to ensure that suitable local policies are in place to ensure that they are managed appropriately should development proposals come forward which could affect their historic significance. Otherwise EH very much welcome the Council's efforts to ensure that the borough's war memorials are recognised and conserved through local listing.</p>	<p>Noted and list refined to omit two fittings inside a building.</p> <p>Support for the revised list noted</p>



16	<b>A local resident</b>	A letter of support, and phone calls offering additional information about many of the memorials on the draft list, and identifying other memorials which may have been omitted. The letter also contains information about a World War I clothing factory in Cavell Street, which the resident would like to see locally listed. On a broader note the resident expressed concern that buildings which he had previously suggested had not been locally listed and that the EH criteria were not being strictly adhered to.	The list has been updated with the information provided. The additional memorials identified have been considered and where appropriate have been added to the draft list, and the owners contacted. Only war memorials are being considered for local listing at the current time.
17	<b>MoLAS</b>	Note the potential difficulties for management / conservation of monuments within buildings which are not themselves of heritage value.  Whilst a thematic study of war memorials is worthwhile MoLAS are not convinced that the local list is the best way of doing this.	Difficulties of maintenance are not considered a reason to not list memorials that meet the criteria of heritage assets. The National Planning Policy Framework sets out that Local Listing is an appropriate way of protecting heritage assets which include war memorials.
18	<b>Doyle Town Planning and Urban Design</b>	Query re: anomaly on list	List amended to correct anomaly.

### **Key Messages**

The key message from the consultation responses received was that the proposals to add a number of war memorials to the local list are broadly welcomed.

A number of omissions to the proposals were identified and these have been explored and the proposals amended as set out in the main body of the Cabinet report.

### **Conclusion**

The consultation has offered broad support for the proposals to amend and update the list – subject to some questions raised which have been addressed in the summary of representations above.

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<p><b>Cabinet</b> 2 April 2014</p>	
<p><b>Report of:</b> Aman Dalvi, Corporate Director, Development and Renewal</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>New Homes: Ashington East</b></p>	

<b>Lead Member</b>	<b>Councillor Rabina Khan, Cabinet Member for Housing</b>
<b>Originating Officer(s)</b>	Jackie Odunoye
<b>Wards affected</b>	Bethnal Green South
<b>Community Plan Theme</b>	<b>A Great Place To Live</b>
<b>Key Decision?</b>	Yes

**Executive Summary**

The Mayor of London informed the Council on 22nd July 2013 that two funding bids submitted by the London Borough of Tower Hamlets under the Building the Pipeline Supply Scheme, had been successful. They were Bradwell Street Garages, providing 12 new affordable homes, and Ashington East, providing 53 new affordable homes. The Council was subsequently awarded funding for an Extensions programme providing 45 additional bedrooms for 34 existing homes, with completion by March 2016.

The schemes at Bradwell and Ashington East are 100% affordable, responding to the housing priorities of the borough and will be let at POD affordable rents. This report focuses on the Ashington East development which attracted a grant of £1,590,000 from the GLA to support the £11,470,000 cost of the scheme. Funding provision for the scheme is included within the 2014-15 budget reports. The report requests that Cabinet adopts the Capital Estimate for Ashington East and authorises the actions and processes for the delivery of the scheme.

**Recommendations:**

The Mayor in Cabinet is recommended to:

1. Note the development of 53 New Council Homes and the redevelopment of the Community Centre on Collingwood Estate
2. Note the grant of £1,590,000. from the London Mayor’s Building The Pipeline Supply Programme towards the development of Ashington East
3. Note the resulting contribution from the Council of £9,880,000.for the Ashington East site on Collingwood Estate

4. Note that Cabinet is requested to adopt a capital estimate of £11,470,000 in order that the scheme can be included within the capital programme
5. Note the constraint contained in the GLA programme of achieving a Start On Site of March 2015
6. Authorise the Corporate Director, Development & Renewal to take the necessary actions to deliver the scheme within the timescale of the funding programme including dealing with the settlement of any existing rights
7. Authorise officers to proceed with the procurement of the required professional and technical services and works contracts and utilising suitable procurement frameworks available to the public sector.
8. Authorise the Corporate Director Development & Renewal in consultation with the Mayor to award the contracts for professional and technical services and works contracts.
9. Authorise the Corporate Director Development & Renewal in consultation with the Service Head Legal Services to agree terms for the contracts at 8 above
10. Authorise the Head of Legal Services to execute all necessary documents to implement the decision at 8 above.

## **1. REASONS FOR THE DECISIONS**

- 1.1 Tower Hamlets has one of the highest population densities in inner London. Housing need, both in terms of quality and quantity, is one of the most significant drivers for change in the borough. However, housing affordability is low in comparison to national standards. This is reflected in its planning policies, more specifically the Core Strategy and the Managing Development Document adopted in April 2013. The Council has a commitment to provide affordable housing for its residents. It is actively engaged in tackling housing need on several fronts, through partnerships with the private and third sectors, and through a direct development programme targeted to existing borough communities. The development at Ashington East fits within this strategy.
- 1.2 The Council is using its own land asset in order to develop affordable housing; it requires the capital funds and the cash flow to enable it to undertake the development. Tapping into the London wide housing strategy, the Council wishes to enter into a partnership with the GLA to part fund the scheme. The GLA has agreed to a grant of £1,590,000 as per recommendation 2 above. The grant is accompanied by a funding agreement which includes regular monitoring from the GLA and a requirement to be on site by March 2015.
- 1.3 The Council will be funding the remaining £9,880,000 from the Housing Revenue Account through a mixture of existing resources and borrowing. It will receive the grant on completion and will be forward funding the total development costs.
- 1.4 The operational processes required to deliver the scheme, including meeting legal and procurement obligations as well as the grant requirements are covered in recommendations 7-10. These recommendations flow from the earlier decisions requested in Recommendations 2-6.

## **2. ALTERNATIVE OPTIONS**

- 2.1 The Do Nothing option would not deliver 53 additional affordable homes for rent in the borough, in the Bethnal Green South area. It would not attract the estimated New Homes Bonus amount of £80,000. It will not supply 53 new allocations to the Housing Waiting List at POD rent. It will not generate rental income from the 53 new homes.
- 2.2 The Do Something Else Option would see the funds targeted to the development of Ashington East diverted to another potential development in the borough. It will not necessarily benefit from the grant of £1,590,000 from the GLA, as one of the key qualifying criteria along with Value for Money, is a Start on Site prior to the end of March 2015. It will also impact on the reputation of Tower Hamlets as a developing Council against neighbouring London boroughs who have also adopted a new build programme.
- 2.3 A third option would be to purchase homes from the private sector and bring

them up to a modern standard of repair. This option does not deliver additional homes in the borough. Property prices are very high and the Council would be exposing itself to financial risk. The acquisition of assets has delivered a buyback programme in the past but is unable to achieve the same number of homes as the approach of maximisation of existing assets.

- 2.4 The last option is to enable and support housing partners to deliver new affordable homes. This option is the main plank of Tower Hamlets Housing Strategy for the delivery of new homes and remains firmly in place. The New Homes: Ashington East scheme sits alongside this option and does not replace it.

### **3. DETAILS OF REPORT**

- 3.1. The Ashington East scheme is within the curtilage of the Collingwood Estate, located in Bethnal Green South. There is easy walking access to a number of buses and to both Bethnal Green Overground and Central Line railway stations, providing convenient access to business and shopping. Whitechapel Road is a few minutes' walk away and there is a wide range of community and educational facilities close by, making the new development sustainable for the area. The site is currently occupied by parking spaces and a Community Centre.
- 3.2. The scheme will present the opportunity to develop a modern Community Centre (through reprovision of the existing centre) with a cost- effective ratio of services to space and maximised sharing and multi-use possibilities, given the costs to the Tenants and Residents Association of running a Community Centre.
- 3.3. The site at Ashington East is a more complex site than the first site in the Building the Pipeline Supply programme (Bradwell Street) in that the proposal is to build three separate core units on the infill site. Preliminary plans indicate that this configuration is more likely to secure planning permission and will create a development that will minimise the impact on existing residents. The proposals allow for the improvement of public and private realm through improved parking and landscaping.
- 3.4. The proposal is to develop three new build apartment blocks around a re-configured landscaped parking court and communal gardens. The infill proposals create individual apartment blocks which provide street frontage and overlooking onto Collingwood Street, Barnsley Street Coventry Road and St Bartholomew Gardens, adding life and surveillance to the street scene. Storey heights will range from six to eight storeys. The site has the potential to accommodate a "book end" apartment block at either end of Orion House and a small block fronting Barnsley Street.
- 3.5. Residents have been consulted on the scheme and are generally supportive. Tower Hamlets Homes has started to engage with the Tenants and Residents' Association who will continue to be involved in the scheme, through consultation on the design of the new homes and of the new

Community Centre. During the initial consultation, residents took the opportunity to express their views that the block opposite the development site, Ashington House, is overdue for redevelopment and should be prioritised by the Council in future plans.

- 3.6. The design of the new development will be developed in close consultation with existing residents at Collingwood Estate. Design events will be organised and will be aimed at the appropriate groups, including consulting with children on the estate on the design of the landscaping and areas for play. There will be a chance for older children to meet the designers and be involved in identifying things they would like to see included. Tower Hamlets Homes will employ a Resident Liaison Officer to ensure that residents are informed of the progress of the works and that they have a point of contact about the works. THH will also have a dedicated Project Manager for the works in addition to the consultants and technical staff employed. A local Project Group including Residents, Contractor representatives and Tower Hamlets Homes staff and representatives will be set up to enable continuous communication at key stages of the development. This approach has worked well in large regeneration schemes generally as regular feedback and reporting at round the table meetings make it possible to address issues on the ground in a timely manner. A Resident Newsletter will be produced and an Open Residents meeting held with the contractor before the start of works on site.
- 3.7. Works on site are due to last two years, from March 2015 to March 2017. This is because working on the three corner blocks simultaneously would be too disruptive for residents. Contractors would be required to submit an Operations plan and a Works Management Plan as part of the contract management process. Tower hamlets Homes would employ a Construction Design Management Co-ordinator. The site will not be allowed to receive deliveries at certain times, to ensure the safety and access to residents to and from school. The Council will require that all wastage will be removed at the end of the day. All lorries will be required to have the TFL accreditation FORS for the safety of cyclists in the interest of road safety. It is proposed that to hold talks about site safety at the local school.
- 3.8. The 53 units at Ashington East are spread across family size units and smaller units in line with planning requirements. It is expected that 14 family units will be provided, with the remainder being two bedroom and one bedroom flats. The requirements of applicants in Category A and B on the Project 120 are being considered. Many of the applicants for Ashington East require homes which are on the ground floor, have a private garden and level shower access. The scheme will deliver 10% disabled units although some of them may not be on the ground floor and will be serviced by lifts.
- 3.9. The Ashington East development costs are expected to be in the region of £11.350 million with the GLA grant representing £1.590 million of the total. In addition £120,000 has been incorporated into the capital estimate to reflect internal costs. Expenditure will be profiled from April 2014 to April 2018 allowing for the retention fee payable 12 months after the end of the construction phase.



- 3.10. New jobs created as a result of the works contract for Ashington East will be targeted to local people. The contract will deliver opportunities for work placements for job seekers and work experience for students. The value of this contract will be tendered using the standard procurement process and will follow the guidelines set out in the Councils Procurement Policy Imperatives which includes obligations on contractors to contribute Economic and Community Benefits as part of any winning bid.
- 3.11. It is mandatory for the Council to be on site no later than March 2015 for the site at Ashington East under the Building the Pipeline Supply programme. The way to achieve this is for the Council to make use of existing procurement frameworks which have already been through the OJEU competition process. In addition, these frameworks ensure that the firms have been put through a rigorous vetting process, including cost, quality and value for money standards suitable for public sector clients. The use of frameworks will also help to achieve final scheme costs which are comparable to other public sector developments and represent value for money. This was approved under the procurement Forward Plan by Cabinet in January 2014.
- 3.12. Below is the time-table to enable a Start on Site of March 2015, making use of the Greater London Authority Framework (GLA) panel of contractors which was set up by the GLA in order to speed up the development process. The use of the framework removes the need to undertake a separate OJEU procurement exercise for the scheme, enabling a fast track time-table.

**Table 1**

<u>Work Stage</u>	<u>Date</u>	
Employer's Agent Appointment	November 2013	Completed
Cost Planning – costs per category (services/design/demolition/construction)	January 2014	Completed
Procurement Forward Plan Approved	January 2014	Completed
Procurement Tollgate Stage 1	January 2014	Completed
Procurement of Architects	March 2014	
Design Development and Resident Consultation Meetings on Design	March - July 2014	
Rights of Light and Party Wall Assessments and Surveys	July - August 2014	

Expression of Interest from contractors on procurement framework based on design and proposed planning proposals	August 2014
Develop tender documentation and Employer's Requirements based on planning.	November 2014
Tender Period for Contractors on Framework	December 2014
Planning Permission	January 2015
Start On Site and demolition of existing structure	March 2015

3.13. The estimated development costs and funding requirements of the scheme are as follows:

**Table 2**

Description	Ashington East £,000
<u>CAPITAL EXPENDITURE</u>	
Estimated Capital Cost	11,470
GLA - Pipeline Supply Grant	(1,590)
LBTH Financing Requirement	9,880

3.14. Capital resources to finance the Council contribution are limited, and any proposals must be considered in the context of competing demands from other projects. The main commitment within the HRA is currently the £181 million Decent Homes Backlog programme which is midway through the third year of the five year initiative, and the majority of HRA capital resources are committed to this project in the medium term. However, the Council is holding various funds that have been specifically earmarked for the provision of affordable housing, and it is proposed that some of these resources are applied to this project. This will reduce the impact on the Housing Revenue Account and the effect on the available borrowing headroom before the Council reaches its Debt Cap.

- 3.15. It is proposed that the following items are applied towards the £9.880 million funding of the project:

	£ million
Affordable Housing Measures Capital Reserve	2.884
Earmarked HRA Provision for new supply	1.000
HRA Prudential Borrowing / Revenue Contribution	5.796
Housing Overcrowding Reduction Initiatives Funding	0.200

- 3.16. The background to these resources is outlined below:

#### Affordable Housing Measures Funding

As part of the 2011-12 and 2012-13 budget processes, Council earmarked £5.675 million of resources towards the development and progression of various housing initiatives to provide affordable housing units within the borough and projects to alleviate overcrowding. In February 2013 Cabinet approved the allocation of £1.7 million of these resources to finance the refurbishment of eleven of the Authority's short life housing properties, followed by an allocation of £1,091,000 on 6 November 2013 towards the funding of the Bradwell Street garages. This leaves a currently uncommitted balance of £2.884 million.

#### Earmarked HRA Provision for new supply

As part of the 2011-12 revenue outturn process, £1 million of HRA balances were earmarked to provide a provision for new supply.

#### Housing Revenue Account Prudential Borrowing / Revenue Contribution

The GLA bid initially proposed that, if necessary, funding would be met from prudential borrowing within the HRA. However, ultimately financing will be applied in the most efficient way to benefit the Council's interests and alternative sources of funding may be applied if available e.g. an HRA revenue contribution. It is preferable for the Council to apply its own resources if possible as this will reduce on-going costs to the Housing Revenue Account and the impact on the Council's debt cap. The Council would therefore retain the scope for future borrowing within the debt limit which will be required to finance the capital requirements of the housing stock over the life of the 30 year business plan.

#### Housing Overcrowding Reduction Initiatives budget

When the Bradwell Street Garages scheme was considered by Cabinet in November 2013, approval was given for the use of £200,000 of funding to be set aside from within existing HRA Overcrowding Initiatives / Affordable Housing measures budgets to complete preliminary design and site assembly works on the Ashington East project.

#### **4. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 4.1 This report updates Members on the outcome of the bid for GLA funding under the Mayor of London's Housing Covenant – Building the Pipeline scheme. Of the five bids that were submitted, the Council was successful in receiving grant funding for the extensions programme and two new build schemes, the Ashington Estate Infill project and the Bradwell Street Garages site. This report seeks the adoption of a capital estimate in respect of the Ashington East site in order that the scheme can progress in line with the GLA grant conditions.
- 4.2 In relation to the Ashington East bid, the Authority was allocated £1,590,000 of funding towards the total scheme costs which are now estimated at £11,470,000. These projections include an element of £120,000 in respect of internal Council costs. This leaves a residual cost of £9,880,000 to be funded from the Council's own resources as shown in Table 2 above. Specific funding provision of £10,834,000 was included within the 2014-15 capital programme which was approved by Council on 6 March 2014. This included the utilisation of £200,000 of resources from the Housing Overcrowding Reduction Initiatives budget as previously agreed by Cabinet (see paragraph 3.16). The residual element of £636,000 will be met from approved HRA capital resources that are currently uncommitted.
- 4.3 In order that the project can be progressed a capital estimate must be adopted for the full £11.470,000 cost of the project.
- 4.4 In order to receive the grant income it is essential that the GLA grant conditions are met, including the specific delivery deadlines. It should be noted that the scheme costs that were incorporated in the GLA bid were compiled in conjunction with external advisors. The projects will be subject to a tendering process and it should be noted that the Council will be liable for any additional costs if the contract values returned are higher than were anticipated in the bid.
- 4.5 The GLA grant is payable on completion and delivery of the full projects. The Council will therefore need to forward fund the costs until the grant can be claimed at the end of the scheme.
- 4.6 As a result of the construction of 53 new properties, the Council will benefit from additional New Homes Bonus. Based on the current system, this will equate to approximately £80,000 of general resources to the Council per annum for the six year period following completion, which under current estimates is likely to be split 65% retained by the Council and 35% passported to the London LEP.

## **5. LEGAL COMMENTS**

- 5.1 Local Authorities have a strategic housing role by virtue of a variety of housing, planning and equalities legislation, primarily from the Housing Acts of 1985 and 2004 as amended. This role includes the planning and facilitation of new supply. In exercising that role care has to be taken to fulfil the duties under The Equality Act 2010 and the report details the provisions made for disabled units.
- 5.2 The Report details the increase in costs since the estimates were prepared and seeks authority for the additional expenditure and the award of the contract/s.
- 5.3 Section 3 of the Local Government Act 1999 requires best value authorities, including the Council, 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”.
- 5.4 The proposals described above comply with the Council’s procurement duties as an approved method of procurement will be conducted namely using the GLA Framework which has already been procured in order to ensure the grant condition deadlines are achieved.
- 5.5 There is urgency in this approval as the contribution to be made by the GLA was conditional on the Council signing a grant agreement which sets out the terms and conditions of the funding. These include payment on completion of the scheme as agreed, delivery in accordance with the agreed timetable and a final practical completion date of 31.3.2018. If the terms and conditions are not met then the grant is repayable.
- 5.6 Is this is an infill project careful consideration will be given to existing rights over the development sites. It is recommended that authorisation to settle such claims is given to the Corporate Director.

## **6. ONE TOWER HAMLETS CONSIDERATIONS**

- 6.1. The overarching aim of the Community Plan is to improve the quality of life for everyone who lives and works in the borough. The supply of 53 additional homes will assist in relieving overcrowding, disrepair and housing need for households where their members qualify under the Council’s Allocations policy. Targeted to the Common Housing Register, the 53 homes will deliver benefits to those in priority need within the policies contained in the Allocations Policy, which also includes provision for local letting schemes.
- 6.2. The aspiration of One Tower Hamlets is to create a borough where everyone has equal stake and status and benefits from the same opportunities as their neighbour. Central to this aspiration is the right to good quality affordable housing, especially in Tower Hamlets with housing developments reaching

astronomical prices and at the same time a high number of people in housing need including people living in temporary accommodation. The new housing development at Ashington East contributes to the achievement of the aspiration of equal stake and equal status as it will offer borough residents unable to afford rents in the private sector, access to quality housing at affordable rent.

- 6.3. The New Homes project targets housing applicants who are excluded by virtue of being unable to access the local housing market. Applicants will be from the Council's housing list. The mix of housing is focused on providing large family units.
- 6.4. The development will include 10% wheelchair units in line with planning policy. Aids and adaptations will be provided prior to occupation. Prior to practical completion of the schemes, the units will be allocated and the Occupational Therapists will be involved in the final specification of the units taking into account the specific needs of the housing applicants.

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

The New Homes will be built to Code Level 4 of the Sustainable Homes Design Standards and will provide energy efficient homes keeping domestic bills low for families. In preparing the design for the planning applications, advice from the Environmental Team will be sought in order to achieve better outcomes. Thermal performance will meet the new standards and reduce the impact of the development on the environment. The design of the homes will specify high quality materials which wear well and incur low maintenance costs. It is easier to achieve the desired sustainability benefits in new build scheme than in refurbishment and Decent Homes works. Ashington East will be designed to be a sustainable development.

## **8. RISK MANAGEMENT IMPLICATIONS**

- 8.1. The main risk is programme overrun with the consequence that the project incurs higher costs. The key consideration for the funding is the expectation from the GLA that the programme will help to address the acute housing need in London. Against this backdrop Ashington House East is set to achieve a Start on Site of no later than 31st March 2015. The risk will be mitigated through robust project and contract management, focusing particular clienting attention on key stages in the delivery process and putting systems in place to track progress, identifying any issues as early as possible and remaining solution focused. LBTH - D&R Housing will hold regular project meetings to monitor the budget spend against milestone and assisting in resolving issues. The Major Projects Board will carry out regular reviews of risk, budget and milestones.
- 8.2. Protecting against the risk in the works contract, contractors who bid for the building contracts will be required to put up a bond in line with the Council's

procurement rules. This will ensure that the Council is able to recover any costs incurred should a new procurement exercise be necessary as a result of the contractor becoming unable to meet their obligations. A main contractor with the capacity and financial security capable of delivering a building contract of c. £10m will be selected. The principal contractor will be responsible for the sub-contractors employed on the scheme.

- 8.3. Resident liaison will be key element the project managing the risk of residents being unhappy about the disruption caused by the development. Early engagement will be sought to explain the concept schemes and their development to pre planning applications and onward to detailed planning applications in order to capture their practical input into the scheme details. A pre- construction and health and safety meeting will be required as part of the contractor/developer delivery programme.

## **9. CRIME AND DISORDER REDUCTION IMPLICATIONS**

- 9.1 The project will have a focus on delivering Sustainable Communities and will work with resident groups to address safety and security issues through good design and adopting recognised standards such as Secure by Design. Views of neighbouring residents who may be affected by the new developments will be taken into account and design solutions found wherever possible to deal with their concerns.
- 9.2 The proposed Community Centre at Ashington will play a key role in helping to create Sustainable Communities and help prevent crime and disorder through diversionary activities as well as natural surveillance. The new homes will add to the existing local homes and it is envisaged that the existing Tenants and Residents Associations will welcome the new residents in their fold.

## **10. EFFICIENCY STATEMENT**

- 10.1 The new homes will be built to sustainable design standards, thereby reducing the running costs such as energy bills for the residents and keeping maintenance costs low for the Council.
- 10.2 The Project Delivery Team will be led by a Programme Manager, 2 development officers and a resident liaison officer. The delivery team will also be responsible for the Bradwell development ensuring consistency and learning from the first smaller development before embarking on Ashington East. It will be assisted by the Employer's Agent. The team will have new housing development skills and experience; their tasks will be to ensure that the build phase is delivered efficiently and that costs incurred are comparable in the sector. Other resources will be called upon as required and will include in house legal, asset management and finance services.



- 10.3 The scheme will result in rental income of c. £637,274. per annum into the HRA for the term of the HRA Business Plan and beyond. The rent will vary depending on the unit mix agreed at planning stage and on the rent levels for 2017 when the scheme reaches completion.
- 10.4 The scheme attracts the New Homes bonus, of which 65% will be retained by the Council.
- 10.5 The scheme benefits from capital investment of £1,590,000. from the Greater London Authority.
- 

### **Linked Reports, Appendices and Background Documents**

#### **Linked Report**

- November 2013 Cabinet Report New Homes: Bradwell

#### **Appendices**

- NONE

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

- NONE

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<p><b>Cabinet</b> 2 April 2014</p>	 <b>TOWER HAMLETS</b>
<p><b>Report of:</b> Corporate Director (Communities Localities &amp; Culture) Stephen Halsey</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Communities, Localities &amp; Culture Directorate Capital Programme 2014/15</b></p>	

<b>Lead Member</b>	<b>Councillor Ohid Ahmed</b>
<b>Originating Officer(s)</b>	Margaret Cooper – Head of Transport & Highways Stephen Adams - Business Finance Partner
<b>Wards affected</b>	All wards
<b>Community Plan Theme</b>	<b>A Great Place to Live</b>
<b>Key Decision?</b>	Yes

**Executive Summary**

This report provides details of the schemes within the Communities Localities and Culture (CLC) capital programme with capital finance agreed for expenditure in 2014/15. In order to progress implementation of these schemes, formal adoption of capital estimates is required by Cabinet.

**Recommendations:**

The Mayor in Cabinet is recommended to:

1. Include the schemes listed in appendix A to the report within the Communities Localities & Cultural Services Directorate’s 2014/2015 Capital Programme.
2. Adopt Capital Estimates (sum specified in estimated scheme cost column) for the schemes as outlined in Appendix A to the report.
3. Agree that where possible the Council’s Measured Term Contracts be used for the implementation of the Transport and Highways Works as appropriate
4. Agree that where possible the landscape improvement works be let under the terms of the Landscape Framework Agreement for implementation as appropriate.

## 1. REASONS FOR THE DECISIONS

- 1.1 Cabinet has previously agreed the Capital programme for the Council for 2014-15 to 2016-17. This report details the new schemes, totalling £6.976m outlined in Appendix A, funded from the following sources:

	£'000
Local Implementation Plan (TfL)	3,602
Borough Cycling Plan	344
S106 Developers Contribution	1,710
LBTH Capital	1,000
OPTEMS	250
London Marathon Trust	70

- 1.2 All schemes link with the Council's Strategic Plan and Community Plan through strategic priorities 2.2 and 2.3 in the Great Place to Live theme. Priority will be given to those schemes which are time constrained and must be subject to practical completion by the 31<sup>st</sup> March 2015.
- 1.3 The revised CLC Directorate Capital Programme for 2014/2015 is now £12.622m, which has been amended to take account of decisions taken by the Council, Mayor and officers, including the additional grant resources that have become available.

The following table sets out a reconciliation of the revised capital programme

	£'000
Cabinet Approved schemes – February 2014	10,265
Changes to TfL schemes	580
Additional S106 schemes	1,400
Sports and Physical Activities Projects	377
<b>Revised CLC Capital Programme 2014/15</b>	<b>12,622</b>

- 1.4 Transport & Highways capital estimates include a fee of 27.5% of the total works cost which covers the cost of staff resources engaged in the entire scheme development process from inception to construction.
- 1.5 All works are fully funded and further opportunities may arise through the year to supplement this funding. As in previous years the Council's Major Planned Highway Works Contract will be utilised for the implementation of the highways programme in addition to other specialist Measured Term Contracts for drainage and street lighting works. Other framework contracts shared with partner organisations are also available for utilisation

## **2. ALTERNATIVE OPTIONS**

2.1 Nil

## **3. DETAILS OF REPORT**

### **3.1 SCHEMES AND FUNDING SOURCES**

#### **3.1.1 TfL – Local Implementation Plan (LIP) Allocation**

TfL use a formula based approach to allocate local transport funding to London Boroughs which can be used to deliver the programme set out in the Local Implementation Plan 3 for traffic and streetscene improvement works and supporting measures for encouraging change in travel behaviour and road safety education. This is a working document which sets out an indicative 3 year rolling programme of works, taking account of the Council's current priorities and was recently refreshed and approved by Cabinet on 4<sup>th</sup> December 2013. In addition a needs-based prioritisation governs allocation of LIP funding for planned maintenance of principal roads and bridges, while a competitive process still takes place for Area-Based schemes.

3.1.2 Of the total LIP allocation of £3.602m, the above categories received funding as follows:

	£'000
LIP Corridors, Neighbourhoods and supporting measures	2,381
LIP Area Based schemes	800
LIP Principle Road maintenance	321
Local Transport Funding	100

Appendix A gives a breakdown of the funding allocation for 2014/15 based on the 3 year delivery plan and the Council's current priorities.

### **3.2 Projects Developer Contributions – S106**

3.2.1 Transportation & Highways: £821k of Section 106 contributions from developments in the borough have been identified and are indicated in the programme.

3.2.2 Arts, Parks & Events S106: £583k of Section 106 contributions from developments in the borough have been identified and are indicated in the programme.

### **3.3 Planned Highways Maintenance - Council Capital**

- 3.3.1 In the 2012/13 capital programme, a 3 year programme of planned highway maintenance was approved and allocated £1m funding per annum. All schemes included in the 2012/13 & 2013/14 programme have been delivered, with 41 streets being resurfaced in total.
- 3.3.2 The programme has been developed following condition surveys of the borough's streets. Following good practice, £750k is allocated to those streets in the worst condition according to these surveys, whilst £250k is allocated to the second priority of streets, where less expensive work can bring the condition back to a good standard, thus achieving better value for money in maintaining the asset life overall.
- 3.3.3 The streets noted on Appendix A provide an indicative list of those roads that require re-surfacing works in 2014/15.

### **3.4. OPTEMS (Olympic Park Transport and Environmental Management Strategy)**

- 3.4.1 A scheme has been developed for a signal controlled junction on Tredegar Road and plans have been presented to, and approved by OPTEMS, at an estimated cost of £250k.

### **3.5 Sports & Physical Activity Projects**

#### **3.5.1 John Orwell Sports Centre Astro-turf and Mile End Stadium Astro-turf**

S106 Developers funding (PA/08/00775) has been obtained for the replacement of existing 2G astro-turf at both of the above sites. PIDs have been approved by PCOP at an estimated cost of £307k for both schemes (John Orwell, £180,107 and Mile End Stadium, £127,142). They will be managed independently.

#### **3.5.2 St John's Gardens Tennis Courts**

Funding has been acquired from the London Marathon Trust for the replacement of the surface at St. John's Garden's tennis courts, Isle of Dogs, at an estimated cost of £70k.

## **4. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 4.1 This report outlines the detailed Capital Programme for Communities, Localities and Culture for 2014/15 of £12.622m which has new schemes to the value of £6.976m. Cabinet is requested to note and comment on the programme of £6.976m for the new schemes as outlined within Appendix A. The funding for the new schemes is set out in the table below.

<b>Funding Source</b>	<b>Funding Secured £'000</b>
Local Implementation Plan (TfL)	3,602
Borough Cycling Plan	344
Section 106	1,710
LBTH Capital	1,000
OPTEMS	250
London Marathon Trust	70
<b>Total Funding Secured</b>	<b>6,976</b>

4.2 In utilising the Measured Term Contracts for the Transport & Highways schemes, the Service must be satisfied that these represent value for money for the Council.

## **5. LEGALCOMMENTS**

5.1 Pursuant to section 114 of the Local Government Finance Act 1988, the chief finance officer has a duty to monitor expenditure. It is consistent with proper administration of the Council's financial affairs as required by Section 151 Local Government Act 1972 for Cabinet to consider this report and adopt capital estimates.

5.2 There will be legal consequences to the projects identified for capital funding and these will be considered at the appropriate junctures. There are no immediate legal implications arising from this report.

## **6. ONE TOWER HAMLETS CONSIDERATIONS**

6.1 Extensive public and stakeholder consultation was carried out on the LIP2 from which these schemes originate. An Integrated Impact Assessment completed in parallel took account of equalities impacts of the plan overall which included specific actions such as better street lighting, accessibility, road safety and personal safety improvements to seek to ensure improvements are provided for all. In addition individual schemes are designed with due regard to guidance on providing for people with mobility handicaps and vulnerable road users.

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

7.1 The use of monies as outlined within the report will support current policies to improve the local environment, accessibility and safety.



## **8. RISK MANAGEMENT IMPLICATIONS**

- 8.1 All Projects will be closely monitored to ensure that programmes are completed on time and within budget and to ensure that the Council is not exposed to financial risk.

## **9. CRIME AND DISORDER REDUCTION IMPLICATIONS**

- 9.1 The majority of projects focus on improving the streetscene of the borough and in so doing will contribute to designing out crime and making people feel safer using streets locally.

## **10. EFFICIENCY STATEMENT**

- 10.1 As many Transport & Highways Capital Schemes as possible will be implemented using the Measured Term Contract
- 

### **Linked Reports, Appendices and Background Documents**

#### **Linked Report**

- NONE

#### **Appendices**

- Appendix ' A' - List of new Projects

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

- NONE

## New Schemes

Programme Category	Scheme	Capital Estimate £000 (incl fees) £'000	Funding Source	Scheme Details
Local Transport Funding	LIP Local Transport Funding (individual schemes to be identified)	100	LIP Allocation	for feasibility work and minor schemes.
Major Schemes	Bethnal Green Road Town Centre	800	LIP Allocation	Continuation of the urban renewal scheme to revitalise the market and shopping area of Bethnal Green Road. The scheme will consider relocation of the market off the carriageway and improving linkages between Bethnal Green Road and nearby facilities such as parks, specialist markets, and community facilities and buildings. Linkage from Bethnal Green Station to Brick Lane and the new Shoreditch High Street Station would also be improved. Design features include re-paving, improved and additional opportunities for crossings for pedestrians & cyclists, de-cluttering, street trees, improved lighting, CCTV and cycle parking. Gateway entrances and review of the main junctions at either end of the shopping area at Vallance Road and Cambridge Heath Road.
<b>Total New Schemes</b>		<b>900</b>		

Programme Category	Scheme	Capital Estimate £000 (incl fees) £'000	Funding Source	Scheme Details
Corridors Neighbourhoods and Supporting Measures	Road Safety - Boroughwide	376	LIP Allocation	Top 5 junctions and 20mph reviews : Sidney Street Road Safety (@ £200k - 2014/15) and Bethnal Green area traffic management review (@£200k - 2014/15 & £100k - 2015/16). Other schemes in future years yet to be decided. Road Safety schemes – in order to meet LIP targets for casualty reduction, a review of collision trends and patterns over the last 3 years has identified the 5 worst junctions on Borough roads for collisions as well as 5 underperforming 20mph zones where revisions to area-wide traffic management are required to improve casualty reduction.
Corridors Neighbourhoods and Supporting Measures	Cycle Safety Hotspots	47	LIP Allocation	Cycling Schemes – a Stakeholder Workshop held as part of the Accelerated Delivery Cycling Improvement Initiative identified key areas of concern for cycle safety - detail to be determined through accident analysis and in liaison with other work on TfL CSH's
Corridors Neighbourhoods and Supporting Measures	Bow	188	LIP Allocation	Bow Area Traffic Management including review of Anthill 20mph zone and implementation of traffic management study proposals of the Bow area. This will include review of existing traffic restrictions and calming in the area to improve effectiveness of 20mph zone; de-cluttering town centre and improve linkages on Queen Elizabeth Park fringes.
Corridors Neighbourhoods and Supporting Measures	Zebra Crossing Halos	56	LIP Allocation	Continuing boroughwide programme for Installation of LED halos on crossings, to include driver awareness of vulnerable road users, following casualty monitoring. Approx 10 sites per annum.
Corridors Neighbourhoods and Supporting Measures	Bus Stop Accessibility	47	LIP Allocation	Review clutter and footway arrangements at bus stops, to improve bus passenger experience. Approx. 5 sites per annum
Corridors Neighbourhoods and Supporting Measures	Legible London Improved Wayfinding	113	LIP Allocation	Legible London improved wayfinding strategy implementation: Yr 1 - Stepney, Wapping and Poplar, Yr 2 - Canary Wharf & Isle of Dogs, Yr 3 - Whitechapel (inc. the Royal London Hospital)
Corridors Neighbourhoods and Supporting Measures	Historic Streets	282	LIP Allocation	Conservation Area streetscene improvements: Yr 1 - Wapping & Redchurch St; Y2 & Yr 3 - other conservation areas to be confirmed. Elements of work include York stone, pedestrian areas and tree planting.
Corridors Neighbourhoods and Supporting Measures	Bartlett park	245	LIP Allocation	Further contribution to the Open Spaces Strategy : Bartlett Park redevelopment and associated highway schemes, rationalisation of the open space and realignment of Upper North Street, redesigning street to calm traffic and intergrate it better into the park surroundings. (Additional to the funding streams approved in the Cabinet paper of 6/11/13).
Corridors Neighbourhoods and Supporting Measures	Aldgate Connections	188	LIP Allocation	Interventions to create high quality north-south ped/cycle routes, with new pedestrian crossings on TRLN, greening initiatives, improved lighting and possibility of raised junctions to improve and prioritise pedestrian access.
Corridors Neighbourhoods and Supporting Measures	Wentworth Street	282	LIP Allocation	Streetscene improvements in and around Wentworth Street Market, complementing City of London 'Aldgate Area Masterplan' providing improved pedestrian environment and local traffic management.
Corridors Neighbourhoods and Supporting Measures	Ben Jonson Neighbourhood	94	LIP Allocation	Public realm/streetscene improvements to improve environment of local shopping parade with improved crossings and potential shared surface treatment, complementing a major housing regeneration scheme.
Corridors Neighbourhoods and Supporting Measures	Marsh Wall / Limeharbour / Eastferry	141	LIP Allocation	LDF Marsh Wall Area Masterplan, completing redevelopment of the area and managing growth in employment and population; includes improvements to traffic safety with new junctions and pedestrian facilities.
Corridors Neighbourhoods and Supporting Measures	Supporting Measures	322	LIP Allocation	Schools, adult and special needs cycle training, cycle and pedestrian safety, road safety education and training incl summer and winter campaigns, schools travel plans and cycle permeability.
<b>Total TfL Corridors Neighbourhoods and Supporting Measures</b>		<b>2,381</b>		

Programme Category	Scheme	Capital Estimate £000 (incl fees) £'000	Funding Source	Scheme Details
Principal Road Network	Westferry Road	321	LIP Allocation	Carriageway reconstruction and resurfacing to section between Arnhem Place to Thames Circle in response to the condition index.
<b>Total TfL Principal Road Network</b>		<b>321</b>		

Programme Category	Scheme	Capital Estimate £000 (incl fees) £'000	Funding Source	Scheme Details
Safer Streets for Cycling	Cycle training	59	TfL BCP	The cycle training bid consists of 3 components: adult cycle training, family cycle training and childrens' cycle training, all of which are delivered by fully qualified instructors following the national Bikeability standards.
Safer Streets for Cycling	SUD training	6	TfL BCP	In addition to training drivers in its own fleet, the council is already working in Partnership with its Waste and Recycling contractor (Veolia), Highways Contractor (Rineys) and schools' construction contractor Bouygues on delivering training. It intends to build on these partnerships and develop relationships with other contractors (e.g. landscape and housing contractors). The council's procurement team is already incorporating HGV cycle safety best practice into all its' contracts and this will help boost attendance further. The council will look to provide 5 courses a year, providing for up to 100 drivers.
<b>Total Safer Streets for Cycling</b>		<b>65</b>	<b>TfL BCP</b>	

Programme Category	Scheme	Capital Estimate £000 (incl fees) £'000	Funding Source	Scheme Details
More People Travelling by Bike	Cycle to school partnerships (TfL still to confirm final allocation)	100	TfL BCP	The purpose of the partnership funding is to identify infrastructure improvements and these will not be identified until Spring 2014. At initial meetings, attendees have agreed to seek out local community organisations that can support and engage in the project as well as benefit from it (e.g. Stifford Centre). In addition to the existing partnership in Stepney, an opportunity has been identified on the Isle of Dogs, involving George Green Secondary School and primary schools in the area. More work will be required in 2014-15 than the subsequent 2 years to establish pilots and identify priorities.
More People Travelling by Bike	Bike it Plus	34	TfL BCP	Funding contribution for a full time Bike It Officer in the Public Health Team.
More People Travelling by Bike	Cycle grants for Schools	9	TfL BCP	Cycle to school grants will be used by schools to support training and cycling to school. The grants will complement existing cycle training funded through other means. The grants will be used for Biker breakfasts, Cycle clubs, Cycling event days/activities, Cycle Instructor training, Cycle Maintenance workshops, Cycle Rides, Cycle storage, Dr Bike sessions, Pool bikes and Balance bikes.
More People Travelling by Bike	Cycle parking	70	TfL BCP	On-street cycle parking: A combination of Sheffield stands and CycleHoops (these attach to existing street furniture e.g. bollards) will be provided. These are provided in response to requests made through the Volunteer Rangers scheme, with priority given to sites which serve local services and amenities, and areas of the Borough identified by Cycle Task Force as requiring more designated cycle parking to reduce risk of theft. Residential cycle parking: Secure cycle parking will be provided, in form of cycle shelters and individual lockers. Where appropriate more bespoke facilities (e.g. wall racks) can be retrofitted to existing secure sites (e.g. underground car-parks). The residential cycle parking programme can also inform other initiatives (e.g. cycle training) by identifying where parking is required to support increased cycling levels amongst the community. Cycle parking at stations: It is proposed to expand and upgrade cycle parking facilities provided at DLR stations in the Borough. An audit will be carried out to determine which stations will need to be prioritised. There may also be scope to upgrade cycle parking facilities at Bethnal Green and Cambridge Heath national rail stations (the council is waiting for confirmation from Abellio on whether they have already delivered TfL funding on cycle parking at these stations).
<b>Total More Cycling</b>		<b>213</b>	<b>TfL BCP</b>	

Programme	Scheme	Capital Estimate £000 (incl 27.5% fees)	Funding Source	Scheme Details
Category		£'000		
Support for cycling	Monitoring (TfL still to confirm final allocation)	40	TfL BCP	Accurate, up-to-date real-time monitoring from automatic cycle counters that can be accessed remotely is required on Cycle Superhighway3, Connect 2 Route, NCN1, NCN13 and other key strategic routes in the Borough. The Borough intends to purchase 8 counters during 2014-15.
Support for cycling	Staff resource	26	TfL BCP	The funding will complement the highly successful existing Technical Graduate scheme in Tower Hamlets. 3 graduates will be employed every two years on two-year training contracts and each will receive recognised cycle design training courses and an 8 month placement in the Transportation team to focus on delivery of the Borough cycling programme. This funding will therefore enable 6 staff to be trained to a high level in cycle design and delivery as well as delivering the rest of the 3 year Borough cycling programme.
<b>Total Support for cycling</b>		<b>66</b>	<b>TfL BCP</b>	

Programme	Scheme	Capital Estimate £000 (incl fees)	Funding Source	Scheme Details
Category		£'000		
LBTH Capital	Planned highway maintenance	1,000	LBTH Cap	Reconstruction and resurfacing of carriageways on the streets recorded with the worst condition in independent highway visual surveys.
	Ramsey Street	30		Full Length
	Buxton Street	31		Deal St - Vallance Rd
	Coate Street	50		Full Length
	Eric Street	59		Burdett Rd - Hamlets Way
	Shipton Street	29		Full Length
	Culloden Street	13		Full Length
	West Arbour Street	77		Full Length
	Chamber St	38		Full Length
	Elwin St	29		Full Length
	Emma Street	25		Full Length
	Globe Road	50		Roman Rd - Old Ford Rd
	Tredegar Rd	133		Coborn Rd - Fairfield Rd
	Old Nichol Street	52		Full Length
	Bonner Road	99		Full Length
	Cobb Street	20		Full Length
	Wilmot Street	53		Full Length
	Stewart Street	103		Full Length
	Sly Street	8		Full Length
	Contingency for unforeseen engineering difficulties	103		
<b>Total LBTH Capital</b>		<b>1,000</b>		

Programme	Scheme	Capital Estimate £000 (incl fees)	Funding Source	Scheme Details
Category		£'000		
OPTEMS (S106)	Tredegar Road	250	OPTEMS	Scheme for a signal controlled junction on Tredegar Road.
<b>OPTEMS Total</b>		<b>250</b>		

Programme Category	Scheme	Capital Estimate £000 (incl fees) £'000	Funding Source	Scheme Details
<b>Transportation &amp; Highways : Section 106 schemes</b>				
PA/05/01626	397-411 Westferry Road, London, E14 3AE	10	S106	Additional contribution - Bus Stop Improvement
PA/08/01763	Caspian Works And Lewis House, Violet Road, London	16	S106	Additional contribution - Bus Stop Improvement
PA/07/02193	32 -42 Bethnal Green Road	25	S106	Additional contribution - Bus Stop Improvement
PA/06/01787	21 Wapping Lane	21	S106	Additional contribution - Bus Stop Improvement
PA/06/01439	Marsh Wall	455	S106	Additional contribution - Bus Stop Improvement (to be managed concurrently with LIP scheme in Corridors Neighbourhoods and Supporting Measures - Marsh Wall/Limeharbour/Eastferry - See above)
PA/04/01203	744 Wick Lane And 46-52 Fairfield Road, Fairfield Road, London, E3	40	S106	General Footway & Carriageway PID
PA/09/01656	12 Furze street	23	S106	General Cycle and Pedestrian Improvement Scheme
PA/06/01010	261 - 267 Commercial Road	20	S106	General Cycle and Pedestrian Improvement Scheme
PA/03/01277	Harford Street	50	S106	General Cycle and Pedestrian Improvement Scheme
PA/08/01034	33-35 Commercial Road	23	S106	General Cycle and Pedestrian Improvement Scheme
PA/11/01223	100 Whitechapel Road	50	S106	General Cycle and Pedestrian Improvement Scheme
PA/08/00504	Former London Arena (phase 2)	7	S106	General Cycle and Pedestrian Improvement Scheme
PA/11/01168	Block D, Trumans Brewery	1	S106	General Cycle and Pedestrian Improvement Scheme
PA/05/01876	Elf Grove & 6 Glamis Rd	20	S106	Traffic Calming / Road Safety
PA/11/01640	16-23 Salter Street	11	S106	Public realm improvements
PA/08/00504	Marshwall	12	S106	Public Realm Improvements
PA/04/00904	Crossharbour (London Arena)	36	S106	Additional contribution - Bus Stop Improvement
	<b>Total</b>	<b>821</b>		
<b>Arts, Parks &amp; Events S106</b>				
PA/06/02081	Stonebride Wharf Open Space Improvement	41	S106	Stonebride Wharf Open Space Improvement
PA/05/02100	Stonebride Wharf Open Space Improvement	50	S106	Stonebride Wharf Open Space Improvement
PA/10/00925	Tower Hamlets Cemetery	71	S106	Refurbishment of Cemetery Lodge
PA/06/02304	Leven Road Open Space	25	S106	Leven Road Open Space
PA/08/01034	Landscape Improvement Project Ford Square/Cavel Street	164	S106	Landscape Improvement Project Ford Square/Cavel Street
PA/10/01466	Landscape Improvement Project Ford Square/Cavel Street	156	S106	Landscape Improvement Project Ford Square/Cavel Street
PA/09/00326	Gun Wharf, 241 Old Ford Road, London, E3	76	S106	Victoria Park Improvement Works
	<b>Total</b>	<b>583</b>		
<b>Total Section 106 Developers Contribution</b>		<b>1,403</b>		
<b>Sports &amp; Physical Activities</b>				
Sport & Physical Activity	John Orwell Sports Centre Astro-turf Development	180	S106	The 2G sand-filled astro-turf at John Orwell Sports Centre has come to the end of its useful life and is in need of replacement.
Sport & Physical Activity	Mile End Stadium Astro-turf Development	127	S106	The replacement of the existing 2G astro-turf pitch with a new sand-filled 2G surface.
Sport & Physical Activity	St. John's Gardens Tennis Courts	70	London Marathon Trust	Replacement of the tennis surface at St. John's Gardens tennis courts on the Isle of Dogs
<b>Total SP&amp;A</b>		<b>377</b>		
<b>Communities, Localities and Culture Total</b>		<b>6,976</b>		

## EQUALITY ANALYSIS QUALITY ASSURANCE CHECKLIST

<b>Name of 'proposal' and how has it been implemented</b> (proposal can be a policy, service, function, strategy, project, procedure, restructure/savings proposal)	<b>CLC 2014/15 Capital Programme</b>
<b>Directorate / Service</b>	<b>CLC</b>
<b>Lead Officer</b>	<b>Margaret Cooper /Stephen Adams</b>
<b>Signed Off By</b>	

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<b>Stage</b>	<b>Checklist Area / Question</b>	<b>Yes / No / Unsure</b>	<b>Comment (If the answer is no/unsure, please ask the question to the SPP Service Manager or nominated equality lead to clarify)</b>
<b>1</b>	<b>Overview of Proposal</b>		
a	Are the outcomes of the proposals clear?	Yes	Agreed scope of works and funding streams agreed.
b	Is it clear who will be or is likely to be affected by what is being proposed (inc service users and staff)? Is there information about the equality profile of those affected?	No	Consultation with user groups and those directly affected will proceed concurrently with scheme design & development and modifications made to address concerns of those affected.
c	Is there a narrative in the proposal where NO impact has been identified? Please note – if a Full EA is not to be undertaken based on the screen or fact that a proposal has not been 'significantly' amended, a narrative needs to be included in the proposal to explain the reasons why and to evidence due regard	No	Extensive public and stakeholder consultation was carried out on the Local Implementation Plan from which these schemes originate. An Integrated Impact Assessment was completed in parallel which took account of equalities impacts of the plan overall including specific actions such as better street lighting, accessibility, road safety and personal safety improvements to seek to ensure improvements are provided for all. In addition individual schemes are designed with due regard to guidance on providing for people with mobility

			handicaps and vulnerable road users.
<b>2</b>	<b>Monitoring / Collecting Evidence / Data and Consultation</b>		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	Yes	LIPS2 included large amounts of data dealing with travel patterns and priorities. Local Consultations are also carried out along with projects specific surveys that will inform design.
	Is there sufficient evidence of local/regional/national research that can inform the analysis?	Yes	National Technical Design guidance is followed.
b	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Yes	Experts commissioned and staff trained appropriately.
c	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	Yes	This will be part of project plan.
<b>3</b>	<b>Assessing Impact and Analysis</b>		
a	Are there clear links between the sources of evidence (information, data etc) and the interpretation of impact amongst the nine protected characteristics?	NA	
	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?	Yes	This is demonstrated in the LIP Integrated Impact Assessment.
b	Has the assessment sufficiently considered the three aims of the Public Sector Equality Duty (PSED) and OTH objectives?	Yes	
<b>4</b>	<b>Mitigation and Improvement Action Plan</b>		
a	Is there an agreed action plan?	Yes	
b	Are all actions SMART (Specific, Measurable, Achievable, Relevant and Time Bounded)	Yes	
c	Are the outcomes clear?	Yes	
d	Have alternative options been explored	N/A	Part of the design process
<b>6</b>	<b>Quality Assurance and Monitoring</b>		
a	Are there arrangements in place to review or audit the	Yes	The LIP has a range of mandatory and non-mandatory




	implementation of the proposal?		targets that have been formally adopted and these will form the basis of our monitoring.  In addition the Transport & Highways Project Board will monitor project delivery.
b	Is it clear how the progress will be monitored to track impact across the protected characteristics??	Yes	LIP delivery outcomes
<b>7</b>	<b>Reporting Outcomes and Action Plan</b>		
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	NA	
<b>8</b>	<b>Sign Off and Publication</b>		
a	Has the Lead Officer signed off the EA? Please note – completed and signed off EA and Quality Assurance checklists to be sent to the One Tower Hamlets team	Yes	

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<b>Any other comments</b>			
<b>Signature</b>		<b>Date</b>	

*Please keep this document for your records and forward an electronic version to the One Tower Hamlets Team*

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<p><b>Cabinet</b> 2 April 2014</p>	
<p><b>Report of:</b> Robert McCulloch-Graham, Corporate Director Education, Social Care and Wellbeing</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Better Care Fund Planning Template</b></p>	

<b>Lead Member</b>	<b>Councillor Abdul Asad, Cabinet Member for Health and Wellbeing</b>
<b>Originating Officer(s)</b>	Deborah Cohen, Service Head Commissioning and Health
<b>Wards affected</b>	All wards
<b>Community Plan Theme</b>	A Healthy and Supportive Community
<b>Key Decision?</b>	Yes

## Executive Summary

In the 2013 Spending Round, the Government announced a national £3.8 billion pooled budget for health and social care services, building on the current NHS transfer to social care services of £1 billion (usually referred to as s256 funding). The Spending Round stated that ‘the Government will introduce a £3.8 billion pooled budget for health and social care services, shared between the NHS and local authorities, to deliver better outcomes and greater efficiencies through more integrated services for older and disabled people’.

Local Authorities and Clinical Commissioning Groups (CCGs) were required to submit a jointly agreed Draft Better Care Fund Planning Template to the Local Government Association (LGA) and NHS England by 14th February 2014. The Final Better Care Fund Planning Template must be submitted by 4th April 2014. This is an externally imposed deadline.

Feedback on the submission from 14<sup>th</sup> February 2014 was provided by NHS England on 5<sup>th</sup> March 2014 highlighted that Tower Hamlets plans demonstrate “a joined up, practical approach to managing a range of health and care issues within the local area. A strong vision and approach is described. There is good patient and user engagement, provider engagement and CCG and LA joint working”.

**Recommendations:**

The Mayor in Cabinet is recommended to:

1. Agree the final version of the Better Care Fund Planning Template (Appendix 1) before final submission to NHS England on 4 April 2014.

## **1. REASONS FOR THE DECISIONS**

- 1.1 In order to receive the Better Care Fund, the Government requires the Council to submit a template document which sets out its plans for the application of those monies.
- 1.2 The Government has published guidance related to the Better Care Fund programme which indicates that the template submission should be agreed by the Council's Health and Wellbeing Board ("HWB"). This is consistent with the general policy, reflected in the Health and Social Care Act 2012, of giving HWBs responsibility for joint health and wellbeing strategies and the joint strategic needs assessment. The final Better Care Fund Planning Template will be considered by the HWB on 24<sup>th</sup> March 2014.
- 1.3 The Council's HWB agreed the draft template submission at its meeting on 6 February 2014. This endorsement appears to be within the terms of reference of the HWB agreed by the Mayor in Cabinet on 4 December 2013, which include the following functions –
- To encourage integrated working between persons who arrange for the provision of any health or social services in Tower Hamlets for the advancement of the health and wellbeing of the people in Tower Hamlets.
  - To provide advice, assistance or other support in order to encourage partnership arrangements under Section 75 of the NHS Act 2006.
- 1.4 Given that the Better Care Fund monies are focussed on achieving better service integration, it is reasonable for the HWB to be asked to endorse the Council's template for submission to Government in April. It appears to fall within the HWB functions of encouraging integration and supporting partnerships under section 75 of the NHS Act 2006. As the HWB has statutory status, due regard should be given to its decision making authority within its terms of reference.
- 1.5 Whilst acknowledging the role of the HWB, the Council is nevertheless required to sign the template submission, indicating its commitment to spending almost £40million worth of funding in the manner indicated in the plan. That commitment would appear to be a key decision for which agreement should first be obtained from the Mayor.

## **2. ALTERNATIVE OPTIONS**

NONE

### 3. DETAILS OF REPORT

- 3.1 The Better Care Fund (formerly the Integration Transformation Fund) was unveiled in June as part of the 2013 Spending Round. The Government announced a national £3.8 billion pooled budget for health and social care services, building on the current NHS transfer to social care services of £1 billion.
- 3.2 BCF comes from existing LBTH budget. New funding comes from c £1.221m BCF Planning Budget in 2014/15.

### Details of the ITF Fund

The June 2013 SR set out the following:	
2014/15	2015/16
An additional £200m transfer from the NHS to social care, in addition to the £900m transfer already planned	£3.8bn pooled budget to be deployed locally on health and social care through pooled budget arrangements
In 2015/16 the ITF will be created from the following:	
£1.9bn NHS funding	
£1.9bn based on existing funding in 2014/15 that is allocated across the health and wider care system. Composed of:	
<ul style="list-style-type: none"><li>• £130m Carers' Breaks funding</li><li>• £300m CCG reablement funding</li><li>• £354m capital funding (including c.£220m of Disabled Facilities Grant)</li><li>• £1.1bn existing transfer from health to social care</li></ul>	

- 3.3 The Final Tower Hamlets Better Care Fund Planning Template is attached as appendix 1. The Better Care Fund allocation for 2014/2015 totals **£18.681m** and for 2015/16 totals **£20.367m**.
- 3.4 The BCF will be a pooled budget for health and social care services from 2015-16 to work more closely together in local areas, based on a plan agreed between the NHS and local authorities. This will be governed by a s75 agreement between the Council and CCG.
- 3.5 However for 14-15 current arrangements continue in so far as the funding that has in the last three years transferred to local authorities under s256 will continue for this last year. However it is proposed locally to use 14-15 as a shadow year to prepare for the pooled funding in 15-16 and this means that the CCG are putting their portion of the BCF alongside the LA's share and the plans described in the templates are based on the total local allocation of

BCF. Our plans, as expected, are the Tower Hamlets part of the WELC pioneer programme (see appendix 2).

- 3.6 Local Authorities and Clinical Commissioning Groups (CCGs) are required to submit a jointly agreed Final Better Care Fund Planning Template to the Local Government Association (LGA) and NHS England by 4th April 2014. NHS England guidance states that both of these templates need to be agreed and authorised by Health and Wellbeing Boards.
- 3.7 The Better Care Fund provides an opportunity to transform care so that people are provided with better integrated care and support, in community settings and so that demand on acute care in hospitals is reduced. It is a substantial level of funding and it will help deal with demographic and other pressures in the health and social care system. The Better Care Fund is an opportunity to take the integration agenda forward at scale and pace, building on the WELC Integrated Care Programme, and successful Pioneer status.
- 3.8 The development of our integrated care strategy is within the overarching strategic framework in the Health and Wellbeing Strategy with the aims to
- Improve health and wellbeing throughout all stages of life
  - Reduce health inequalities; and
  - Promote independence, choice and control
- 3.9 Our vision for health and care services is of an integrated care system that coordinates care around the patient and delivers care in the most appropriate setting. The objectives of the Tower Hamlets Better Care Fund are to:
- Empower patients, users and their carers
  - Provide more responsive, coordinated and proactive care, including data sharing information between providers to enhance the quality of care
  - Ensure consistency and efficiency of care
- 3.10 The Tower Hamlets Joint Strategic Needs Assessment highlights long standing issues of poorer health outcomes in the Borough compared to elsewhere relating to wider determinants of health (income, poverty, housing, employment), higher prevalence of risk factors for health (smoking, poor diet, low physical activity, problem drinking etc), higher levels of illness (eg heart disease, stroke, diabetes, lung disease, lung cancer) and poorer survival (eg cancer). As a result of these population health characteristics a preventative approach is taken locally to reduce the prevalence of long term conditions in the population, and promote better management of long term conditions where they exist. As well as the burden of ill health, this also places additional pressure on the health and social care system, where too often, hospital care is the fall back position.
- 3.11 The new model of Integrated Care will be targeted at the top 20% of patients in Tower Hamlets, who account for around 85% of total acute activity and 75% of acute spend

3.12 Some patients have a higher risk of requiring an emergency admission following a crisis than others, and certain characteristics can be indicative of that risk. Therefore we can stratify patients into categories of risk. Information used to identify this risk includes age, their previous acute admissions, and the existing long-term conditions. Because of the high and growing number of people in the borough with one or more long-term conditions, stratifying the risk of patients in order to focus on those with the highest risk of admission is increasingly important. Our risk stratification has identified the following split of our registered population into the following categories:

<b>Risk factor</b>	<b>National average percentage</b>	<b>Total</b>
<b>Very high risk</b>	0.5%	1,662
<b>High risk</b>	4.5%	11,871
<b>Moderate risk</b>	15%	23,600
<b>(Total TH population)</b>	-	261,536
<b>(Total TH population that are very high – moderate risk)</b>	-	37,133

3.13 For 2014/15 and 2015/16 the model of care we will be introducing will focus on the Very High, High and Moderate Risk patient groups.

3.14 Interventions will be delivered via integrated multidisciplinary teams coordinated around GP practice networks and localities. This will build on the well established locality and GP network that exists in Tower Hamlets. The programme will have two dimensions:

- The redesign of the model of services and care pathways including the development of an “integrator function” that will hold the whole system of services together to operate in a joined up way
- The joint commissioning of services ensuring where appropriate the contestability of services. Services will be commissioned in such a way as to ensure that there is the flexibility for services to be personalised as much as possible. The “whole system” will be commissioned so that services can work together seamlessly.

3.15 The ‘Planned Changes’ of the Better Care Fund are based on the two BCF Investment Schemes. These are:

- Integration/Helping People Live at Home
- Enablers



3.16 The monitoring of the Better Care fund will be based on the below metrics. These are:

- REDUCE Permanent admissions of older people (aged 65 and over) to residential and nursing care homes
- INCREASE Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services
- REDUCE Delayed Transfers of Care from hospital
- REDUCE Avoidable emergency admissions
- IMPROVE Patient and Service User Experience
- REDUCE Emergency admissions for patients within the risk stratified group
- REDUCE Emergency readmissions for patients within the risk stratified group

3.17 Payment of the Better Care Fund in 2014/15 is NOT performance related.

#### **4. COMMENTS OF THE CHIEF FINANCE OFFICER**

4.1. The Better Care Fund is worth £3.8 billion nationally. Tower Hamlets share of this has been confirmed as £18.681m for 2014/15 and £20.367m for 2015/16.

4.2. The attached report is the proposed final Tower Hamlets Better Care Fund Planning Template, a draft of which the Health and Wellbeing Board approved and that draft was submitted to NHS England / Local Government Association by 14th February 2014.

4.3. For 2014/15 the split of resource between the CCG (**£10.367m**) and the Local Authority (**£8.314m**) is based on existing funding streams for the different organisations. The Local Authority component comprises

<b>Component</b>	<b>£'000</b>
Section 256 Funding	5,493
Disabled Facilities Grant	800
Social Care Grant	800
Funding to plan for Better Care Fund (one-off)	1,221
<b>Total</b>	<b>8,314</b>

- 4.4. From 2015/16, the **£20.367m** total funding will go to the CCG pending joint agreement through the Health and Wellbeing Board on how the funding can be used to meet the metrics required by NHS England. Part of the planning for 2015/16 will involve a consideration of the future shape and commitments on those services within the parameters of the Better Care Fund objectives.
- 4.5. Approval of these plans by the Health and Wellbeing board are necessary to progress through the planning stages to secure the allocated funding via NHS England.

## **5. LEGAL COMMENTS**

- 5.1 The Government proposes to provide funding to local authorities under the Better Care Fund to integrate local services. The funding is to be made available via two statutory mechanisms –
- In 2014/2015, NHS England is to make payments under section 256 of the National Health Service (NHS) Act 2006. Such payments may be made to support social services functions, education for the benefit of disabled persons, the provision of housing and health-related functions.
  - In 2015/2016, a pooled budget will be made available upon the Council entering into an agreement with a relevant NHS body under section 75 of the NHS Act 2006. Such agreements may be entered into where arrangements are proposed which are likely to lead to improvement in the way that prescribed NHS functions and prescribed health-related functions of the Council are exercised.
- 5.2 In order to receive the Better Care funding, the Government requires the Council to submit a template document which sets out its plans for the application of those monies. The Council's draft submission is provided at Appendix 2 and includes a number of key strategies for delivery of the Council's social care functions.
- 5.3 The Government has published guidance related to the Better Care Fund programme which indicates that the template submission should be agreed by the Council's Health and Wellbeing Board ("**HWB**"). This is consistent with the general policy, reflected in the Health and Social Care Act 2012, of giving HWBs responsibility for joint health and wellbeing strategies and the joint strategic needs assessment.
- 5.4 The Council's HWB agreed the draft template submission at its meeting on 6 February 2014. This endorsement is considered to be within the terms of reference of the HWB agreed by the Mayor in Cabinet on 4 December 2013, which include the following functions –
- To encourage integrated working between persons who arrange for the provision of any health or social services in Tower Hamlets for the advancement of the health and wellbeing of the people in Tower Hamlets.

- To provide advice, assistance or other support in order to encourage partnership arrangements under Section 75 of the NHS Act 2006.
- 5.5 Given that the Better Care Fund monies are focussed on achieving better service integration, it is reasonable for the HWB to be asked to endorse the Council's template for submission to Government in April. It appears to fall within the HWB functions of encouraging integration and supporting partnerships under section 75 of the NHS Act 2006. As the HWB has statutory status, due regard should be given to its decision making authority within its terms of reference.
- 5.6 The joint plan should be agreed by the CCG and the Local Authority and approved through the HWB. Before submission to the HWB for final approval of the plan the Council must sign off the template submission, indicating its commitment to spending almost £40million worth of funding in the manner indicated in the plan. That commitment and sign off by the Local Authority is a key decision for the Mayor to take. The commitment to funding and to the joint plan does not expose the Council to any liability arising from the provision of health services.
- 5.7 The use of all funds provided under the Better Care Fund must meet the requirements of the guidance from the Department of Health to NHS England of 19 December 2012 (Gateway reference: 18568). This includes the condition that the Local Authority agrees with its local health partners how the funding is best used within Social Care and the outcomes expected from this investment through a jointly approved plan. It is indicated in the guidance that the HWB is the natural place for these discussions. This is further supplemented in both the letter from NHS England and the Local Government Association to the NHS and Local Government in August 2013 as well as in the Better Care Fund Planning Guidance issued by NHS England in December 2013 both of which state that plans for use of the pooled monies will need to be developed jointly by CCGs and Local Authorities and signed off by each of these parties and the HWB.
- 5.8 When planning for integration of health and social care functions, the Council and its committees 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. Some form of equality analysis will be required and officers will have to decide how extensive this should be.

## **6. ONE TOWER HAMLETS CONSIDERATIONS**

- 6.1 An Equality Analysis has been undertaken for the Better Care Fund which is attached in Appendix 3.

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

7.1 N/A

**8. RISK MANAGEMENT IMPLICATIONS**

8.1 Details of the most important risks and plans to mitigate them have been included in the Better Care Fund Planning Template (Section 4)

**9. CRIME AND DISORDER REDUCTION IMPLICATIONS**

9.1 N/A

**10. EFFICIENCY STATEMENT**

10.1 N/A

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**Linked Reports, Appendices and Background Documents**

**Linked Report**

None

**Appendices**

Appendix 1: Tower Hamlets Final Better Care Fund Planning Template

Appendix 2: WELC Integration Pioneer Briefing

Appendix 3: Better Care Fund Equality Analysis

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

None

# DRAFT Better Care Fund planning template – Part 1

Please note, there are two parts to the template. Part 2 is in Excel and contains metrics and finance. Both parts must be completed as part of your Better Care Fund Submission.

Plans are to be submitted to the relevant NHS England Area Team and Local government representative, as well as copied to: [NHSCB.financialperformance@nhs.net](mailto:NHSCB.financialperformance@nhs.net)

To find your relevant Area Team and local government representative, and for additional support, guidance and contact details, please see the Better Care Fund pages on the NHS England or LGA websites.

## 1) PLAN DETAILS

### a) Summary of Plan

Local Authority	<b>London Borough of Tower Hamlets</b>
Clinical Commissioning Groups	<b>Tower Hamlets CCG</b>
Boundary Differences	<b>&lt;Identify any differences between LA and CCG boundaries and how these have been addressed in the plan&gt;</b>
Date agreed at Health and Well-Being Board:	<b>24/03/14</b>
Date submitted:	
Minimum required value of ITF pooled budget: 2014/15 (	<b>£1.2m</b>
2015/16	<b>£20.367m</b>
Total agreed value of pooled budget: 2014/15	<b>£18.681m</b>
2015/16	<b>£20.367m</b>

### b) Authorisation and signoff

<b>Signed on behalf of the Clinical Commissioning Group</b>	Tower Hamlets CCG
<b>By</b>	Jane Milligan
<b>Position</b>	Chief Officer
<b>Date</b>	

<Insert extra rows for additional CCGs as required>

<b>Signed on behalf of the Council</b>	Tower Hamlets Council
<b>By</b>	Robert McCulloch-Graham
<b>Position</b>	Corporate Director, Education Social Care and Wellbeing
<b>Date</b>	

<Insert extra rows for additional Councils as required>

<b>Signed on behalf of the Health and Wellbeing Board</b>	Tower Hamlets Health and Wellbeing Board
<b>By Chair of Health and Wellbeing Board</b>	Mayor Lutfur Rahman
<b>Date</b>	

<Insert extra rows for additional Health and Wellbeing Boards as required>

### c) Service provider engagement

Please describe how health and social care providers have been involved in the development of this plan, and the extent to which they are party to it

The CCG and local authority are committed to engaging with all our providers, across the statutory and independent sectors. Both of our local Trusts and the Tower Hamlets Voluntary Community Sector (THCVS) are members of the Health and Wellbeing Board (HWB B) and are fully engaged in the business of the Board including the development of this plan.

All members of the Board are signed up to the Tower Hamlets Health and Wellbeing Strategy. This has four priority areas, which are to be delivered by a set of “enablers” – these are the ways of working and things we need to do to implement the Strategy. There are six enablers, three of which are relevant to this section of the BCF plan:

- **Community engagement and co-production** – a local “out in the community” approach to identifying priorities to improve health and wellbeing and to designing interventions;
- **Integrated care** – bringing different providers together to deliver joined up holistic packages of care; and
- **Commissioning with commitment** – developing a plurality of provision of health, social care, and wellbeing services through the development of local providers and services

The Health & Wellbeing Board has an Engagement & Co-production sub group (see section (d) below).

In addition to this subgroup, the CCG and Local Authority, the commissioners on the HWB Board, each have their own engagement mechanisms to work with both the statutory and the independent/ voluntary sectors. Both the CCG and Local Authority have contracts for a range of services with many third sector organisations and they contribute to the THCVS’ Health & Wellbeing Forum where the plans for integrated care have been taken. There are also two representatives from THCVS who sit on the

## Integrated Care Board in Tower Hamlets.

The Local Authority “Local Account” of performance for adult social care is an annual publication that has tracked developments in how social care works with the Health Service locally. This is circulated to all local providers. The Council holds regular forums for Adult Social Care providers where providers are informed about key issues and proposed changes. They are a forum for consultations and communication about integrated care plans. Key Council publications for current and potential providers are the Market Position Statement and the Commissioning Plan (current plan covers the period 2012 – 2015). These documents are part of a continuing dialogue with providers. Both of these documents are in the process of being updated and the next editions will reflect changes related to the Better Care Fund.

The Tower Hamlets 2013/16 Prospectus, published in May 2013, sets out the CCG’s commitment to work with all providers of health and care based services locally – with specific reference to commissioning services that are arranged around individual people, with the flexibility to be personalised as much as possible. The prospectus highlights the aim of commissioning services that act together seamlessly through adopting an approach that involves a collaborative approach with different commissioners and providers through partnership working. We will build on past successes of integrated services for older people, which has required much closer working between commissioners and providers (CCG, Local Authority, GPs, community health services and social care) and has seen a significant improvement in management of long term conditions, most notably in diabetic care.

A key channel of communication and engagement for the CCG with primary care providers is through the 8 local primary care networks. In each locality, members of practices local to that area meet regularly and the agendas of these groups have started to include integrated care, considering the role of GPs, and the interface of primary care with the new community health teams. Primary care provider involvement in developing the integrated care system in Tower Hamlets includes:

- Briefings and workshops at Clinical Leads, Network, and Locality meetings about the design of integrated care interventions, ensuring primary care is a “co-producer” of service redesign. Organisational development activities, including an event with a speaker from the Nuffield Trust to talk about different primary care provider models.
- Facilitation of a borough wide Task & Finish Group of clinical and managerial primary care representatives from across the 8 local networks to determine the role of primary care in the strategic management of integrated care service provision.
- The development of a single body at borough level for clinical and managerial primary care representatives to represent and support primary care to play its part in the delivery model of integrated care.
- Facilitation of and support for primary care involvement in the senior provider group.

The Council has commissioned a local organisation, using s256 funding, to undertake a range of engagement and peer research activity (SUPeR Group) over the next 2 years. Areas they have been commissioned to work on include: the experience of the **discharge process from hospital to home**, identifying issues related to delays in the discharge process, an in depth piece of work on the experience of stroke patients, and ways of engaging people with dementia in residential and nursing care homes.

#### **d) Patient, service user and public engagement**

Please describe how patients, service users and the public have been involved in the development of this plan, and the extent to which they are party to it

As stated above patient, service user and public engagement are built into the Health and Wellbeing Strategy. The compilation of the Strategy itself has been underpinned by significant engagement with the local community.

National Voices “work directly with some patients, service users, carers and their families”, in order to improve care. They are committed to ensuring that there is a patient voice in the decisions made in health-care, and provide patient leadership training, amongst other programmes, as a way of achieving this. In 2013, they published work commissioned by NHS England to provide a narrative for person-centred coordinated care.

#### **Engagement on our Strategy**

The Tower Hamlets Health and Wellbeing Strategy has an Engagement & Co-production sub group whose remit is stakeholder communications and engagement. This group is led jointly by the local authority, CCG and Healthwatch. It aims to explore ways to deliver services in an “equal and reciprocal relationship between professionals, people using services, their families and their neighbours” (NEF & NESTA). In doing this, its ultimate aim is to engage patients fully at every stage of their care. This sub-group will be used to inform the development of the Better Care Fund. Part of this work will be to steer the engagement plan and to build on an initial public event held by the CCG in October on integrated care.

In addition, the Tower Hamlets 2013/16 Prospectus, referred to in the section above, sets out the plans for integrated care. Tower Hamlets CCG is also using its website and internet content to disseminate information about Integrated Care. The Tower Hamlets CCG website is easy to navigate, is interactive, and is starting to embrace the use of videos and YouTube. One such video, on Integrated Care is available at: <http://www.youtube.com/watch?v=rqAz8x3m0IM>. This kind of communication makes it easy for patients to engage with the CCG’s plans.

The Local Authority undertakes annual Service User surveys that give insight over time into service users’ experiences of social care services (see also Outcomes and Metrics). There are plans nationally to revise some of the questions to include health interface questions, but as an interim measure locally a question has been added into the 2014 survey to test how people experience joined up care and support. Furthermore, the next national Carers survey, which is completed every 2 years, is due in autumn 2014. Data from these surveys will help to provide the HWB Board with feedback on the changes being made in 2013-14 for building into service redesign plans. More widely, the Local Account captures all findings from the past year’s adult social care engagement activity. This provides an analysis of performance in regards to service user satisfaction in comparison to previous years.

#### **Engagement in the delivery of services (co-production)**

Both the CCG and Council have identified funding for the delivery of discovery interviewing techniques and it is intended to use this to gather feedback and involve users and their carers, in the development of the integrated care services. The Council



has a rewards and recognition policy under which it can make payments to service users where appropriate.

The Local Authority and CCG jointly fund the Tower Hamlets LinkAge plus network of services for older adults across the Borough. This provides a network of older people with whom the partnership can test out ideas and plans for integrated care.

Building on that work, the CCG has conducted a range of initiatives involving patients in developing Integrated Care in Tower Hamlets including Integrated Care “conversations” alongside voluntary sector patient groups. The first one to take place was run in conjunction with the *Tower Project*, which works with children, young people and adults with disabilities. 10 participants, predominantly carers, provided feedback and engagement on plans to Integrate Care. Further similar conversations are due to take place with patients, service users, carers or other stakeholders involved with organisations including Toynbee Hall, which works with deprived communities to reduce poverty and disadvantage, and Age UK, which helps and supports the elderly.

We have recently recruited a local voluntary sector organisation Urban Inclusion, working in conjunction with HealthWatch to carry out “a patient and carer-based evaluation of our “Integrated Care” programme.” The aim of this evaluation is to understand “the experiences of and feedback from users of the new service, evaluating their first six months of using it” including:

- Experiences of services before the changes
- Feedback about how easy the new services are to use, navigate and how the service feel to use e.g. did people feel they were treated as partners in their care, did they feel cared for.
- How peoples’ health has changed since using the new services, and how their perceptions of their health and ability to manage their health has changed.
- Ideas for improvements and new designs to the Integrated Care programme.
- This user-based evaluation will be used to tailor and improve the Integrated Care programme to the needs of the people who use it.

## Related documentation

Please include information/links to any related documents such as the full project plan for the scheme, and documents related to each national condition.

Document or information title	Synopsis and links
Tower Hamlets Health and Wellbeing Board Strategy 2013 - 16:	Attached with Final Submission
Tower Hamlets Joint Strategic Needs Assessment	Attached with Final Submission
Tower Hamlets CCG Patient and Public Involvement Strategy 2013/14:	Attached with Final Submission
Action points from the December Integrated Care Board meeting – including discussion and actions for care coordination & rapid response:	Attached with Final Submission
Care Co-ordination Workstream -on-going developments. From the December Integrated Care Board meeting:	Attached with Final Submission
National Voices narrative slide-pack on 'coordinated care'	<a href="#">National Voices narrative slide-pack on 'coordinated care'</a>
Feedback from the Tower Project patient user group engagement event:	Attached with Final Submission
Websites for: The Tower Project, Toynbee Hall and Age UK.	<a href="#">The Tower Project - website</a> <a href="#">Toynbee Hall - website</a> <a href="#">Age UK - website</a>
Write up of the 2013 Health Conversation – Patient and public engagement event, Whitechapel Idea Store, 19 October 2013:	Attached with Final Submission
Tower Hamlets CCG 2013/16 Prospectus:	<a href="#">Tower Hamlets CCG 2013/16 Prospectus</a> <i>See pp11 – 12 for Patient and public involvement, and pp30 – 33 for Integrated Care</i>
Integrated Care programme - patient and carer evaluation: Project specification:	Attached with Final Submission
Understanding co-production	Attached with Final Submission
See 3) National Conditions; a) Protecting social services	
See 3) National Conditions; c) Data sharing	

## 2) VISION AND SCHEMES

### 1. Vision for health and care services

Please describe the vision for health and social care services for this community for 2018/19.

- What changes will have been delivered in the pattern and configuration of services over the next five years?
- What difference will this make to patient and service user outcomes?

The development of our integrated care strategy is within the overarching strategic framework in the Health and Wellbeing Strategy with the aims to

- Improve health and wellbeing throughout all stages of life
- Reduce health inequalities; and
- Promote independence, choice and control

#### **Our Vision**

Our vision for health and care services<sup>1</sup> is of an integrated care system that coordinates care around the patient and delivers care in the most appropriate setting. That services:

- Empower patients, users and their carers
- Provide more responsive, coordinated and proactive care, including data sharing information between providers to enhance the quality of care
- Ensure consistency and efficiency of care

#### **Case for Change**

The Tower Hamlets Joint Strategic Needs Assessment highlights long standing issues of poorer health outcomes in the Borough compared to elsewhere relating to wider determinants of health (income, poverty, housing, employment), higher prevalence of risk factors for health (smoking, poor diet, low physical activity, problem drinking etc), higher levels of illness (eg heart disease, stroke, diabetes, lung disease, lung cancer) and poorer survival (eg cancer). As a result of these population health characteristics a preventative approach is taken locally to reduce the prevalence of long term conditions in the population, and promote better management of long term conditions where they exist. As well as the burden of ill health, this also places additional pressure on the health and social care system, where too often, hospital care is the fall back position.

Our strategic objectives to achieve this vision over the next 5 years are set out below:

#### ***(a) Delivery of the Tower Hamlets Integrated Care Programme***

The new model of Integrated Care will be targeted at the top 20% of patients in Tower Hamlets, who account for around 85% of total acute activity and 75% of acute spend

Interventions will be delivered via integrated multidisciplinary teams coordinated around GP practice networks and localities. This will build on the well established locality and

<sup>1</sup>Implementing Integrated Care across Tower Hamlets, East London and City April 2013

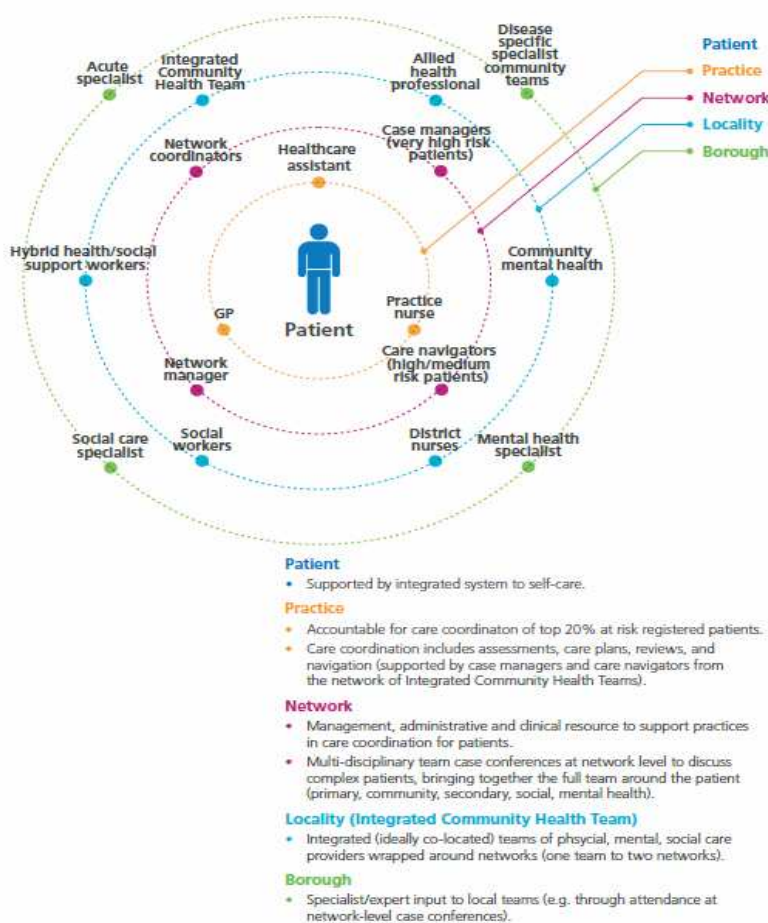
GP network that exists in Tower Hamlets.

The programme will have two dimensions:

- The redesign of the model of services and care pathways including the development of an “integrator function” that will hold the whole system of services together to operate in a joined up way; and
- The joint commissioning of services ensuring where appropriate the contestability of services. Services will be commissioned in such a way as to ensure that there is the flexibility for services to be personalised as much as possible. The “whole system” will be commissioned so that services can work together seamlessly.

For more information see ‘description of planned changes’

#### Our approach in 2013/14 and beyond



#### (b) WELC Pioneer

The case for change has been developed across the three boroughs of Waltham Forest, Tower Hamlets and Newham who in October became the “WELC Integrated Care Pioneer”. Each borough within the programme has its own integrated board reporting to the local HWB Board ensuring the inclusion of local factors within each borough’s plans. However there are many benefits for working at scale in terms of development of enablers (for example information sharing and governance, workforce development programmes etc).

### ***(c) Personalisation***

It is a fundamental part of our vision that care and support are personalised to patients' and service users' needs and preferences, and this will be a core part of the work under the BCF. More specifically, 2014-15 will see the introduction of Personal Health Budgets for Continuing Care, and then for all Long Term Conditions from 2015. These will be built into the new models of care with detailed financial modelling being developed within phase 2 of the programme.

### **Commissioning Innovation**

We recognise that we cannot deliver the changes and improvements we seek by doing things the way they have been done in the past. We see the providers of care for our population to be:

- Focused on outcomes, not inputs and outputs
- Put user involvement and experience at the heart of what they do
- Work together to coordinate their services around individuals needs
- Work together to share risk and reward, and break down traditional barriers between health, social care, and the voluntary sector.

In order to deliver this, we will be commissioning an 'Integration Function' in which all providers will be compelled to participate in order to be commissioned for Integrated Care. See 'description of planned changes' for more information.

## **b) Aims and objectives**

Please describe your overall aims and objectives for integrated care and provide information on how the fund will secure improved outcomes in health and care in your area. Suggested points to cover:

- What are the aims and objectives of your integrated system?
- How will you measure these aims and objectives?
- What measures of health gain will you apply to your population?

### **Aims and objectives of the integrated system**

Our vision for the new system is based on three aims with a set of objectives/desired outcomes for the new system as follows:

#### **1. Empower patients, users and their carers**

- Enable patients and service users to live independently and remain socially active
- Establish education and self-care programmes for patients
- Personalise care to patients' and service users' needs and preferences

#### **2. Provide more responsive, coordinated and proactive care**

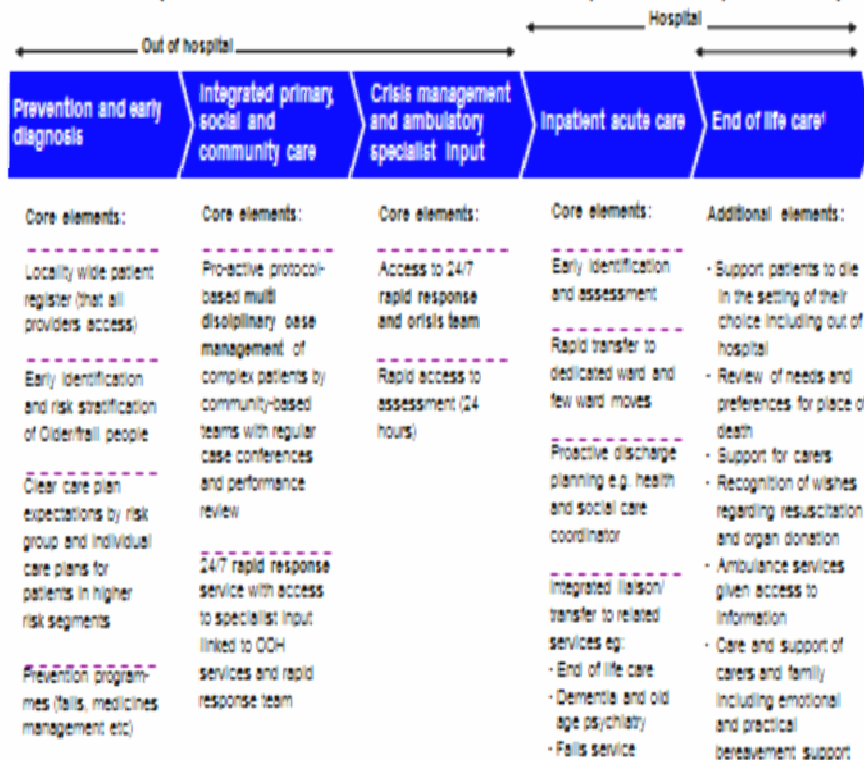
- Proactively manage patient's health and improve their outcomes
- Enable high-quality care that responds to patient/service user needs rapidly in crisis situations
- Provide more care in the community or at home
- Prevent avoidable admissions
- Leverage tools and technology to deliver timely and better quality of care

#### **3. Ensure consistency and efficiency of care**

- Deliver the best possible care at minimum necessary costs
- Avoid duplication of effort in situations where patient is seen by multiple health and social care providers
- Ensure most effective possible use of clinical time and resources

The diagram below sets out pictorially the vision of how the pathway for Older People will work.

## Good practice across the Older People care pathway



Source: McKinsey analysis

### Measurement of aims and objectives

The new integrated service model will be composed of three tiers which will provide a structure to measure the system's aims and objectives:

**Tier 1 – Commissioner Level:** The Better Care Fund and Key Performance Indicators. The Metrics used by the BCF will be reported to the Health and Wellbeing Board (as commissioner of the BCF) on a regular basis.

**Tier 2 – System Management:** 'The Integration Function'. The Integration Function will have five key aspects/functions: Governance, Outcomes, Care Plans, Single point of access and communication and information sharing. The outcomes function will be comprised of a dashboard that describes the desired outcomes of individual integrated care services lines and will be used by both providers and commissioners. This will be used to measure the aims and objectives across the whole system.

**Tier 3 – Service Delivery:** . All Teams that come under the 'Integration Function' (such as Community Health Teams) will have built into their operational policies and team plans the objectives, activities and milestones. These will be fed up to Tier 2.

## **Measuring health gain of population**

The Tower Hamlets Health and Wellbeing Strategy is composed of four priority areas, which in turn have four Action Plans. These Action Plans cover Maternity Early Years, Healthy Lives, Mental Health and Long Term Conditions and Cancer. Collectively with the outcomes in the three national outcomes frameworks, they provide the Health and Wellbeing Board with a comprehensive measurement of the health of the population over a four year period 2013 – 2016. See Tower Hamlets Health and Wellbeing Strategy in related documentation for further detail.

### **c) Description of planned changes**

Please provide an overview of the schemes and changes covered by your joint work programme, including:

- The key success factors including an outline of processes, end points and time frames for delivery
- How you will ensure other related activity will align, including the JSNA, JHWS, CCG commissioning plan/s and Local Authority plan/s for social care

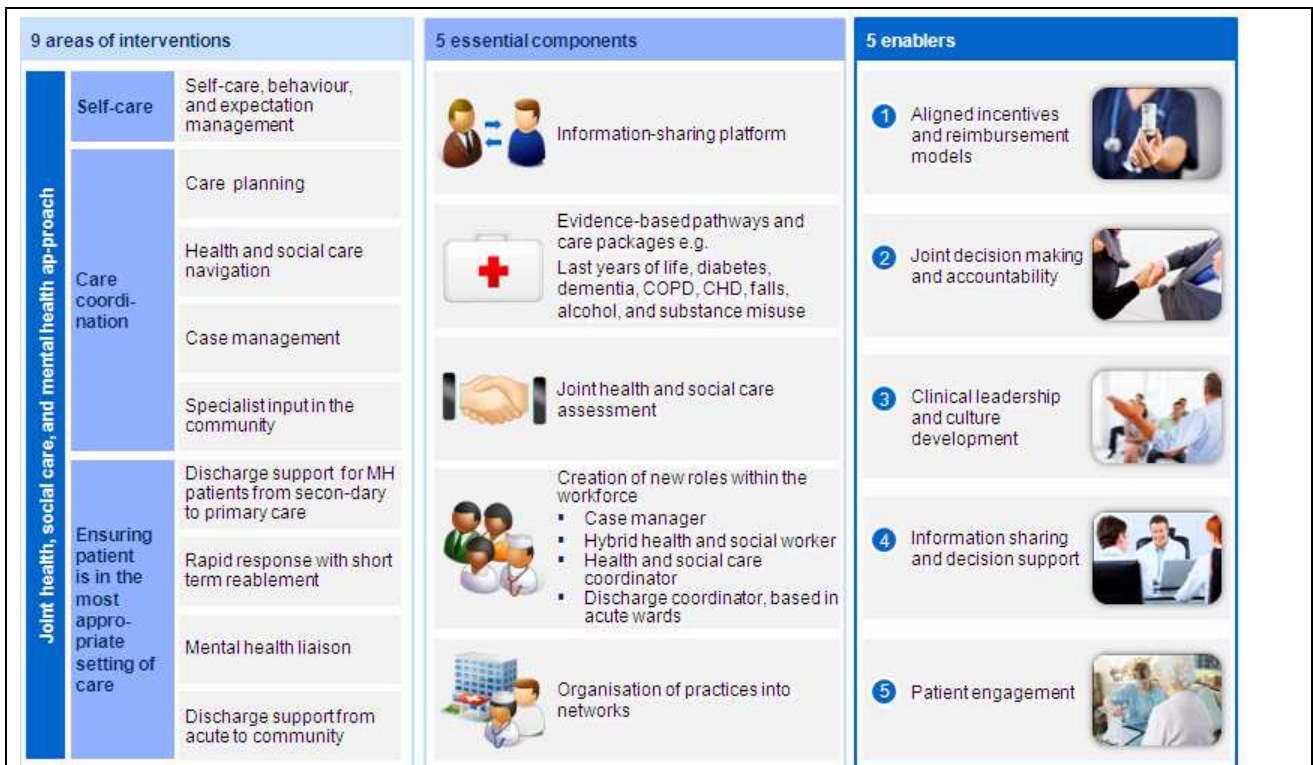
The 'Planned Changes' of the Better Care Fund are based on two BCF Investment Schemes. These are:

1. Integration/Helping People Live at Home
2. Enablers

#### **1. Integration/Helping People Live at Home**

The Integrated Care Programme in Tower Hamlets is based on 9 key interventions, 5 essential components and 5 enablers as shown in the below diagram below.





This model of care has been adapted from international best practice and evidence. The result is a suite of standard interventions that broadly cover supported discharge, care planning and coordination, and mental health liaison and Rapid, Assessment, Interface and Discharge (RAID).

In the first two years, planned changes will revolve around the topics of risk stratification, care coordination, rapid response, discharge support, mental health liaison. These topics will underpin the seven schemes of the Tower Hamlets Better Care Fund. In years 2 – 5 the focus will move to increasing input from the voluntary sector, self-management/ care, and assistive technology. Alongside these changes, will be the introduction of personal health budgets. The work to bring together different components of the health systems across primary, community and secondary services is already underway with the work to incorporate social care during 14-15. It is expected that by the end of 15-16 there will be alignment of health and social care services for the target population for integrated care.

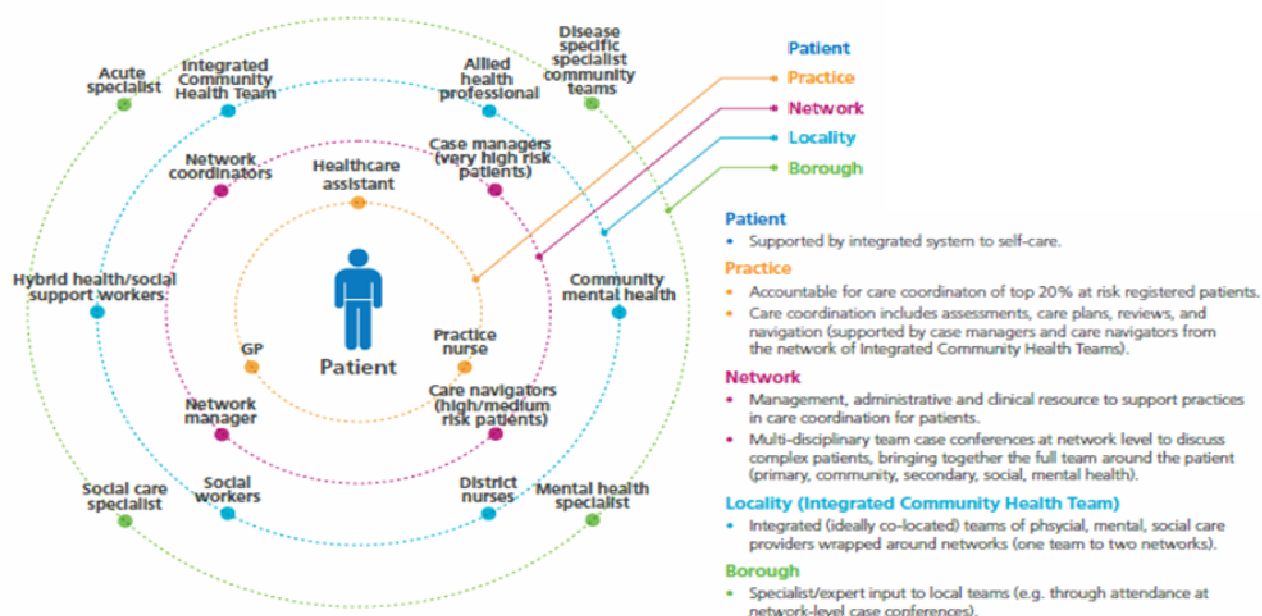
### *Risk Stratification*

Some patients have a higher risk of requiring an emergency admission following a crisis than others, and certain characteristics can be indicative of that risk. Therefore we can stratify patients into categories of risk. Information used to identify this risk includes age, their previous acute admissions, and the existing long-term conditions. Because of the high and growing number of people in the borough with one or more long-term conditions, stratifying the risk of patients in order to focus on those with the highest risk of admission is increasingly important. Our risk stratification has identified the following split of our registered population into the following categories:

Risk factor	National average percentage	-	Total
Very high risk	0.5%		1,662
High risk	4.5%		11,871
Moderate risk	15%		23,600
(Total TH population)	-		261,536
(Total TH population that are very high – moderate risk)	-		37,133

For 2014/15 and 2015/16 the model of care we will be introducing will focus on the Very High Risk, High Risk and Moderate Risk patients groups. The model of care is summarised in the diagram below

### Our approach in 2013/14 and beyond



### Planned Changes to the Commissioning of Services 'The Integration Function'

The aim of the integration function is to ensure that from a patient perspective the relationship between one provider to another, one service line to another, one clinician to another are seamless and that patients feel health and social care needs are coordinated around them and with them. For the integrated care approach to be completely successful requires that providers work together to provide an integrated system with the patient at its centre. The integration function will be delivered by all core service providers working in concert to ensure that the benefits of integrated services are realised.

The integration function will operate across provider and physical boundaries with key staff being available as required for urgent escalations, but not necessarily face to face. Providers will commit dedicated staff to the delivery of the integration function and will also draft in front line and management staff in a matrix form.

The integration function will operate in a way that supports the patient seamlessly across provider boundaries. Care will be taken to explain to the patient at each stage of their journey what will happen next and at the point of hand over a dialogue will be established with the receiving provider to ensure the patient's needs are understood by the receiver. The integration function will monitor and work to keep to a minimum the number of different health and social care professionals a patient interacts with. Information sharing between providers will be critical to successful integration and providers should be working towards safe, secure and efficient mechanisms to share relevant data across organisational boundaries.

The core integrated care services will include the local authority to ensure that from a patient perspective a seamless health and social care service that centres on the patient is delivered. The core services will also be integrated with primary care providers to the same end.

The integration role will cover the providers that are directly involved in the provision of integrated services and will also cover the links with other provider groups including social services, LAS and the wider primary care network.

### *Self-care*

Using extensive evidence on the effectiveness of interventions for the self-management of long-term conditions, compiled predominantly at Queen Mary's University, both the CCG and the local authority will be looking to commission interventions that teach patients/local residents how to manage their conditions. This could involve managing the symptoms to reduce their impact, or adjusting psychologically to life-style changes that living with the condition require. Some of the interventions also involve other people as well as the sufferer, including friends, family, and colleagues.

Where effective, these can have a range of different effects, from reducing the number of admissions and check-ups, to a greater degree of mental wellbeing for the patient. It should free-up both patients and services, and certainly links with the vision of integrated care making patients' care more smooth and reliable by putting control into their hands.

The evidence also presents cases where interventions have not proved successful, have shown some signs of success, or related issues that require more research. All of these could become helpful to implementing integrated care by influencing commissioning choices; either commissioning or decommissioning services or interventions, and by influencing further research.

The planned changes in self-care are also relevant to voluntary sector input, as in some cases; it is voluntary sector organisations that provide the interventions enabling patients to self-manage their conditions.

### *Care Coordination*

Care coordination will be provided by general practice and an Integrated Community Health Team. The key activity areas are:

- Care planning – joint health and social care assessment.
- Health and social care navigation - Administrative support to ensure patients are receiving the correct services. Also provides a 'one stop shop' for questions about their care plan..

- Case management - Deliver care and perform detailed review of a patient's case and condition by GPs, case manager, or MDTs.
- Specialist input in the community

### *Rapid response*

The rapid response team will be responsible for providing community based urgent assistance predominantly in patient's own homes in response to acute episodes. The rapid response service will be available for patients, clinicians and care navigators to call on during extended working hours to provide advice and attend the patient as necessary to wherever possible remove the need to call on other emergency care provision, and work with primary and social care.

### *Discharge Support*

Discharge support will be provided by the acute trust, community health services and social care. Key areas of activity include:

The development of clear discharge procedures, and to build on the opportunities brought by sharing of information between providers. A key area of focus will be discharge support for mental health patients from secondary to primary care to ensure that patients who no longer require specialist mental health care are transitioned to primary care and that GPs are empowered to care for them.

To ensure discharge planning starts from day 1, that patients are assessed regularly during their stay, and that all required care packages are in place for when the patient returns home. This will also aim to ensure that post-acute care can happen at home as much as possible, e.g. rehabilitation, or within alternative housing options and that it can be put in place in time for a patient's discharge.

Discharge Co-ordinators will promote better discharge management with the aim to reduce the number of beds days used for each patient, ensure a smooth transition for the patient from hospital to home and improve the communication. They act as the interface between acute and community care.

### *Integration Programme Management*

The development and implementation of the Better Care Fund will be supported by increased capacity within the local authority (including additional support for the Tower Hamlets Health and Wellbeing Board)

### *Reablement/Rehabilitation*

Support for reablement and care homes

Specialist social worker for the first response hospital team to support the stroke pathway (14/15 only).

### *Carers*

The Tower Hamlets Better Care Fund includes funding for Carers Healthcare Checks. These are confidential checks, carried out by a team of dedicated nurses at Tower Hamlets Carer Centre. These checks are far reaching, going beyond just looking at physical health to include life style checks such as smoking, drinking and exercise; anxiety and depression checks, anger management difficulties, poor sleep patterns, stress, financial, environmental and social problems, existence of coping strategies and time management.

The Tower Hamlets Better Care Fund will be used to provide increase capacity to take an integrated approach to meeting care needs to enable informal carers to continue to provide care.

### *Mental Health*

Approximately 40% of service users in the very high risk group have a mental health problem. There is substantial evidence indicating that when mental health problems in people with physical health are identified, assessed and treated in a timely and effective manner there is a significant impact on health and social care outcomes and cost-effectiveness.

The Tower Hamlets Mental Health Strategy (which is part of the Tower Hamlets Health and Wellbeing Strategy) captures the planned changes and direction of Mental Health services in Tower Hamlets. A key area of the Mental Health Strategy is integration. Planned Changes include:

### *Mental Health Liaison*

The mental health liaison function operates in the acute setting in A&E and on the wards. It aims to ensure that patients are adequately diagnosed for mental health comorbidities and referred to the right setting of care so that patients with mental health issues who attend A & E can avoid admission, where possible, or if they are admitted, the length of their stay is reduced.

### *Support for third sector providers*

The Tower Hamlets Better Care Fund will be used to support small third sector providers to prepare for day opportunities review and to provide the Alzheimers Society with support for the Dementia Café.

Several voluntary organisations already provide health and social care to Tower Hamlets residents; however this is often not within the framework of any other care they receive. We want to ensure that the huge value of the voluntary and community sector is realised through better integrated care. We have been working with the network of local voluntary organisations, CVS, to map the services that they offer, and are engaging in plans with them over the coming months in order to involve them heavily in plans for integrated care, with a view to commissioning services from them. Mental Health will be a key scheme to take this approach forward.

### *Mental Health Integration*

Proposals are being considered to fund a two year pilot into the impact on cost and outcomes of embedding mental health expertise into the new integrated care locality teams. It will fund a mental health worker in each locality team, a mental health worker specifically to support care homes and extra care sheltered schemes, and clinical psychology support to the integrated care teams. The pilot will be supported by a multi-agency CQUIN that will focus on the identification of mental health problems in the target group, and reduction in admissions and bed-days. Through more effective management of mental health problems in people with physical health problems, this service will support the overall integrated care objectives to reduce emergency admissions, and to residential and nursing care, to improve the effectiveness of reablement, and to improve patient and carer experience.

### *Resettlement*

A proposal is being considered to fund a team manager and additional mental health worker for a further two years to support the implementation of the Tower Hamlets Mental Health Accommodation Strategy.

### *Primary care based employment support*

Supporting people back into employment is a key theme of the Health and Wellbeing Strategy. The Joint Strategic Commissioning Group has considered and supports in principle a proposal from Tomorrows People, a third sector organisation which provides primary care based support to people back into employment and is demonstrating good outcomes. This will continue to be considered as a project for the Better Care Fund.

### *Learning Disability*

The Tower Hamlets Better Care Fund will provide support for the Tower Hamlets Learning Disabilities Partnership Board (LDPB). The LDPB oversees the implementation of the aims of Valuing People Now and related local objectives to improve the lives of people with learning disabilities. These include improvements in healthcare, housing options, employment opportunities and a more personalised offer to individuals and their families/carers.

### *Assistive Technology*

The Local Authority has an established Assistive Technology (AT) project that was set up to implement a new approach to supporting people with Telecare/AT. Instead of AT being aimed mostly at people with low to medium level needs, it is now also offered to people with higher level needs, especially those with long term health conditions. People with dementia and patients on community virtual wards (CVWs) are of particular interest to the new provision. The variety of devices has been increased to cater for a wider range of people's circumstances and health conditions. Training has been provided to potential prescribers of AT, to make them familiar with the application of AT devices and solutions

and to ensure they are aware of risks and ethical issues. The process for providing AT includes appropriate approvals for prescriptions as well as points at which reviews are done to check the suitability of prescribed devices. The current AT project is supported through existing S256 monies and the success of the existing AT projects will be developed on through the BCF. This will be achieved through linking the work with ongoing work streams of the Health and Wellbeing Strategy.

### *Disabled Facility Grant*

The DFG has been included in the Fund so that the provision of adaptations can be incorporated in the strategic consideration and planning of investment to improve outcomes for service users.

## **2. Enablers**

The Better Care Fund will be used to increase capacity for Project and Programme Management to develop service transformation towards a more integrated approach to providing health and social care to the population of Tower Hamlets.

Work will be undertaken to improve quality of support planning specifically through peer support.

### **Time Frames for Delivery of Better Care Fund**

	Milestone
April 2014	Submission of Final BCF planning template
	Inaugural meeting of BCF Board
	Go live of Integrated Care Community Health Teams
	Go live of Integration Function in shadow form
	Production of options appraisal for Voluntary Sector input into care for High and Moderate Risk groups
May	Identification and Development of Better Care Fund OD workstreams e.g. finance, governance etc
	Identify Voluntary Sector groups for development discussions ahead of commissioning intentions
June	Go live of Better Care Fund OD workstreams
July	Review Q1 performance of Integrated Care Community Teams
	Review Q1 performance of all BCF service workstreams
	Review Q1 performance against BCF metrics
August	Develop commissioning intentions
September	Publish commissioning intentions to main providers
	Produce final recommendations for governance, risk sharing and lead commissioner arrangements
	Refine arrangements for Integration Function
October	Recommendations on 2015/15 plans to go to Health and Wellbeing Board
	Review Q2 performance of Integrated Care Community Teams
	Review Q2 performance of all BCF service workstreams
	Review Q2 performance against BCF metrics

November	Feedback from health and wellbeing board built into plans
December	Final proposals for 15/16 plans and governance to be approved by CCG, LBTH and HWB
January 2015	Review Q3 performance of Integrated Care Community Teams
	Review Q3 performance of all BCF service workstreams
	Review Q3 performance against BCF metrics
January 2015	Commence contract negotiations with main providers on any changes to service models
February	Contract agreed with main providers
March	Completion of long stop details
	Development of CQUIN if appropriate
April	Go live of Integration Function
	Implementation of commissioning intentions
	End of year review for 2014/15



#### **d) Implications for the acute sector**

Set out the implications of the plan on the delivery of NHS services including clearly identifying where any NHS savings will be realised and the risk of the savings not being realised. You must clearly quantify the impact on NHS service delivery targets including in the scenario of the required savings not materialising. The details of this response must be developed with the relevant NHS providers.

#### **Impact on Secondary Care**

##### **Operational and Cultural Impact**

Moving health services to a personalised approach from one based on disease categories will require significant transformational change. The Integrated Care Board, and WELC pioneer group have been actively working with all providers on potential implications for OD and workforce. It is likely that providers will respond to these intentions by making changes to their team structures. This work has already started in Tower Hamlets, with a full redesign of an Integrated Community Health Team, and the development of a competency framework for care coordination and navigation.

##### **Financial Impact**

###### **Investment**

Our plans include some investment in enhanced services in secondary care namely: Investment in mental health liaison – the provision of a single multi-disciplinary mental health and drug and alcohol assessment service to provide expert advice, support and training to Royal London Hospital clinicians. The Service will be fully integrated into the acute trust sites in Tower Hamlets, and will maintain a very high profile.

###### **Disinvestment**

The Integrated Care Programme in Tower Hamlets aims to improve the health and wellbeing of those at highest risk of a hospital admission. As outlined previously, we will do this through a combination of patient centred care planning, information sharing, and redesigned services to better respond to patients' needs. Therefore we expect that as a result, there will be a reduction in income to secondary care as a result of:

- Reduced emergency admissions to hospital from patients within very high and high risk groups by around 25%-40%
- Reduction in emergency activity in A&E from patients within very high and high risk groups
- Potential reduction in “elective” procedures due to better managed conditions
- Reduction in drugs costs associated with very high and high risk groups

###### **Risk of non-delivery**

Through our provider appointment process providers have been instructed that the remuneration framework for their services will move from a purely activity based or block contract, to a mixed contract which includes incentive payments for the production of high quality outcomes for patients.

###### **Improved provider efficiency**

Through transformational change, adjustments to investments and disinvestments, and

through innovations such as data sharing and hybrid roles, that providers will be able to release operational efficiencies. For example, our case for change assumes that we can avoid a significant number of emergency admissions and reduce length of stay. This will support provider organisations to be able to secure income and minimise costs

### **Integration Function**

The integration function will require organisations delivering part of the patients' care, including hospital acute care, to work together much more closely than they ever have before and hold each other to account for delivery of seamless care across the system. Working together will need to be underpinned by robust shared management and governance arrangements, and it is proposed to put in place a pooled fund into which a proportion of the savings will be placed and used to mitigate the risks of additional costs resulting from service change and shifts in activity between providers.

In particular providers will be required to articulate:

- Collaborative vision for joined up care
- An agreed plan that describes how partners will share risk and deal with clinical governance issues for the collaborative.
- How any share of the savings pool created by integrating services will be used to further develop integrated services

#### **e) Governance**

Please provide details of the arrangements are in place for oversight and governance for progress and outcomes

The governance of the Better Care Fund rests with the two commissioning organisations: the London Borough of Tower Hamlets and the Tower Hamlets CCG. Decisions have to be approved within each of these organisations: in Tower Hamlets Council by the Executive Mayor and within the CCG by the CCG Governing Body. The role of the HWB Board is to hold the whole system to account at a strategic level.

On a day to day basis, the BCF will be governed by the Integrated Care Board (ICB) which comprises officers from the member organisations of the HWB Board – both commissioners and provider organisations.

It is proposed that monthly ICB meetings will be split into two sections; Part A for commissioning only and Part B is for commissioners and providers. The use of the Better Care Fund will be dealt with under the commissioning section of the ICB.

In 2014-15, the first year of the BCF, there will be a Memorandum of Understanding between the Council and CCG. From the second year (2015/16) onwards, the allocation of funds will be governed by a Section 75 Partnership Agreement,

A programme management approach will be taken to overseeing the Better Care Fund in Tower Hamlets. A joint project plan with agreed milestones will be agreed between the CCG and the Borough, managing the transfer of funds, and the commissioning of services using those funds. This will involve regular meetings between both parties, regular monitoring of performance against outcomes and objectives, including ones expressed here, but also more detailed and time-specific ones that can be reviewed as we progress with implementing integrated care.

Outcomes and objectives monitoring will be underpinned by the development of a Better Care Fund dashboard, in order to keep a clear and continuous record of outcomes against objectives. Using the programme management approach, escalation routes will be agreed so that problems can be identified early on, and there are agreed strategies for prioritising and dealing with them swiftly.

### 3) NATIONAL CONDITIONS

#### a) Protecting social care services

Please outline your agreed local definition of protecting adult social care services.

Yes the eligibility criteria will remain the same.

We will ensure that eligibility criteria for Tower Hamlets will remain the same that is providing care for those who met Critical and Substantial within the Fair Access to Care Services criteria. As stated above in section 2(d) the pooled budget will be used to mitigate any risks arising from significant shifts in activity.

Please explain how local social care services will be protected within your plans.

The redesign of how care is delivered locally, described in section 2c) above will change the way health works with social care and will move care out of hospital into the community. This is likely to change the distribution of costs and savings between the different parts of the health service and between acute and community care, and health and social care. The BCF will be utilised to enable progress to be made with integration and to ensure that shifts in costs and savings are not impediments to the integration of services by using a pooled budget (from 2015-16) to match resources to where they are needed.

The pooling of the health and social care budgets from 15-16 will reduce some of the risk associated with shifts in activity between providers. This will not only protect local social care services, it will strengthen them.

Recognising the potential changes to the distribution of costs and savings, the local authorities involved in the WELC programme have agreed to track the changes and model the costs and savings: a financial modelling exercise to identify and capture the financial implications of integrated care for social care services. To do this will require sharing of patient/service user level information. This is discussed further below.

#### b) 7 day services to support discharge

Please provide evidence of strategic commitment to providing seven-day health and social care services across the local health economy at a joint leadership level (Joint Health and Wellbeing Strategy). Please describe your agreed local plans for implementing seven day services in health and social care to support patients being discharged and prevent unnecessary admissions at weekends.

This is already being done by NHS services, and there is a strategic agreement to enhance 7 day working across all services including social care services. Current winter plans provide 7 day working, covering evenings and weekends. This will provide a benchmark for the level of service to be provided long term, in line with Sir Bruce Keogh's

initiative to drive seven day services across the NHS over the next three years, in response to concerns about the safety and accessibility of services, amongst other things, at weekends.

A series workshops organised by NHS Improving Quality are being organised aimed to build “CCGs’ capability to lead transformational change in the care delivery system”. This will involve seven workshops, each approximately one month apart. Each cohort will bring three or four Alliance teams together, each of which will be tackling a specific “change challenge”. The cohort that Tower Hamlets CCG is enrolled on will tackle the topic of building the capability to do 7 day working across the system. The CCG will also invite other relevant partners – possibly from the local authority, third sector, the CSU, and/or the Area Team.

### **c) Data sharing**

#### Background

Data sharing was identified early on as a key component and enabler of integrated care. As such, finding a way to introduce and implement a system that could deliver this became a priority. The Virtual Community Ward Pilot system (precursor to the integrated care programme) was designed to allow identified users to view patient data shared between clinical systems across designated organisations using a “clinical portal” into a data warehouse containing data for all organisations within the integration using a system called the Orion Health Rhapsody Integration Engine.

Both the CCG and the Council are committed to introducing Orion as quickly as possible, and enabling it to be fully functioning soon (although they are working to different timetables). The system is already partially functioning, and enables access to secure patient/ service user records across different systems and providers to communicate with their other records, remain up to date and will facilitate mobile working. This will enable cooperation and coordination between providers and transparency into the care that patients are receiving.

We would also like to be able to start implementing the Orion system in the voluntary organisations that we work with. As voluntary organisations become more involved with providing commissioned care/ services, they will have and require data that could influence patients’ care elsewhere in the integrated system. It is therefore extremely important to work towards being able to achieve this next step. Challenges involved include making the Orion system compatible with different types of organisations’ own IT systems, as well as data security.

As well as the sharing of patient data between providers, tracking integrated care changes and modelling the costs and savings (see *protecting social services*) requires sharing of patient level information. To overcome the barriers that these present on Information Governance, it is proposed over the next 6 months:

1. That a data sharing agreement be put in place to enable appropriate health and social care data to be linked for activity and costs to be tracked over the full care pathway and to support developing a full view of the full cost per patient. This will come back to DMT and the Council’s IG Group as required for sign off by the end of March 2014. The approach will be underpinned by the governing principle that

wherever possible service user/patient consent to sharing information about them will be obtained.

2. That a time limited project be set up (under the Social Care Transformation Programme umbrella?) to address confidentiality and IG issues. WELC will be applying for s251 approval<sup>2</sup> from the Confidentiality Advisory Group (of the DH) but failing obtaining approval an alternative approach will be needed which will be overseen by this group.
3. That a three borough working group to set up the modelling and tracking process and to report from time to time on cost and savings shifts. To identify an SRO from this group to coordinate the work across the three boroughs.

To underpin the above there is a WELC Informatics Strategy in near final draft form that seeks to ensure we have a strategic approach to using patient data and technology to deliver integrated care.

Please confirm that you are using the NHS Number as the primary identifier for correspondence across all health and care services.

CCG/ CSU: YES

LA: *No we do not currently use the NHS number but have plans to do so in the future*

If you are not currently using the NHS Number as primary identifier for correspondence please confirm your commitment that this will be in place and when by

CCG/ CSU: N/A

LA: *In place circa June 2015. Have begun to store the NHS Numbers of service clients in anticipation of using them as the primary identifier. At present, it has the NHS Numbers of:*

60% of clients of Learning Disabilities services

60% of clients of Mental Health services

43% of clients of physical disabilities/ frailty services

34% of clients from other vulnerable groups (usually drugs and/or alcohol related)

Given the number of people in the top 20% (at risk) being older people London Borough of Tower Hamlets has committed to getting increasing the levels for clients of physical disabilities/ frailty services and from other vulnerable groups, to at least the same level at learning disabilities services and mental health services (60%).

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<sup>2</sup>Section 251 of the NHS Act 2006 (originally Section 60 of the Health and Social Care Act 2001) provides the statutory power to ensure that NHS patient identifiable information needed to support essential NHS activity can be used without the consent of patients. The power can be used only to support medical purposes that are in the interests of patients or the wider public, where consent is not a practicable alternative and where anonymised information will not suffice.



Please confirm that you are committed to adopting systems that are based upon Open APIs (Application Programming Interface) and Open Standards (i.e. secure email standards, interoperability standards (ITK))

CCG/ CSU:	YES – message source between systems using open source HC7 standards
LA::	<i>Yes we are committed to ensuring we support open APIs and Open Standards</i>

Please confirm that you are committed to ensuring that the appropriate IG Controls will be in place. These will need to cover NHS Standard Contract requirements, IG Toolkit requirements, and professional clinical practise and in particular requirements set out in Caldicott2.

CCG/ CSU:	Systems hosted by NEL CSU; IG Toolkit Level 2; ASHU (?) Accredited; Hosts DSCRO
LA:	<i>We are committed to ensuring that all appropriate IG controls will be in place.</i>

**d) Joint assessment and accountable lead professional**

Please confirm that local people at high risk of hospital admission have an agreed accountable lead professional and that health and social care use a joint process to assess risk, plan care and allocate a lead professional. Please specify what proportion of the adult population are identified as at high risk of hospital admission, what approach to risk stratification you have used to identify them, and what proportion of individuals at risk have a joint care plan and accountable professional.

The agreed accountable lead professional will be:

- The GP: for those aged over 75, and those identified as Very High Risk
- For other patients, the lead professional will be based on their primary health need. Therefore it could be a doctor, therapist, or secondary care clinician

The joint process for assessing risk, planning care and allocating a lead professional involves GP practices running a monthly risk stratification test to assess risk amongst their patients.

The proportion of the adult population identified as at very high risk, high risk and moderate risk of hospital admission in Tower Hamlets is:

Risk factor	National average percentage	-	Total
Very high risk	0.5%		1,662
High risk	4.5%		11,871
Moderate risk	15%		23,600



<b>(Total TH population that are very high – moderate risk)</b>	-	37,133
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We are currently recruiting stratified patients to care coordination and care planning. For some of these patients, this will build on and ultimately replace existing care plans for specific conditions, to create a comprehensive plan and assessment.

#### 4) RISKS

Please provide details of the most important risks and your plans to mitigate them. This should include risks associated with the impact on NHS service providers

Risk	Risk rating	Mitigating Actions
Unexpected shifts in care costs not accounted for in BCF Planning to either LBTH or CCG.	MEDIUM	<p>No risk is shared for shadow year in 14/15.</p> <p>A robust set of KPIs will be developed during 14/15 to prepare for the BCF in 15/16. These KPIs will allow early identification of shifts in pressure.</p> <p>Ensure the development of the S75 during 14/15 has robust monitoring and evaluation procedures.</p> <p>The Better Care Fund Working Group to have a standing item on their agenda of monitoring shifts in demand.</p> <p>LBTH/THCCG will use the Evaluation and Outcomes Group to monitor significant shifts in activity in Health/Social care.</p> <p>Undertake review of scope of BCF in 14/15</p>
Failure to identify a high quality provider	MEDIUM	<p>Clear expectations set out in the process so that quality is achieved.</p> <p>Robust process underpinned with clear KPIs, deliverables and specification</p>
One of the providers withdraws from the process	LOW	<p>Ensure there is strong PMO support to ensure momentum</p> <p>Contracts do not allow for withdrawal before review period.</p> <p>Robust Commissioning Frameworks to manage risk.</p>
Patient/client specific information is not able to be	LOW	INEL Information Sharing Agreement in place. SSISSA

<p>shared and this leads to fragmented care and lack of integrated working.</p>		<p>available for specific sharing.</p> <p>Patient/service user consent to share information forms used in ASC and health.</p> <p>Robust Information Governance in place (IG Toolkit compliant)</p> <p>Caldecott Guardian</p> <p>Seeking full signed consent as a matter of routine best practice from every patient/service user who is within the integrated care services.</p> <p>Currently applying for s251 approval and working with the Pioneer programme at the Department of health</p> <p>Review Client Information Sharing Agreement Form in ASC to ensure is legally compliant.</p>
<p>Achievement of DTOC metric put at risk due to people requiring specialist provision commissioned by NHS England remain delayed in hospital which will lead to delayed transfers of care (DTOC)</p>	<p>MEDIUM</p>	<p>Monthly monitoring of KPIs for early identification of DTOC</p> <p>Regular updates given to BCF Working group through the Performance Challenge process within LBTH via the Performance Management and Accountability Framework.</p> <p>Analysis of ME, Commissioning and Brokerage statistics and Panel Procedures.</p> <p>Additional granularity of SITREP/HES data.</p> <p>Engagement with Strategic Commissioner within NHS England.</p> <p>Any issues fed back to Pioneer Programme if any issues identified to help get necessary</p>

		action from NHS England.
Government funding of the reforms set out in the Care Bill is insufficient to meet the increased duties placed on the council from April 2015 which may lead to the need to scale back on non-statutory work in order to focus on these increased demand pressures	HIGH	<p>The Care and Health Reform Programme in Tower Hamlets is linked into the Care Bill Finance Modelling (London Councils, ADASS) work that is lobbying Government on funding</p> <p>Use of the Evaluation Steering group to monitor activity and impact on parts of the system.</p> <p>Reimbursement working group ensuring funding follows activity</p> <p>Ensure the BCF and Care Bill work programmes are closely aligned.</p>
Risk BCF Plans will not be agreed between LBTH and CCG	LOW	Strong governance structures already exist between the two organisations through the Tower Hamlets Health and Wellbeing board and the Integrated Care Board. These Boards will regularly review the planning and implementation of the BCF Plans.

## FINANCE - Summary

*For each contributing organisation, please list any spending on BCF schemes in 2014/15 and the minimum and actual contributions to the Better Care Fund pooled budget in 2015/16.*

Organisation	Holds the pooled budget? (Y/N)	Spending on BCF schemes in 14/15	Minimum contribution (15/16)	Actual contribution (15/16)
Local Authority	N	£8.314m		
CCG	N	£10.367m		
CCG and Local Authority	TBD		£20.367m	£20.367m
Local Authority #2				
etc				
<b>BCF Total</b>		<b>£18.681m</b>	<b>£20.367m</b>	<b>£20.367m</b>

*Approximately 25% of the BCF is paid for improving outcomes. If the planned improvements are not achieved, some of this funding may need to be used to alleviate the pressure on other services. Please outline your plan for maintaining services if planned improvements are not achieved.*

TBD

<b>Contingency plan:</b>		<b>2015/16</b>	<b>Ongoing</b>
<b>Outcome 1</b>	Planned savings (if targets fully achieved)	TBD	TBD
	Maximum support needed for other services (if targets not achieved)	TBD	TBD
<b>Outcome 2</b>	Planned savings (if targets fully achieved)	TBD	TBD
	Maximum support needed for other services (if targets not achieved)	TBD	TBD

Since the government's announcement that the performance related element of the Better Care Fund is to be suspended, there is no financial risk to health or care services as a result of non achievement against planned savings. Risk of non achievement will sit with the commissioner of the services, and this will be managed in the same way as with other areas of expenditure and savings, in line with the CCG and LBTH's current financial control processes and management of surpluses



BCF Investment	Lead provider	2014/15 spend		2014/15 benefits		2015/16 spend		2015/16 benefits	
		Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent
Integration/Helping People Live at Home	Barts/Local Authority/ CCG/ELFT	£17.460m				£19.271m			
Enablers	CCG	£1.221m				£1.096m			
<b>Total</b>		<b>£18.681m</b>				<b>£20.367m</b>			

## BENEFITS

Following extensive HRG level analysis on our target population we believe that the Integrated Care Programme could achieve £4.1m in avoided hospital activity broken down by:

- c£3.3m in reduced emergency admissions
- c£200k in reduced activity in A&E
- c£560k in reduced outpatient activity

These savings are predicated on a) agreement in contract negotiations with main providers and b) successful delivery of the programme.

These savings will be made against the CCG's core budgets for emergency care and planned outpatient care. They are not a saving within budgets allocated to the Better Care Fund.

## OUTCOMES & METRICS

For each metric other than patient experience, please provide details of the expected outcomes and benefits of the scheme and how these will be measured.

**REDUCED** *Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population—figures derived from ASCOF.*

Reducing the number of admissions of older people to residential and nursing care homes means that more are receiving appropriate and effective care of their conditions. As a result, their health will deteriorate less, they have appropriate support, and they can maintain their independence, therefore do not need to be admitted permanently to residential and nursing care homes.

**INCREASED** *Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services – figures derived from ASCOF.*

Reablement/ rehabilitation services aim to provide patients with the tools and support to carry out their daily lives as independently as possible. These services can re-teach patients skills and daily tasks that in turn allow them to stay active, healthy and independent. Remaining at home, as opposed to being admitted to hospital or care, signifies independence and capability, so a higher proportion of older people who were still at home 91 days after discharge from hospital into reablement/ rehab services represents success.

**REDUCED** *Delayed transfers of care from hospital per 100,000 population (average per month) – figures derived from ASCOF.*

A delayed transfer of care means that a patient stays in hospital for longer than is needed, which increases the risk of infection, and indicates either that the hospital staff are too busy to discharge the patient, or, if the patient requires transferring to other hospital or social care services, that those services do not have the capacity to receive the patient, causing a delay in them receiving the care that is most appropriate for them. Reducing this number means that patients have reduced risk of infection and receive the right care faster.

**REDUCED** - *Avoidable emergency admissions (composite measure) – composite measure being developed by NHS England.*

Many emergency attendances are avoidable, as are many admissions to emergency services. This can cause over-crowding in emergency services and stretches staff, amongst other negative effects. Over-crowding and stretched staff can lead to long waiting times and can also lead to lower quality, sometimes unsafe care. It is also very costly for those services and for the wider economy. Reducing emergency admissions can increase safety in emergency department. It requires patients' Integrated Care to step in with rapid response services, and more appropriate ways of a) increasing their awareness of emergency and other services, helping them to choose the right care option, and b) reduce the need for emergency services through improved health outcomes as a result of improved care.

**REDUCED** - *Local measure – emergency admissions per 1000 eligible population – Source data is from North East London Commissioning Support Unit (NELCSU) Sandpit SUS extract.*

As opposed to avoidable admissions, reducing all emergency admissions suggests explicitly that, patients' health can be maintained or even improved, with the right care. Indeed this can reduce the need for all interventions, including emergency admissions (including all the avoidable admissions who could have gone elsewhere). Reducing all emergency admissions will have similar benefits to reducing avoidable emergency admissions; reducing waiting times, higher quality, more appropriate care, reduced costs, and much more. This measure is also an indication of the success of the integrated care that eligible patients receive. One of the main aims of integrated care is to reduce the number of admissions amongst those most at risk in the population.



**REDUCED** - Local measure - Readmissions of eligible population receiving integrated care –As explained above, one of the main aims of integrated care is to reduce the number of admissions amongst those most at risk in the population. Reducing the number of times that those most at risk are readmitted is a clear indication of the success of integrated care at maintaining and improving their health.

*For the patient experience metric, either existing or newly developed local metrics or a national metric (currently under development) can be used for October 2015 payment. Please see the technical guidance for further detail. If you are using a local metric please provide details of the expected outcomes and benefits and how these will be measured, and include the relevant details in the table below*

We will use the National Satisfaction Metric when it has been provided by NHS England

*For each metric, please provide details of the assurance process underpinning the agreement of the performance plans*

To be developed at BCF Workshop in April 2014

*If planning is being undertaken at multiple HWB level please include details of which HWBs this covers and submit a separate version of the metric template both for each HWB and for the multiple-HWB combined*

N/A

Submission guidance recommended using <http://ccgtools.england.nhs.uk/opa/flash/atlas.html> for figures but it didn't have any of the relevant information. Instead, most data came from <http://ascof.hscic.gov.uk/Outcome/711/>.

<http://www.hsj.co.uk/Journals/2013/12/17/u/q/z/Planning-guidance.pdf>

<http://www.local.gov.uk/documents/10180/12193/Better+Care+Fund+-+Technical+Guidance.pdf/cf2b02a5-4b3e-47c2-9246-435103b884df>

Metrics		Current Baseline (as at....)	Performance underpinning April 2015 payment	Performance underpinning October 2015 payment	REDUCTION/ INCREASE	NOTES
Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population	Metric Value	655	N/A	597	-8.8	Represents a reduction of c.35 admissions from current 13/14 position. This level of improvement is at 75% confidence of significance. Denominator figure is ONS estimate figure for period.
	Numerator	105		94	-10.5	
	Denominator	16040		15745		
		( April 2012 - March 2013 )		( April 2014 - March 2015 )		
Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into respite / rehabilitation services	Metric Value	87	N/A	91	4.6	National baseline is 81.3%, so this is a very ambitious target. Improvement is based on 75% confidence of significance and based on no change in denominator.
	Numerator	65		68	4.6	
	Denominator	75		75		
		( April 2012 - March 2013 )		( April 2014 - March 2015 )		
Delayed transfers of care from hospital per 100,000 population (average per month)	Metric Value	209	200	200	-4.4	Improvement based on 75% confidence level. Using supplied baseline information, based on average of total DTOC per month, not monthly snapshot, as per definition in technical guidance. ONS figures provided. Latest 6 months as baseline, as per guidance.
	Numerator	445	436	447	0.5	
	Denominator	212617	218171	223463		
		June - November 2013	( April - December 2014 )	( January - June 2015 )		
Avoidable emergency admissions (composite measure) - Baseline data to come from NHSE Jan 2014	Metric Value	606	572	572		Improvement based on 95% confidence level, ONS figures provided for denominator. Latest 12 months as baseline. Performance needs to be measures for 12 months to September 14 and March
	Numerator	1638	1584	1622		
	Denominator	270262	276964	283446		
		April - September 2013	( April - September 2014 )	( October 2014 - March 2015 )		

						15 respectively to match baseline.
Patient / service user experience [for local measure, please list actual measure to be used. This does not need to be completed if the national metric (under development) is to be used]			N/A			As part of the WELC integrated care.pioneer programme we have engaged with the department of health on the development of the Picker institute work on metrics for integrated care. We are working with them to deliver a methodology that allows for focused satisfaction metrics for our target population. However we will use this in conjunction with the national patient satisfaction metric once this has been developed and shared with local areas.
		( insert time period )		( insert time period )		
Emergency admissions for patients within the risk stratified group	Metric Value	192.2	NA	NA		Calculation:
	Numerator	8475	NA	NA		Denominator: The number of people within the Very High Risk, High Risk and Moderate Risk groups.
	Denominator	44104	NA	NA		
		( insert time period )	( insert time period )	( insert time period )		Numerator: The number of people within those groups who have an emergency admission
						Reduction figures are currently being developed and will be agreed in April 2014
Emergency readmissions for patients within the risk	Metric Value	35.4				Calculation:

stratified group	Numerator	1560				<p>Denominator: The number of people within the Very High Risk, High Risk and Moderate Risk groups.</p> <p>Numerator: The number of people within those groups who have an emergency readmission</p> <p>Reduction figures are currently being developed and will be agreed in April 2014</p>
	Denominator	44104				

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## **The Pioneer Programme**

1. The Department of Health announced in October 2013 the appointment of 14 “pioneering initiatives [to transform] the way health and care is being delivered to patients by bringing services closer together than ever before”<sup>1</sup>. Tower Hamlets Council and CCG submitted a bid, based on the existing plans for integration, to be a Pioneer, as part of a wider programme across WELC (Waltham Forest, East London and the City) and were successful and are one of the 14 pioneers across England.
2. This programme brings together the three boroughs of Waltham Forest, Newham and Tower Hamlets and the three CCGs (matching the footprint of Barts Health), Barts Health and the two Mental Health Trusts in East London who also provide community health services to two out of the three boroughs. It is therefore a highly complex programme and the approach taken is to look to maximise commonality and economies of scale in work on the “enablers” – things like information sharing, ICT strategies, evaluation and outcomes, organisational development – but to recognise the need for local flexibility for service design on the ground.
3. The 14 areas chosen are expected to be trail blazers, pioneering new ways of delivering coordinated care. This means “health and social care services working together to provide better support at home and earlier treatment in the community to prevent people needing emergency care in hospital or in care homes”<sup>2</sup>.
4. There are no additional cash resources that accompany the designation of a Pioneer but there is access and fast tracking to expertise, and government departments to try to assist. An example of this where WELC has already seen benefits is in the area of information governance.

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<sup>1</sup><https://www.gov.uk/government/news/integration-pioneers-leading-the-way-for-health-and-care-reform--2>

<sup>2</sup> Ibid

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# Equality Analysis (EA)

Financial Year  
**2013/14**

## Section 1 – General Information (Aims and Objectives)

Name of the proposal including aims, objectives and purpose

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

### Better Care Fund

The Better Care Fund (formerly the Integration Transformation Fund) was announced by the Government in the June 2013 spending round, to ensure a transformation in integrated health and social care. The Better Care Fund (BCF) is a single pooled budget to support health and social care services to work more closely together in local areas.

The Better Care Fund has been initiated by government to promote a greater level of cooperation, joint planning and integrated delivery of health and social care. The reconfiguration and redesign of health and social care services is central to the intentions inherent in the Health and Social Care Act and the Care Bill. Funding mechanisms are likely to become increasingly combined into pooled arrangements, underpinned by integrated working and focused on improving health and wellbeing, supporting more people in community based settings and services and reducing demand on acute care.

The Better Care Fund provides an opportunity to transform care so that people are provided with better integrated care and support. It encompasses a substantial level of funding and it will help deal with demographic pressures in the health and social care system. The Better Care Fund is an opportunity to take the integration agenda forward at scale and pace, building on the WELC integrated care programme, and successful bid to become a “Pioneer”

See  
**Appendix A**

Current decision  
rating



### Conclusion -

As a result of performing the analysis, the Better care Fund does not appear to have any adverse effects on people who share Protected Characteristics and no further actions are recommended at this stage.

**Name:** Deborah Cohen,  
(signed off by)

**Date signed off:**  
(approved)

Service area:  
Commissioning and Health

Team name:  
Commissioning and Health

Service manager:  
Deborah Cohen

Name and role of the officer completing the EA:  
Deborah Cohen, Service Head, Commissioning and Health

## **Section 2 – Evidence (Consideration of Data and Information)**

The vision, aims and objectives of the Better Care Fund are based on the Tower Hamlets Joint Strategic Needs Assessment and the Tower Hamlets Health and Wellbeing Strategy (including the 'Equalities Insights for the Health and Wellbeing Strategy'). Both these documents have a detailed evidence base related to the impacts on the nine protected characteristics.

Some patients have a higher risk of requiring an emergency admission following a crisis than others, and certain characteristics can be indicative of that risk. Therefore we can stratify patients into categories of risk. Information used to identify this risk includes age, their previous acute admissions, and the existing long-term conditions. Because of the high and growing number of people in the borough with one or more long-term conditions, stratifying the risk of patients in order to focus on those with the highest risk of admission is increasingly important. In depth Risk Stratification evidence gathering was undertaken by the Tower Hamlets CCG during the development of the Better Care Fund.

## **Section 3 – Assessing the Impacts on the 9 Groups**

Target Groups	Impact – Positive or Adverse	Reason(s)
Race	Neutral	<p>The results of the Census 2011 reveal that the profile of the borough is one of increasing diversity. The two largest groups are the Bangladeshi (32%) and White British communities (31%) but there are also an increasing number of smaller ethnic groups in the resident population re-affirming the hyper diverse nature of the Borough.</p> <p>Further detailed analysis will be undertaken of the older population and those with Disabilities in relation to race during the 'shadow' year of the BCF in 14/15.</p>
Disability	Positive	<p>There are around 9,000 adults (aged 16 years and over) in Tower Hamlets claiming Disability Living Allowance (DLA). In addition, there are 3,640 older people claiming Attendance Allowance (AA). Around 4,560 people receive higher rate mobility award DLA and around 2,575 receive higher rate care award DLA (these are not mutually exclusive categories). Around 1990 people are claiming higher rate mobility award AA. (January 2011)</p> <p>Some patients have a higher risk of requiring an emergency admission following a crisis than others, and certain characteristics can be indicative of that risk. Therefore we can stratify patients into categories of risk. Information used to identify this risk includes age, their previous acute admissions, and the existing long-term conditions. Because of the high and growing number of people in the borough with one or more long-term conditions, stratifying the risk of patients in order to focus on those with the highest risk of admission is increasingly important. Our risk stratification has identified the following split of our registered population into the following categories:</p>

		<table border="1"> <thead> <tr> <th data-bbox="633 153 1046 228">Risk factor</th> <th data-bbox="1046 153 1458 228">National average percentage</th> <th data-bbox="1458 153 1854 228">- Total</th> </tr> </thead> <tbody> <tr> <td data-bbox="633 228 1046 268">Very high risk</td> <td data-bbox="1046 228 1458 268">0.5%</td> <td data-bbox="1458 228 1854 268">1,662</td> </tr> <tr> <td data-bbox="633 268 1046 308">High risk</td> <td data-bbox="1046 268 1458 308">4.5%</td> <td data-bbox="1458 268 1854 308">11,871</td> </tr> <tr> <td data-bbox="633 308 1046 347">Moderate risk</td> <td data-bbox="1046 308 1458 347">15%</td> <td data-bbox="1458 308 1854 347">23,600</td> </tr> <tr> <td data-bbox="633 347 1046 387">(Total TH population)</td> <td data-bbox="1046 347 1458 387">-</td> <td data-bbox="1458 347 1854 387">261,536</td> </tr> <tr> <td data-bbox="633 387 1046 491">(Total TH population that are very high – moderate risk)</td> <td data-bbox="1046 387 1458 491">-</td> <td data-bbox="1458 387 1854 491">37,133</td> </tr> </tbody> </table>	Risk factor	National average percentage	- Total	Very high risk	0.5%	1,662	High risk	4.5%	11,871	Moderate risk	15%	23,600	(Total TH population)	-	261,536	(Total TH population that are very high – moderate risk)	-	37,133
Risk factor	National average percentage	- Total																		
Very high risk	0.5%	1,662																		
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Moderate risk	15%	23,600																		
(Total TH population)	-	261,536																		
(Total TH population that are very high – moderate risk)	-	37,133																		
Gender	Neutral	<p>For 2014/15 and 2015/16 the model of care we will be introducing will focus on the Very High and High risk patients groups. The Better care Fund will have a positive impact on those with a disability.</p> <p>Further detailed analysis will be undertaken of the population with disabilities and other protected characteristics during the 'shadow' year of the BCF in 14/15.</p> <p>In 2010, the gender split in the population is 51 per cent male and 49 per cent female, or expressed another way, 105 males for every 100 females.</p> <p>Further detailed analysis will be undertaken with Gender and age/disabilities during the 'shadow' year of the BCF in 14/15.</p>																		
Gender Reassignment	Neutral	The BCF will focus on Older people and people with disabilities so the impact Gender reassignment will be negligible																		
Sexual Orientation	Neutral	<p>It is difficult to estimate the size and profile of the lesbian, gay and bisexual (LGB) population in the borough as sexual orientation was not a specific category used in the last census, however: A national survey indicates that LGB people make up around 10% of the population in London. Although the 2011 census did not ask specific questions around sexual orientation, it did ask about those who were living in same sex couples. This revealed that the borough has the fifth largest reported number of cohabiting same sex couples nationally, and the fourth largest in London.</p>																		

		<p>Further detailed analysis will be undertaken with sexual orientation and age/disabilities during the 'shadow' year of the BCF in 14/15.</p>
Religion or Belief	Neutral	<p>The Faith profile of the borough mirrors national trends including a significant decrease in the Christian population now at 27%. There have also been increases in the proportion of the Muslim population which is now the largest faith group in the Borough at 35%. The increase in the number stating 'No Religion' or opting to not to answer the question on religion has been higher than both the significant London and National increases in these categories, and together make up 34% of people in the Borough. The next largest proportionate increase was in the Hindu community which is now 1.7% of the Borough overall (up from 0.8%) and the largest percentage decrease was in the Jewish community from 0.9% to 0.5% in 2011.</p> <p>Further detailed analysis will be undertaken with religion and belief and age/disabilities during the 'shadow' year of the BCF in 14/15.</p>
Age	Positive	<p>The 2011 census has shown that residents in the 20 to 64 age group have increased from 122,070 in 2001 to 176,400 in 2011, an increase of over 44.5% (54,330 residents).</p> <p>However, in Tower Hamlets the number of residents aged over 65 fell from 18,362 in the 2001 Census to 15,500 in 2011. Tower Hamlets saw reductions in those aged 65 to 79 of 3,164 residents (a fall of 21.9%), but an increase in those aged over 80 which increased by 302 residents (an increase of 7.7%).</p> <p>The Census 2011 tells us that there has been a significant increase in working age population and this is where much of the overall population growth has occurred. The Borough also has the lowest pensioner population in the Country but with proportionately many more of them living alone.</p> <p>Some patients have a higher risk of requiring an emergency admission following a crisis than others, and certain characteristics can be indicative of that risk. Therefore we can stratify patients into categories of risk. Information used to identify this risk includes age, their previous acute admissions, and the existing long-term conditions. Because of the high and growing number of people in the borough with one or more long-term conditions, stratifying the risk of patients in order to focus on those with the highest risk of admission is increasingly important. Our risk stratification has identified the following split of our registered population into the following categories:</p>

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(Total TH population)	-	261,536																		
(Total TH population that are very high – moderate risk)	-	37,133																		
Marriage and Civil Partnerships.	Neutral	For 2014/15 and 2015/16 the model of care we will be introducing will focus on the Very High and High risk patients groups. The Better Care Fund will have a positive impact on older people.  The BCF will focus on Older people and people with disabilities so the impact marriage and civil partnerships will be negligible																		
Pregnancy and Maternity	Neutral	The BCF will focus on Older people and people with disabilities so the impact Pregnancy and maternity will be negligible																		
Other Socio-economic Carers	Neutral																			

## Section 4 – Mitigating Impacts and Alternative Options

From the analysis and interpretation of evidence in section 2 and 3 - Is there any evidence or view that suggests that different equality or other protected groups (inc' staff) could be adversely and/or disproportionately impacted by the proposal?

No

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

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

*Where you believe the proposal discriminates but not unlawfully, you must set out below your objective justification for continuing with the proposal, without mitigating action.*

## Section 5 – Quality Assurance and Monitoring

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

Yes

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

This EA will be regularly reviewed and refreshed by the Better Care Fund Working Group

Does the policy/function comply with equalities legislation?

(Please consider the [OTH objectives](#) and [Public Sector Equality Duty](#) criteria)

Yes

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

Further detailed analysis will be undertaken with age/disabilities and the other protected characteristics during the 'shadow' year of the BCF in 14/15.

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

This Equality Analysis will inform the development of the BCF during the 'Shadow' year of 14/15





## **Section 6 - Action Plan**

A project plan will be developed and finalised during 14/15 and Equality considerations from the Equality Analysis will be incorporated in to the Action Plan.




## Appendix A

### (Sample) Equality Assessment Criteria

Decision	Action	Risk
As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i> . It is recommended that the use of the policy be suspended until further work or analysis is performed.	<b>Suspend – Further Work Required</b>	Red 
As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i> . However, a genuine determining reason may exist that could legitimise or justify the use of this policy.	<b>Further (specialist) advice should be taken</b>	Red Amber 
As a result of performing the analysis, it is evident that a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document.	<b>Proceed pending agreement of mitigating action</b>	Amber 
As a result of performing the analysis, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.	<b>Proceed with implementation</b>	Green: 

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<b>Cabinet</b> 2 April 2014	
<b>Report of:</b> Stephen Halsey, Head of Paid Service	<b>Classification:</b> Unrestricted
<b>Response to the recommendations of the Tower Hamlets Fairness Commission</b>	

<b>Lead Member</b>	<b>Mayor Lutfur Rahman</b>
<b>Originating Officer(s)</b>	Frances Jones, One Tower Hamlets Service Manager
<b>Wards affected</b>	All wards
<b>Community Plan Theme</b>	<b>One Tower Hamlets</b>
<b>Key Decision?</b>	Yes

### **Executive Summary**

This report sets out the activities to be taken forward by the Council in response to the recommendations made by the Tower Hamlets Fairness Commission in September 2013. It also includes a summary of activities being undertaken by partner organisations.

### **Recommendations:**

The Mayor in Cabinet is recommended to:

1. Agree the activities set out in Table One as the Council's response to the recommendations of the Tower Hamlets Fairness Commission
2. Note the activities planned by partner organisations to the recommendations of the Tower Hamlets Fairness Commission outlined in Table One(3.7)
3. Agree the proposal set out in paragraph 3.9 to increase engagement between the Tower Hamlets Partnership and Corporate Social Responsibility leaders in the borough

## **1. REASONS FOR THE DECISIONS**

- 1.1 The Tower Hamlets Fairness Commission was established by the Mayor in November 2012. The fourteen independent commissioners led a ten month evidence gathering and engagement process and in September published a report of their findings. This report also outlined sixteen recommendations aimed at national and local government, business and the voluntary and community sector.
- 1.2 At the launch of the report the Mayor welcomed the Commission's recommendations and tasked officers in the Council with investigating options for responding to them. This report sets out the proposed actions the Council will take in response to the Commission's recommendations.

## **2. ALTERNATIVE OPTIONS**

- 2.1 Since the launch of the Commission's report in September 2013 officers have carried out options appraisals for responding to the Commission's recommendations. These have been discussed with a number of partners. The Mayor in Cabinet could decide not to progress the actions set out in the report or agree other activities in line with the recommendations.

## **3. DETAILS OF REPORT**

### **3.1 Background**

The Tower Hamlets Fairness Commission was launched by the Mayor in November 2012. Charged with examining how best the Council and its local partners could marshal diminishing resources to prevent existing inequality from being exacerbated, the fourteen independent commissioners led a twelve month programme of evidence gathering and engagement. This included three day long public meetings on the themes of Housing, Jobs and Money and Safety Nets (the scope of these sessions are attached at Appendix 1).

- 3.2 In addition the Commissioners participated in a range of drop in consultations, community visits, specialist consultation events, meetings with experts and received written evidence submissions. Their work was informed by research undertaken by the Corporate Strategy and Equality Team in the Council and researchers at Toynbee Hall.

### **3.3 The Commission's report**

The Commission published a report on its finding in September 2013. It made 16 recommendations relating to money and financial inclusion, employment and housing. These recommendations were addressed to four audiences: national government; the council and local public sector; businesses and; the voluntary and community sector.

### **3.4 The report launch**

At the launch, key partners responded to the Commission's call to action by endorsing the report and committing to taking key elements forward:

- The Mayor welcomed the Commission's recommendations around housing, employment and childcare. He also agreed to host an 'action day' at which all partners in the borough could come together to develop an action plan in response to the Commission's recommendations.
- Barclays Bank, who hosted the launch, agreed to work with partners to increase the number of aspirational work experience places for young people in the borough, to support the growth of the Credit Union, and to investigate models of investment in affordable housing.
- London Councils endorsed the report's recommendations, especially on employment services and committed to supporting the Council in further developing these recommendations into action.
- Citizens UK and the Tower Hamlets Council for Voluntary Services endorsed the report's recommendations. Citizens UK indicated that key areas of focus for Tower Hamlets London Citizens would be in areas identified in the Commission's report, including improving affordable rent and standards in the private sector, as well as endorsing the further take up of London Living Wage.

### 3.5 The Fairness Commission Action Day

Following the report launch, the Commissioners hosted an 'action day' in late November 2013 to turn the recommendations into actions. The event, held at Toynbee Hall, involved over 80 participants including Cabinet members, officers from the council and its partners, representatives from the London Assembly, London Councils, think tanks, community and voluntary sector organisations and business.

- 3.6 Following the action day, the ideas and actions generated were further worked up by the Corporate Strategy and Equality Service working closely with senior managers from the Council, including the Corporate Management Team, and with other organisations who had agreed to lead on key actions. These organisations include the GLA's Housing Committee; the Church of England; the Financially Inclusive Tower Hamlets Network; Barclays; the Tower Hamlets Housing Forum; the London Community Credit Union; the Unite Union and the Tower Hamlets Partnership Executive.

### 3.7 Proposed response

Table One sets out the proposed actions which have been developed through these discussions to be taken forward by the Council in response to the Commission's recommendations. Details of actions proposed to date by partner organisations are also set out and highlighted in grey for information.

### 3.8 Monitoring

To track progress in responding to the Commission's recommendations, the Corporate Strategy and Equality Service will also produce a 'one year on' report in November 2014 to inform residents and stakeholders of progress against the recommendations. This will be reported to Cabinet. A group of the

Commissioners have also indicated they will continue to support the implementation of the recommendations. They will meet twice in 2014 to consider progress on implementation and use their profile and networks to help unlock any issues or barriers, particularly where recommendations require input from regional or national organisations.

- 3.9 In their report the Fairness Commissioners recognized that in a period of significantly reducing resources in the local public sector, there are substantial financial and community resources in the borough which could be more effectively channeled to address social justice issues and tackle growing inequality. Whilst the monitoring activities set out above will enable the Council to track progress by both council services and partner organisations, they do not provide a long term means for building stronger engagement with local businesses. Given the significance of businesses in Canary Wharf and the City Fringe as local employers, purchasers of goods and services and funders of corporate social responsibility activities, there could be considerable value in extending our existing Partnership structures to engage them fully in joint action.
- 3.10 There are a considerable number of corporate social responsibility initiatives operating in the borough, but no mechanism for tracking the effectiveness of these programmes or their distribution across the borough. To improve the transparency and effectiveness of the contribution of local businesses the Corporate Strategy and Equality service will work with the Tower Hamlets Partnership to:
- Publish a regularly updated comprehensive needs assessment of the borough, identifying areas and groups where we have evidence of persistent need for intervention and promote this to corporate social responsibility leaders in Canary Wharf and the City Fringe
  - Engage with businesses as well as the local public sector to map activity against need and through this influence spend to avoid duplication and ensure as wide a range of groups as possible benefit from the financial resources available.

#### **4. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 4.1. This paper presents Cabinet with a number of options for responding to recommendations of the Tower Hamlets Fairness Commission and seeks Cabinet approval for the activities set out in Table One.
- 4.2. The options within Table one that are shaded in grey are activities which are planned to be carried out by partner organisations and as such are not expected to have any financial implications for the authority.
- 4.3. The options not shaded in grey are ones that the Council will need to implement directly and thus are likely to have an impact on Council resources. An initial analysis of the potential financial impact is detailed within the final column of Table One.

4.4. In particular the following actions will have financial consequences which are detailed within the table.

- **Action 2.3:** Delivery at the level identified in this proposal would require one FTE SO1/Scale 6 officer in each of the four borough localities. With the addition of project management overheads this will require a budget of approximately £200k per annum. Funding for this programme could come from the income generated by a commercial agreement to provide free wi-fi in the borough (see Action 2.2)
- **Action 4.3:** This action would require a one-off investment from reserves by the Council, following further consideration on the impact on the Council's reserves and medium term financial plan.
- **Action 6.2:** £340,000 of funding has been secured to fund this activity through the Planning Contributions Overview Panel
- **Action 7.3:** The estimated cost of this proposal is £6,000 and funding will need to be identified to meet these costs
- **Action 8.1:** Estimated funding of £128k will need to be identified. Funding for the launch event could be sought from corporate sponsorship.
- **Action 8.3:** Funding for this activity will need to be sought for set up, running costs and capital costs of establishing a new centre. This will be done before progressing the activity.
- **Action 9.1:** Funding will be required to resource project management for the development of the Standard and recruitment of signatories. This is estimated at £10,000 for first year for a part time post within the Education Business Partnership.

4.5. The remaining proposals are expected to be managed within existing resources.

## 5. LEGAL COMMENTS

5.1 The Strategic Plan is closely aligned with the Community Plan, which sets out the council's sustainable community strategy within the meaning of section 4 of the Local Government Act 2000. The Strategic Plan specifies how the Council will prioritise delivery of its functions and thus ranges across the Council's statutory powers and duties. The proposed actions are capable of being carried out lawfully and it will be for officers to ensure that this is the case. The promotion of fairness to combat inequality is a Strategic Plan objective and the achievement of the actions listed will be a significant contribution towards the successful attainment of the policy objective.

5.2 Section 3 of the Local Government Act 1999 requires best value authorities, including the Council, 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". The development of the actions in the Strategic Plan, together with their delivery and subsequent monitoring will contribute to the way in which the best value duty can be fulfilled. Monitoring reports to members and actions arising from those reports

will help to demonstrate that the Council has undertaken activity to satisfy the statutory duty.

- 5.3 The actions listed are for the Council and its partners to develop together or separately, in some cases utilising methodology which the Council alone could not employ. Those actions which the Council will undertake can be pursued under specific legislation or by virtue of the general power of competence in Section 1 of the Localism Act 2011.
- 5.4 There will be legal consequences in the development of the projects which will be considered fully at the appropriate junctures. However there are no immediate legal implications arising from this report.

## **6. ONE TOWER HAMLETS CONSIDERATIONS**

- 6.1. The Tower Hamlets Fairness Commission was charged with examining the potential impact of public sector austerity on inequality in the borough and assess how best the Council and its local partners can marshal resources to prevent existing inequality from being exacerbated. This report identifies a wide range of actions in line with the Commission's recommendations which are intended to minimize inequality between people in the borough.

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

- 7.1 There are no environmental implications.

## **8. RISK MANAGEMENT IMPLICATIONS**

- 8.1. In identifying options for responding to the Commission's recommendations, officers have produced risk assessments which have informed decision making. As officers develop plans to implement the decisions set out in this report these risk assessments will be regularly updated.

## **9. CRIME AND DISORDER REDUCTION IMPLICATIONS**

- 9.1 This report has no implications for crime reduction.

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### **Linked Reports, Appendices and Background Documents**

#### **Linked Report**

- NONE

#### **Appendices**

- Appendix One: Tower Hamlets Fairness Commission evidence gathering meeting scopes



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

- NONE

**Originating Officers and Contact Details**

<b>Name</b>	<b>Title</b>	<b>Contact for information</b>
Frances Jones	Service Manager, One Tower Hamlets	frances.jones@towerhamlets.gov.uk

**Table One: Responses to the recommendations Tower Hamlets Fairness Commission**

<b>MONEY / JOBS / HOUSING</b>			
<b>Action</b>		<b>Lead organisations &amp; key stakeholders</b>	<b>Key activities, output and next steps</b>
<b>Recommendation 1: That the poverty premium be eradicated in Tower Hamlets</b>			
1.1	A national campaign on energy tariffs and punitive payment methods.	Transact Network (which includes local third sector organisations)	<ul style="list-style-type: none"> <li>- Toynbee Hall are recruiting an intern to work with Transact Network specifically on energy policy and to initiate this campaign.</li> <li>- Research to develop evidence base, campaign messages and coalition of support.</li> <li>- Lobbying energy companies to eliminate the premium paid by those who don't pay by direct debit and enforce existing legislation.</li> <li>- Work with housing providers to ensure default utility company offers best deal.</li> <li>- Support people to access best tariff for them.</li> </ul>
1.2	A local campaign supporting residents to 'don't pay more' for goods and services.	Financially Inclusive Tower Hamlets (FITH) network (co-chaired by Council and Toynbee Hall)	<ul style="list-style-type: none"> <li>- Develop this research into a campaign which promotes lowest cost options for local goods and services, promotes transparency of costs and encourages residents to make informed decisions about what they buy.</li> <li>- Establish single website for all information on local money saving ideas and financial inclusion.</li> </ul>
1.3	Use the Tower Hamlets Energy Cooperative to get the lowest energy tariffs for residents, including those on pre-paid meters and support residents to manage their energy use.	Tower Hamlets Energy Cooperative (includes council and housing partners)	<p>Continue to undertake regular energy auctions, including for those on prepaid energy meters, to encourage movement to billed energy tariffs or a reduced prepaid tariff. We provide residents on prepaid meters with energy monitors to enable control over the cost of energy. Over 75s are specifically targeted for energy advice.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> <li>- Next energy auctions to be held in June and November 2014</li> <li>- May 2014 Launch of in house borough-wide home energy advice</li> <li>- May 2014 Launch of Green Energy Doctor Scheme to help vulnerable residents reduce energy use</li> <li>- June 2014 Launch of an Energy Monitoring Scheme for high-use energy users</li> </ul>

**Recommendation 2: Tower Hamlets becomes an online borough**

2.1	Undertake research and analysis of digital exclusion in Tower Hamlets.	Welfare reform task group partners	<p>In addition to national research by the Tinder Foundation and Carnegie, a number of local housing and voluntary sector organisations, including Toynbee Hall, are carrying out research to understand digital exclusion locally. This will be extended to provide a robust evidence base on the causes of digital exclusion and develop policy solutions.</p> <p>Key Next Steps:</p> <p>Digital Exclusion Strategy to be developed by the Welfare Reform Task Group by December 2014</p>
2.2	Increase internet connectivity on housing estates and in public spaces, through commercial and/or public sector partnership.	Economic Development Team	<p>Pursue a commercial partnership for the provision of time limited free wi-fi in some public areas of the borough and use income generated from this scheme to reinvest in digital inclusion programmes.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> <li>- Initiate a procurement exercise to identify a commercial partner to provide free wi-fi access in specific areas by June 2014.</li> </ul>
	Develop and promote a package to support people to access the internet.	Council with housing associations, Job Centre Plus and local community and voluntary sector organisations.	<p>Provide a programme of support for vulnerable people who need additional support to access job search, banking and benefit applications websites. This could include skills training, access to hardware and to the internet.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> <li>- After the development of the Digital Exclusion Strategy and drawing on income from commercial wifi partnership, develop a programme of support.</li> </ul>

**Recommendation 3: That Government gives local authorities greater power to limit “unhealthy” businesses *(that is those businesses which are detrimental***

<i>to the wellbeing of communities, for example money lending shops, betting shops and fried chicken shops)</i>			
3.1	Mitigate the impact of business which are detrimental to the wellbeing of local communities in the development of council town centre policies.	Council	<p>Develop a Council policy statement on reducing the impact of those businesses which are detrimental to the wellbeing of local communities and promote healthy, thriving high streets.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> <li>- Officers from Public Health, Economic Development and Licensing Services to develop a policy statement on reducing the impact of those businesses which are detrimental to the wellbeing of local communities and promote healthy, thriving high streets, by December 2014</li> </ul>
3.2	Work with London Councils to develop a regional saturation policy approach for gambling outlets, to create a separate Use Class for them, and reduce the impact of fixed odds betting terminals.	Council with London Councils	Support London Councils to lobby for gambling outlets to have their own use class through the joint submission under the Sustainable Communities Act, as submitted in February 2014 and awaiting ruling by the Secretary of State.
3.3	Ban advertising of businesses which are detrimental to the wellbeing of communities on council owned assets	Council	<p>Ban advertising of businesses which are detrimental to the wellbeing of communities on outdoor advertising space owned by the Council.</p> <p>Key Next Steps:</p> <p>Review each advertising contracts as it is renewed to incorporate measures to prevent advertising by businesses which are detrimental to the wellbeing of communities</p>

**Recommendation 4: That Government and the financial services sector should support the development of the credit union sector**

4.1	Create a Community Banking	Barclays and other	Establish a Community Banking Partnership to improve banking standards for people
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	Partnership for Tower Hamlets to ensure access to and availability of range of 'good' financial products.	banks, CDFIs and London Community Credit Union.	on low incomes and improve referral processes between partners so no customer is ever refused banking services through fundraising by Toynbee Hall as part of the FITH partnership.
4.2	Increase capacity, including the development of new products, in the local credit union and community banking sector.	Barclays with London Community Credit Union and the Church of England.	Barclays to provide a programme of specialist business support to the credit union.
4.3	Support the growth of London Community Credit Union through investment	Council	Subscribe to an issue of deferred shares in London Community Credit Union
4.4	Grow membership of London Community Credit Union	London Community Credit Union with employers	Promote employee payroll savings schemes to large employers in the borough, especially health and housing partners, to offer their employees the opportunity to save through payroll and borrow from the credit union.  Key Next Steps:  - Credit Union to present to the Health and Wellbeing Board, Tower Hamlets Housing Forum, and Head Teachers Consultative.
<b>Recommendation 5: A local and national campaign to raise awareness of the impact of high cost credit, promoting alternatives</b>			
5.1	A local public awareness campaign, mobilising public against high-cost credit and promoting low-cost alternatives.	Council, FITH network, faith organisations, CDFIs and the Tower Hamlets Housing Forum	Run a local communications campaign to raise awareness of the impact of high cost credit and promote affordable alternatives.  Key Next Step:  - By end of April 2014 produce a supplement to be distributed through East End Life and via other local networks to provide information on a range of financial inclusion issues including access to affordable, budgeting and debt advice.
<b>Recommendation 6: Develop a holistic response to residents affected by welfare reform</b>			
6.1	Deliver a partnership wide programme of information and	Council	The welfare reform task group will develop a programme of awareness raising activity for 2014.

	awareness raising around welfare reform		Key Next Steps: - Programme of awareness raising activity to be finalised by April 2014
6.2	Increase supply of specialist welfare benefits advice provision in the borough to support residents affected by changes in welfare benefits.	Council	Commission additional welfare benefits advice casework provision in the borough for an 18 month period and develop a pro-bono and paralegal apprenticeship project to increase capacity in the advice sector through paralegal apprenticeship placements in local advice agencies.  Key Next Steps: - Commissioning process for additional casework and paralegal apprenticeship scheme to be completed by April 2014
Page 170	Explore the opportunities for developing a Local Support Services Framework in Tower Hamlets	Council with Jobcentre Plus	Explore options for creation of a framework for supporting residents with the introduction of universal credit, particularly the digital by default agenda, and ensure sufficient support for vulnerable residents affected by welfare reform.  Key Next Steps: - Develop proposals for consideration by the Executive, subject to the Department for Work and Pensions deadlines.
<b>MONEY / JOBS / HOUSING</b>			
Action		Lead organisations & key stakeholders	Key activities, output and next steps
<b>Recommendation 7: That all schools offer a wide curriculum and provide aspirational opportunities to students (see also Rec. 9)</b>			
7.1	Promote local role models through regular speaker visits to schools	Tower Hamlets Education Business Partnership (EBP) and the council.	EBP to launch their 'Ambassadors' programme through which they will recruit a bank of local people who have been through work experience in the borough and are now successfully employed or running their own businesses, and promote to schools.
7.2	Increase and improve the labour market information provided to young people, schools and	Council with schools and employers.	Careers Service and Economic Development to collate labour market information and translate into a useful resource for young people and their parents and teachers.

	parents, focusing on growth areas.		<p>Key Next Steps:</p> <ul style="list-style-type: none"> <li>- Produce first briefing for schools by October 2014</li> </ul>
7.3	Run a programme of events which engage parents and foster carers in encouraging aspirational educational and employment opportunities for their children.	Council with the Education Business Partnership and schools.	<p>Parent and Family Support Service coordinate a programme of interactive workshops with parents, bringing in inspiring speakers (identified by the Careers Service and Education Business Partnership) to promote opportunities for young people in growth areas of labour market. This will include work with primary schools, closely linked to the Passport to Learning programme.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> <li>- Secure funding to support this programme with a view to commencing delivery by September 2014</li> </ul>
<b>Recommendation 8: Reimagine local employment services so they work better for local people and businesses</b>			
8.1	Develop a 'Business Charter' for Tower Hamlets through which local businesses commit to 'buy local, employ local and support local'	Council with local businesses and business forums.	<p>Develop a 'Business Charter' for local businesses which makes public their commitment to Buy Local, Employ local and Support local'. Launch and publicise through a communications campaign and recruit a number of businesses to act as early adopters/champions.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> <li>- Engage with businesses and explore funding opportunities to support development, publicity and dissemination of the Charter'</li> </ul>
8.2	Create new internal partnership arrangement based on broad SLA with key partners including Job Centre Plus and other Economic Taskforce members	Council with Job Centre Plus and employment service partners	<p>Agree a Memorandum of Understanding between the Council, Job Centre Plus and employment support providers to integrate support services through information sharing and enhanced collaboration.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> <li>- Memorandum of Understanding to be agreed by Council, Job Centre Plus and Employment Taskforce members by November 2014</li> </ul>

8.3	Develop a new centre offering a full range of integrated employment support services in one accessible community venue.	Council with JCP and third sector providers.	<p>A two phase programme of work to establish fully integrated and accessible employment support services from which a range of services can be delivered, using co-production approaches to ensure delivery meets needs of job seekers.</p> <p><b>Phase One</b> would involve Council/JCP staff re-locating to an accessible community venue from where a range of services could be delivered.</p> <p><b>Phase Two</b> would involve design of a dedicated employment support facility possibly in the borough's new civic centre with fully integrated team and access to co-located benefits, housing and social care advice and support.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> <li>- Phase One to commence by November 2014</li> <li>- Identify possible sources of funding for Phase Two.</li> </ul>
8.4	Establish a commercial recruitment agency for Tower Hamlets.	Council with partners, including Barts Health and Barclays	<p>Develop proposals for investment in an arm's length social enterprise recruitment agency to secure employment for local people.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> <li>- Proposals to be developed for consideration by the Executive by September 2014.</li> </ul>
8.5	Create a union of jobseekers or 'jobseekers alliance' to better understand needs and hold providers to account.	Unite the Union	Continue to support a group of local unemployed people who have already been involved in campaigning activity to influence the delivery of employment support programmes and develop a peer support programme for people affected by benefit sanctions.
<b>Recommendation 9: That local businesses effect a step change in their engagement with local people, guaranteeing to provide 25% of work experience placements every year and increasing local employment opportunities</b>			
9.1	Develop a clear and high quality standard for work experience for	Tower Hamlets Education Business	Working closely with the Council's Learning and Achievement Service, the Education Business Partnership will develop a quality standard for work experience which



	young people in school for employers to sign up to.	Partnership with the Council	<p>ensures placements are meaningful and contribute to employment prospects of young people in the borough. This will be developed through close working with schools and employers.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> <li>- Identify an additional resource to deliver, with a view to establishing steering group and develop draft quality standard by the end of July 2014</li> </ul>
9.2	Increase the number of businesses providing wide ranging and aspirational work experience opportunities for young people and unemployed adults signing them up to the new work experience standard.	Council, Tower Hamlets Education Business Partnership, Barclays and other employers.	Increase the number of work experience places provided by local businesses by at least 25 % over two years through the new Business Charter and the Barclays Lifeskills programme and increase high quality work experience placements in key sectors, including Housing Associations.
<b>Recommendation 10: That all employers in Tower Hamlets become accredited London Living Wage employers</b>			
10.1	Continue to lobby employers to pay London Living Wage, particularly those in low wage sectors such as home care, and increase the number of local organisations who are accredited LLW employers.	Citizens UK and local partners.	Citizens UK will continue to lead the campaign for a Living Wage with a focus on other low wage sectors such as home care, retail and hospitality.
10.2	Continue to embed London Living Wage as a requirement in contracts, throughout the council's supply chain	Council	Continue to embed London Living Wage, as contracts are re-commissioned.
<b>Recommendation 11: That the council sets ambitious targets for expansion of childcare provision and leads work to develop new and alternative models of provision such as workplace childcare, co-produced and co-operative provision</b>			
11.1	Ensure the impact on the statutory provision of childcare places is considered in the	Council	Ensure the sustainability of childcare provision through the Corporate Landlord Model and new asset strategy, subsidising childcare providers rent if necessary through the grants process.

	development of the council's asset strategy.		<p>Key Next Steps:</p> <ul style="list-style-type: none"> <li>- Incorporate within development of new Council Asset Strategy (first draft to be completed by September 2014)</li> </ul>
11.2	Maximise opportunities for the provision of childcare space in new developments	Council and partners	<p>Officers will explore options to maximise opportunities to secure sufficient child care provision in new residential developments.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> <li>- Officers to develop options for maximising opportunities to provide childcare spaces in new developments by September 2014</li> </ul>
Page 174	Expand number of existing buildings used for childcare provision, promoting shared use of buildings where possible	Council and partners	<p>This work is in two parts, firstly: Work with Tower Hamlets Housing Forum to recruit Registered Providers as key partners in expansion of childcare provision by identifying those who have existing or planned community buildings which could be suitable for use as childcare provision and secondly: Establish links with faith communities who have community buildings in the borough which could be converted for use as childcare provision through work with the Tower Hamlets Interfaith Forum.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> <li>- Meeting with Tower Hamlets Housing Forum and Tower Hamlets Interfaith Forum by July 2014</li> </ul>

**MONEY / JOBS / HOUSING**

Action	Lead organisations & key stakeholders	Key activities, output and next steps
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**Recommendation 12: That the government reduce restrictions on local authority borrowing, does not top-slice the New Homes Bonus, allows local authorities to keep all proceeds from Right to Buy sales, and covenants are introduced to Right to Buy to limit conversion to buy-to-let.**

12.1	Pan-London borough housing	London Assembly	Share evidence, find solutions, build cross-borough consensus and more effective
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	conference	Housing Committee and London Councils	lobbying. Council to support this with provision of evidence and case studies.
<b>Recommendation 13: That financial institutions work with the council and house builders to develop new models of long-term investment in social housing</b>			
13.1	Develop new financial and delivery model as options for securing investment in delivering affordable housing on specific Council owned sites	Council	To develop a new methodology for funding new affordable housing supply. To examine the possibility of establishing a company structure to lever in additional investment.  Key Next Steps:  - Financial and legal structure to be agreed by December 2014
<b>Recommendation 14: Illustrating the negative impact of investment in the London property market</b>			
14.1	London Assembly to investigate the impact of overseas investment and solutions for rebalancing the market.	London Assembly Housing Committee	The chair of the London Assembly Housing Committee has indicated he will pursue this through their 2014/15 work programme.
<b>Recommendation 15: That rent models are based on the principle that social rents should relate to the income of tenants, not the market rate</b>			
15.1	Explore the creation of a London Living Rent model	London Citizens	Work with key local and regional partners to explore the creation of the London Living Rent model.
15.2	Secure new affordable homes at rental levels which are genuinely affordable for those in housing need in Tower Hamlets.	Council	The council already seeks to secure affordable homes at target rent levels where viable, particularly for family homes. Where the 'affordable rent product' needs to be included in a scheme to ensure viability the council seeks to apply Tower Hamlets adjusted (POD) rents. The council is currently taking legal action against the Mayor of London who is looking to remove the ability of the council to follow this approach in its planning policies.  Key Next Steps:  - Planning and housing officers will review the council's position following the court hearing, currently underway. - Officers will review the Mayor of London's draft housing strategy and the

			introduction of 'capped' and 'discounted' rents for affordable housing in the 2015-18 affordable homes programme to ensure this new approach meets the housing needs of the borough.	
<b>Recommendation 16: That the standard of private rented accommodation is improved, and tenants better protected, through a landlord licensing scheme for Tower Hamlets</b>				
Page 176	16.1	Gather necessary evidence, explore data and consider options for taking forward a landlord licensing scheme. Consult stakeholders and pilot in one local area to understand any unintended consequences, before rolling out to other areas.	Council with partners.	<p>A working group of officers from environmental health and housing strategy has already been established to gather evidence and consider this before developing options for a scheme for Tower Hamlets.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> <li>- An options paper will be produced for CMT after a review of all available data, by September 2014</li> </ul>
	16.2	Housing associations to use freeholder powers to address leaseholders and their tenants causing ASB.	Tower Hamlets Housing Forum	Share effective practice through THHF and implement where necessary and possible.
	16.3	Develop a financial product to enable people who receive housing benefit to ring fence money for rent and explore options for guaranteeing rental payments to private landlords	Financial institutions and the Council	Establish a partnership with landlords and community banking providers to explore options for a rent 'jam jar' account product and look at options for guaranteeing rent for housing benefit claimants in the private rented sector.



## Appendix 1: Tower Hamlets Fairness Commission evidence gathering meeting scopes

### HOUSING AND COMMUNITIES

Why do families want or need to live in Tower Hamlets?

Is mixed housing development best?

Given affordable housing is a very scarce resource, with the market completely failing to supply a sufficient amount, what can the Council do to allocate housing fairly?

- Do people and families who move out of the borough want to move, or are they just priced out. Are the people that stay stuck?
- Economic and social impact of having, or not having, affordable housing. To what extent is Tower Hamlets a 'mixed' community?
- Should the council be focused on housing the most vulnerable or creating mixed communities?
- Should the Council be a provider of housing or seek to regulate or influence the market in different ways?
- Should housing allocation be based entirely on need, or should incentives be introduced?

#### *Part 1:*

Sets out the current picture of housing and communities in Tower Hamlets, how we've got to where we are and current trends and challenges. Considers the different ways in which current Government policy will play out in the next 5-10 years, including welfare reform.

#### *Part 2:*

If we do not respond in any way, what will happen? How would communities change, demographically and economically? What is the borough-wide impact? And the impact for different types of individuals and families?

#### *Part 3:*

Explores different responses by the state and communities to the situation. What if the state had significantly more freedom to control the local housing market? How can we increase supply, or limit demand? What can families do if they want to stay in the borough?

## EMPLOYMENT AND INCOME INEQUALITY

Why is employment so low in Tower Hamlets and what are the likely future trends?

What does being in poverty mean in Tower Hamlets?

What role can the state and the private sector really play in reducing inequalities and making it 'fairer'?

- Picture of local job market and possible future growth areas. What are the skills gaps and barriers faced for local people?
- Cycle of unemployment in Tower Hamlets whereby people move out if they get a good job, to be replaced by more vulnerable people. Implications for the support required in the borough?
- If you're living in poverty, how much money do you have, how do you spend it? Includes picture of in-work poverty – how can we ensure work pays?
- Understanding issue of graduate unemployment. Test perception that education improvement has not translated into employability and jobs.
- What incentives are there to encourage the private sector to focus their creative energies on tackling inequality locally?

### *Part 1:*

History of employment and business in TH up to present day, and current situation including the local profile of poverty. Consider the impact of current Government policy, including welfare reform, on the employment market and income inequality. If low-income families can no longer afford to live in the borough, what does that mean for the supply of low-wage labour? Will people commute in, or will wages rise?

### *Part 2:*

What would happen if everyone paid at least the London Living Wage? How can we make that happen?

### *Part 3:*

Consider the growth employment areas and ways in which the borough could encourage and exploit these for the benefit of residents.

### *Part 4:*

What other solutions are there that could create step-change in reducing inequality, improving the employability of local people and job creation? If businesses were subject to less regulation, would that help as they suggest? What are the most effective and value for money forms of employment support? Can we do more to mitigate the effects of poverty, making life fairer?

## **SAFETY NETS AND RESILIENCE**

We know that state provision of support services to vulnerable people costs a lot of money, and also that unpaid care by family and friends saves the state a significant amount. In this context, what is fair allocation of resources to support vulnerable people and their carers?

What role can, and should, the community and voluntary sector, the private sector, and individuals play?

What are the conditions that enable people to be resilient, and how can we foster these?

- What do or should people expect of state provision? Where does it end?
- Exploration of interdependence of employment and caring responsibility.
- Promoting philanthropy, community leadership and neighbourliness.
- Ability of people to access support services but also to empower themselves.

### *Part 1:*

Profile, using case studies, of families who are vulnerable (eg. overcrowding, caring responsibilities, unemployed or in-work poverty, debt, disabilities or ill health). Who will be hardest hit by welfare reform and other cuts to public sector support? Could be exacerbated by other factors including recession, ill health and family breakdown. What is the current response – what might their journey be? What barriers do they face?

### *Part 2:*

What would happen if you took different non-statutory services away? Who would step in? Do we have to stop providing services to get a reaction, or could this be done in a structured, pre-meditated way? What can't we afford to lose?


### *Part 3:*

Picture and examples of a preventative model, impact on the sort of customer journey's already discussed and potential savings. What kind of investment does that really require and who provides it? What does it mean for 'late intervention' or safety net services – can we really shift from one to the other?

### *Part 4:*

History and current picture of active citizenship, participation and philanthropy in the borough. What influences it? What solutions could it offer?



<b>Cabinet</b> 2 April 2014	
<b>Report of:</b> Corporate Director Resources	<b>Classification:</b> Unrestricted
<b>Strategic Performance and Corporate Revenue and Capital Budget Monitoring                  Q3 2013/14 (Month 9)</b>	

<b>Lead Member</b>	Councillor Alibor Choudhury, Cabinet Member for Resources
<b>Originating Officer(s)</b>	Kevin Miles, Chief Accountant. Louise Russell, Service Head, Corporate Strategy and Equality
<b>Wards affected</b>	All
<b>Community Plan Theme</b>	All
<b>Key Decision?</b>	No

## Executive Summary

This monitoring report details the financial position of the Council at the end of Quarter 3 compared to budget, and service performance against targets. This includes year-end projection updates for the:

- General Fund Revenue and Housing Revenue Account; 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 3 2013/14 performance; and
- Note the Council's financial position as detailed in section 3 and appendices 1-3 of this report; and
- Note that Cabinet will approve capital estimates for ESCW as set out in Appendix 4a

## 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 December 2013, all Directorates are forecasting a breakeven position on an overall net budget of £298m, except for minor variances within Resources and Chief Executives Directorates that are both reporting underspends of £54K and £51K respectively, giving a forecast underspent outturn variance of £105K (less than 0.001%)

#### **3.1.2 HRA**

The HRA is projecting an overall underspend of £2.3M, this equates to 2.6% based on budgeted income of £86.4m.

#### **3.1.3 Capital Programme**

Directorates have spent 37% of their capital budgets for the year (£79.9m against budgets of £214.4m). Further information is provided in section 4 of the report and Appendix 4.

Appendix 4a includes recommendations for the adoption of capital estimates for two projects in order not to delay matters before the next main ESCW programme report to Cabinet.

## **3.2 Strategic Measures**

3.2.1 The Strategic Measures set enables the Council to monitor progress against our priorities. Of the 29 measures reportable this quarter (including subset of measures), 10 (35%) are at or exceeding the standard target (lower bandwidth), with a further 7 (24%) meeting or exceeding the stretched target (Green).

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 4a – provides details of new ESCW Capital programme schemes
- Appendix 5 – 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	9,696	7,273	7,792	519	9,642	(54)
Communities, Localities and Culture	76,786	54,437	50,911	(3,526)	76,786	0
Development and Renewal	19,744	14,868	12,512	(2,356)	19,744	0
Education, Social Care and Wellbeing	223,724	174,642	146,735	(27,907)	223,724	0
Resources	6,542	4,905	55,753	50,848	6,491	(51)
Corporate Costs / Capital Financing	(38,686)	(29,013)	5,805	34,818	(38,686)	0
<b>Total</b>	<b>297,806</b>	<b>227,112</b>	<b>279,508</b>	<b>52,396</b>	<b>297,701</b>	<b>(105)</b>

4.2 Significant Outturn and Year-to-date variances are explained below, detailed explanations at vote level are shown in the detailed budget analysis in Appendix 2.

4.3 **Chief Executive** **£54k Underspend**

The forecast levels of budgeted income are lower than anticipated to date and therefore has increased the pressure on the 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. Depreciation and Premises Recharges have been posted in January (Period 10) which will bring the current spend to date in line with the profiled budgets. Other smaller variances relate to timing delays due to suppliers submitting invoices for payments.

**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 and capital charges being adjusted at year end.

**4.7 Resources** **£51k Underspend**

Resources is forecasting an overall underspend of £51k. However, there is a forecast overspend within Customer Access which principally relates to savings associated with the closure of one stop shops which is currently not proceeding. In 2013/14 this can be funded out of one-off underspends within ICT services, however, longer term plans for managing this risk in 2014/15 will need to be agreed.

At the time of the Period 9 monitor the Housing Benefit Subsidy had only been received until the end of October, giving rise to an abnormally large variance to date of £50M overspent. However a further £43m in subsidy was processed during January which is matched to Period 8 & 9.

The position as at period 10 is currently £12m overspent pending the claims due before year end. Current estimates support the assumption that this budget will come in on target.

**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)** **£2.3M underspend**

The overall projected HRA underspend is the net result of a number of variances, the main one being that the actualisation of 2012/13 service charges is anticipated to result in higher than budgeted income, mainly due to

an increase in the number of rechargeable repairs in 2012/13 – this element equates to approximately £1.1m. The actualisation process also generated an additional £0.6m; this reflects the recharging to leaseholders of an element of all appropriate costs incurred in 2012/13.

Rental income is also forecast to be higher than budgeted due to a lower than anticipated level of voids and fewer Right to Buy sales than anticipated in the first nine months of the year, although it should be noted that sales are now taking place in greater numbers.

It is currently projected that energy costs will be lower than budgeted, although this is a volatile budget and costs may increase if there is a period of prolonged cold weather. There has also been unbudgeted income 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 currently expected that capital fee income will be higher than estimated, 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.

The HRA Medium Term Financial Plan (MTFP) presented to Cabinet in February 2014 included a 2013/14 year-end variance of £0.5m, therefore, any year-end variance that is more favourable than this represents additional resources to the HRA in excess of those assumed in the MTFP. These resources could be used towards the financing of the various recently approved new supply schemes that the Authority will be undertaking, which would reduce the need to borrow, and as result, will lead to lower debt charges in the HRA.

Further detail and explanation can be found in the Capital Monitoring Q3 – Appendix 4.

#### 4.10 Income Collection Performance Targets

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

<b>Income Stream</b>	<b>Collected in 2012/13 %</b>	<b>2013/14 Target to 31.12.13 %</b>	<b>2013/14 Collected to 31.12.13 %</b>	<b>Direction of Travel</b>
Business Rates	99.69	74.70	88.18	↑
Central Income	91.00	88.00	83.75	↓
Council Tax	95.10	71.37	71.33	↓
Housing Rents	99.72	98.00	100.03	↑

Business Rates and Housing Rents are above target. Council Tax is just below target. Although central income is below target cash collection and allocation has improved significantly in the last quarter.

## 5. **CAPITAL**

5.1 The capital budget for 2013/14 now totals £214.4m, decreased from the £221.3m reported for the second quarter due to the re-profiling of scheme budgets into future years.

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 3 represented 37% of the revised capital programme budget for 2013/14 as follows:

	<b>Annual Budget as at 31-Dec-13</b>	<b>Spend as at 31-Dec-13</b>	<b>% Budget Spent</b>
	<b>£m</b>	<b>£m</b>	<b>%</b>
<b>TOTALS BY DIRECTORATE:</b>			
Education, Social Care and Wellbeing	18.766	10.249	55%
Communities, Localities and Culture	11.987	4.877	41%
Development and Renewal	29.303	5.154	18%
Building Schools for the Future (BSF)	42.859	37.569	88%
Housing Revenue Account (HRA)	101.326	22.026	22%
Resources	0.128	0.000	0%
Corporate GF provision for schemes under development	10.000	0.000	0%
<b>GRAND TOTAL</b>	<b>214.369</b>	<b>79.875</b>	<b>37%</b>

This compares with £94.4m (52%) at the same stage last year.

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

	<b>Annual Budget as at 31-Dec-13</b>	<b>Projection 31-Mar-14</b>	<b>Forecast Variance</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>TOTALS BY DIRECTORATE:</b>			
Education, Social Care and Wellbeing	18.766	16.444	-2.322
Communities, Localities and Culture	11.987	11.987	0.000
Development and Renewal	29.303	16.849	-12.454
Building Schools for the Future (BSF)	42.859	49.025	6.166
Housing Revenue Account (HRA)	101.326	56.059	-45.267
Resources	0.128	0.128	0.000
Corporate GF provision for schemes under development	10.000	0.000	-10.000
<b>GRAND TOTAL</b>	<b>214.369</b>	<b>150.492</b>	<b>-63.877</b>

Programme slippage of £63.9m 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, D&R 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 £864.7m against which spend of £834.7m is forecast resulting in a total underspend variance of £30m. The main reason for this underspend is that a £30m 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.

	<b>All years budget as at 31-Dec-13</b>	<b>Projection 31-Dec-13</b>	<b>Variance</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Education, Social Care and Wellbeing	102.402	102.402	0.000
Communities, Localities and Culture	75.505	75.505	0.000
Development and Renewal	42.986	42.986	0.000
Building Schools for the Future (BSF)	325.531	325.531	0.000
Housing Revenue Account (HRA)	288.079	288.079	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
<b>GRAND TOTAL</b>	<b>864.723</b>	<b>834.723</b>	<b>-30.000</b>



- 5.6 Capital receipts received in 2013/14 from the sale of Housing and General fund assets as at 31<sup>st</sup> December 2013 are as follows:

<b>Capital Receipts</b>		
	£m	£m
Receipts from Right to Buy (38 properties)	3.871	
less pooled amount paid to DCLG	-1.504	
		2.367
<b>Sale of Housing Land</b>		
Queens Head PH	0.350	
Enfranchisement	0.070	
Cotall Street	0.610	
		1.030
<b>Sale of General Fund assets</b>		
Travelodge site	2.910	
Sale of subsoil at Wapping Pier Head	0.300	
Overage Payments (Wapping Lane)	0.008	
		3.218
<b>Total</b>		<b>6.615</b>

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 PERFORMANCE MEASURES**

- 6.1. The strategic measures enable the Council to monitor progress against 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 they remain fit for purpose. Where necessary, there will also be in-year reviews of the measures.
- 6.2. Appendix 5 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 the 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 ↑.

- 6.3. Data for the following strategic measures were not available in time to report within the Quarter 2 report, but is now available, and is included in appendix 5.
- Smoking quitters
  - Percentage of household waste sent for reuse, recycling and composting
  - Homelessness prevention

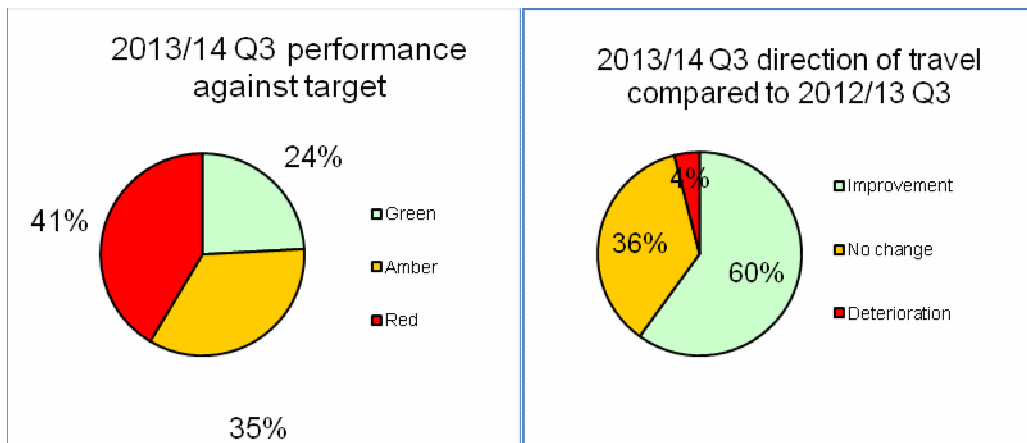
### **Strategic Performance Measures – Quarter 3 (September - December 2013)**

6.4. 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, 29 are reportable this quarter (including previously outstanding Quarter 2 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).

6.5. 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 25. For performance against target (RAG status), proportions are based on the totality of measures being reported this quarter: 29.

- For 96% of measures, we are either matching or exceeding performance compared to this time last year.
- 7 measures (24%) are meeting or exceeding their stretched target (Green), with six of these an improvement from last year (↑) and one a new indicator;
- 10 (34%) are above the standard target but below the stretched target (Amber), with six of these improving (↑) and three remaining unchanged (↔), compared to last year's performance; one measure is new.
- 12 (41%) are below the standard target (Red), with three improving from last year (↑), no change for six measures (↔) and one deteriorating (↓); with two measures being new. Further explanations and assessments of whether we will reach targets by end of the year are included later in this report.
- Overall, 4 indicators do not have comparable data for this time last year and therefore no direction of travel information can be produced.



6.6. There are several strategic performance measures which we report on a quarterly basis but Q3 data is currently not available due to a time lag in reporting. However Quarter 2 data is now available, (which was not previously reported to CMT) and has been provided in the report and appendix for the following indicators:

- Number of Smoking Quitters (NI123) – Q3 due to report around middle of March 2014.
- Percentage of household waste sent for reuse, recycling and composting. We are awaiting confirmation from CLC as to when Q3 data will be made available.

### Performance Summary

The following sections detail our performance under two key headings:

- High performing and areas of improvement;
- High risk areas – where we may not achieve our in year targets.

### **High Performing Areas – Quarter 3**

6.7. Measures that exceeded their stretched target and have improved compared to quarter 3 last year include:

- **Percentage of LP07 or above local authority staff that have a disability;**  
The current performance is 6.39% which is above the target level for this quarter (5.75%) and 1.76 ppt better than this time last year. Action to improve further against target during 2013/14 is as follows -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.

- **Level of street and environmental cleanliness –detritus;**  
The current performance is 1% and is 1 ppt better than our stretch target (2%).
- **Level of street and environmental cleanliness – fly posting;**  
The performance is 1% and is 1 ppt better than our standard target (2%) and in line with the stretch target (1%). The performance is also nearly 5 ppt better than the previous quarter as well as for the same period last year, which indicates a significant improvement in this area of environmental cleanliness.
- **Percentage of household waste sent for reuse, recycling and composting;**  
The performance for Q2 is 29.26% which is above the stretch target (29.0%) and 2.16 ppt better than this time last year.
- **Overall Employment Rate – Gap with London Average;**  
The employment rate for Tower Hamlets in Q3 is 63.9% compared to the London average of 69.8%. This equates to 118,000 Tower Hamlets residents being in work. The gap between Tower Hamlets and the London average is 5.9%. This compares favourably to this time last year when the gap was 6.6%.  
The employment rate for Tower Hamlets in Q3 is looking positive with an increase of 1.4ppt since last quarter's data release compared to 0.4ppt for the London average rate. The employment rate gap has narrowed 1.0ppt since Q2 reporting and 0.7ppt since this time last year.
- **Rate of personal robbery crimes;**  
The performance for Q3 is 3.49 and is on target (3.49) for the cumulative rate (which is the total of quarters 1, 2 and 3).

### **High Risk Areas – Quarter 3**

6.8 As part of the monitoring of our performance each quarter, analysis is undertaken to identify those measures at risk of not achieving their annual targets. This includes measures that are below their standard target and have deteriorated since the corresponding quarter for the previous year.

- **Lets to overcrowded households;**  
The total number of lets to overcrowded applicants is 661, which is below the Standard target for December 2013 (750), influenced by fewer properties to let this year - a likely 1,786 based on activity to date compared with last year's 2,435. As forecasted, this measure would have also been affected by an increasing number of offers to non-priority cases and the 10% target set for

Band 3 applicants (who are adequately housed) under the Council's lettings plan. However, performance against this measure has continued to remain strong with a total of 3,667 lets to overcrowded households from April 2011 against a Mayoral target of 1,000 lets to overcrowded households per year.

- **A Level attainment (average points scores);**

The final result for 2012/13 A Level attainment (627.6) is 2.7 ppt below our minimum target (644.9) which equates to underachievement of 17.3 points per student. Staff changes in 6th form management across Mulberry School, Sir John Cass School, Tower Hamlets College, and Cambridge Heath (due to dis-aggregation of its three component schools – Morpeth, Oaklands and Swanlea) may have played some role in their underperformance. Overall 7 out of 11 providers exceeded the borough minimum target points per student; however our highest performing schools have relatively small numbers of students in their year 13 A level groups, compared to other schools in the borough. All of the smaller schools have improved their points per student scores for 2012/13.

- **Rate of motor vehicle crime;**

Motor Vehicle crime was recorded as 8.15 for Q3, which is off target (7.01) and an increase of 2.4% compared to the last quarter. The increase is driven by theft of motor vehicles which is showing an increase and theft from motor vehicles a very small decrease i.e. one or two offences. 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 tasking activity.

## **7. COMMENTS OF THE CHIEF FINANCIAL OFFICER**

- 7.1 Under Financial Regulations it is the responsibility of senior managers to spend within budgets and, where necessary, management actions will need to be taken over the remainder of the financial year to avoid overspend.
- 7.2 Any variance we incur at the end of 2013/14, or at any time over the forthcoming period, will change the financial position. An overspend will increase the future savings targets required to meet spending cuts, with a potential impact on front-line services; whereas an underspend will reduce the pressure on the councils reserves. The projected figures at this stage do not indicate that this is a significant risk.

## **8. LEGAL COMMENTS**

- 8.1 The report provides performance information, including by reference to key performance indicators and the budget. It is consistent with good administration for the Council to consider monitoring information in relation to plans and budgets that it has adopted.
- 8.2 Section 3 of the Local Government Act 1999 requires the Council as a best value authority to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. Monitoring of performance information is an important way in which that obligation can be fulfilled.
- 8.3 The Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council’s chief finance officer has established financial procedures to ensure the Council’s proper financial administration. These include procedures for budgetary control. It is consistent with these arrangements for Members to receive information about the revenue and capital budgets as set out in the report.
- 8.4 When considering its performance, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don’t. Relevant information is set out in section 8 of the report and officers must consider the need for equality analysis when carrying out any action in discharge of the Council’s functions.

## **9. 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.

## **10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

An element of the monitoring report deals with environmental milestones within the Great Place to Live theme.

## **11. 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.

## **12. 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.

## **13. EFFICIENCY STATEMENT**

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

## **14. LINKED REPORTS, APPENDICES AND BACKGROUND DOCUMENTS**

### **Linked Reports**

- None

### **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 4a – provides details of new ESCW Capital programme schemes

- Appendix5 – 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





<b>Capital Control Budget 2013/14</b>	<b>Total Capital Budget</b>	<b>ESCW</b>	<b>Building Schools For the Future</b>	<b>Chief Executive's/R esources</b>	<b>Communities, Localities and Culture</b>	<b>Corporate</b>	<b>Development and Renewal</b>	<b>Housing Revenue Account</b>
<b>2012-13 Original Budget at February 2013 Cabinet</b>	<b>185,692,826</b>	<b>22,210,000</b>	<b>52,963,100</b>	<b>0</b>	<b>9,732,726</b>	<b>10,000,000</b>	<b>12,306,000</b>	<b>78,481,000</b>
<b>Slippage from 12/13</b>	<b>16,722,786</b>	<b>1,897,918</b>	<b>0</b>	<b>0</b>	<b>514,221</b>	<b>0</b>	<b>5,778,692</b>	<b>8,531,955</b>
<b>Q1 - Total Adjustments</b>	<b>3,623,245</b>	<b>(4,986,421)</b>	<b>(10,104,557)</b>	<b>0</b>	<b>6,763,223</b>	<b>0</b>	<b>0</b>	<b>11,951,000</b>
<b>Q2 - Total Adjustments</b>	<b>15,295,500</b>	<b>520,000</b>	<b>0</b>	<b>128,000</b>	<b>112,500</b>	<b>0</b>	<b>10,472,000</b>	<b>4,063,000</b>
<b>Q2 - Budget</b>	<b>221,334,357</b>	<b>19,641,496</b>	<b>42,858,543</b>	<b>128,000</b>	<b>17,122,670</b>	<b>10,000,000</b>	<b>28,556,692</b>	<b>103,026,955</b>
<b>Cabinet Approvals</b>								
2013)	370,000	370,000						
ESCW Capital Programme - Arnhem Wharf School Expansion (Cabinet April 2013)	99,000	99,000						
ESCW Capital Programme - Stebon School Expansion (Cabinet Sept' 2013)	1,000,000	1,000,000						
D&R Capital Programme - New Homes at Bradwell St Garages (Cabinet November 2013)	245,000						245,000	
<b>Budgets Re-profiled*</b>								
ESCW Capital Programme - PDC Conversion - Late start so delay to project	(200,000)	(200,000)						
ESCW Capital Programme - Woolmore Primary School - Late start so delay to project	(1,395,000)	(1,395,000)						
premises	(707,000)	(707,000)						
instructions	(270,000)				(270,000)			
on site	(270,000)				(270,000)			
CLC Capital Programme -Redevelopment of 1 Cambridge Heath Road - Cross rail on site	(22,083)				(22,083)			
CLC Capital Programme - Brushfield Street - Legal issue with S106 receipt to be resolved	(350,000)				(350,000)			
CLC Capital Programme - Blackwall Way Bus Stops - Delays as Cross rail on site	(39,274)				(39,274)			
CLC Capital Programme - St Andrews Hospital - Delays as developer on site	(87,500)				(87,500)			
CLC Capital Programme - Commercial Road - Phase 2 to be delivered in 2014/15	(125,000)				(125,000)			
CLC Capital Programme - Wapping Lane - Delays as developer on site	(64,000)				(64,000)			
CLC Capital Programme - Former Safeway Store - Delays as developer on site	(135,000)				(135,000)			
CLC Capital Programme - Ocean Estate FS2 - Delays as developer on site	(106,000)				(106,000)			
reprogrammed	(250,000)				(250,000)			
CLC Capital Programme - A12 Wick Lane Junction - OPTEMS have reprogrammed	(250,000)				(250,000)			
reprogrammed	(250,000)				(250,000)			
permission	(2,000,000)				(2,000,000)			
CLC Capital Programme - Brick Lane Murial - Still waiting for S106 PCOP approval	(45,000)				(45,000)			
CLC Capital Programme - Boroughwide CCTV Improvements -PCOP approval required	(128,000)				(128,000)			
CLC Capital Programme - Contaminated Land Strategy - Schemes identified for 14/15	(250,000)				(250,000)			
CLC Capital Programme - Adelina Grove - Schemes identified for 14/15	(53,000)				(53,000)			
CLC Capital Programme - Copton Close- Schemes identified for 14/15	(40,000)				(40,000)			
CLC Capital Programme - Poplar High Street - Schemes identified for 14/15	(37,000)				(37,000)			
CLC Capital Programme - Rosebank Gardens - Schemes identified for 14/15	(23,000)				(23,000)			
CLC Capital Programme - Veronica House - Schemes identified for 14/15	(33,000)				(33,000)			
CLC Capital Programme - Stores Quay - Schemes identified for 14/15	(56,000)				(56,000)			
<b>Decisions Delegated to Corporate Directors**</b>								
ESCW Capital Programme - Gorsfield Residential Centre - Security Improvements	58,000	58,000						
CLC Capital Programme - Violet Road Bridge Assessment - Load capacity testing	20,000				20,000			
CLC Capital Programme - Corbridge Crescent Bridge Assessment - Load capacity testing	20,000				20,000			
works	77,051				77,051			
<b>Other Approvals/Adjustments</b>								
ESCW Capital Programme - Condition & Statutory Works other CSF premises	(100,000)	(100,000)						
duplicate	(356,000)				(356,000)			
funding	(13,208)				(13,208)			
St	(1,091,000)						(1,091,000)	
D&R Capital Programme - Installation of Automatic Energy Meters - Scheme has ended	(108,000)						(108,000)	
D&R	1,700,000						1,700,000	
HRA Capital Programme - Short Life Properties - Moved to the D&R Capital Programme	(1,700,000)							(1,700,000)
<b>Q3 - Total Adjustments</b>	<b>(6,965,014)</b>	<b>-875,000</b>	<b>0</b>	<b>0</b>	<b>-5,136,014</b>	<b>0</b>	<b>746,000</b>	<b>-1,700,000</b>
<b>Total Revised Budget 2013/14</b>	<b>214,369,343</b>	<b>18,766,496</b>	<b>42,858,543</b>	<b>128,000</b>	<b>11,986,656</b>	<b>10,000,000</b>	<b>29,302,692</b>	<b>101,326,955</b>

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
December 2013	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
<b>CHE Chief Executive Services</b>								
<b>GEN General Fund Account</b>								
Expenditure	15,593	17,704	13,279	13,682	403	17,572	-132	-0.7%
Income	-6,983	-8,008	-6,006	-5,890	116	-7,930	78	-1.0%
<b>Net Expenditure Fund Type: GEN</b>	<b>8,610</b>	<b>9,696</b>	<b>7,273</b>	<b>7,792</b>	<b>519</b>	<b>9,642</b>	<b>-54</b>	<b>-0.6%</b>
<b>Net Expenditure Directorate: CHE</b>	<b>8,610</b>	<b>9,696</b>	<b>7,273</b>	<b>7,792</b>	<b>519</b>	<b>9,642</b>	<b>-54</b>	<b>-0.6%</b>
<b>COM Communities &amp; Localities</b>								
<b>GEN General Fund Account</b>								
Balance Sheet	0	0	0	0	0	0	0	0.0%
Expenditure	127,269	130,894	93,979	81,474	-12,505	130,660	-234	-0.2%
Income	-51,563	-54,108	-39,542	-30,563	8,979	-53,874	234	-0.4%
<b>Net Expenditure Fund Type: GEN</b>	<b>75,706</b>	<b>76,786</b>	<b>54,437</b>	<b>50,911</b>	<b>-3,526</b>	<b>76,786</b>	<b>0</b>	<b>0.0%</b>
<b>Net Expenditure Directorate: COM</b>	<b>75,706</b>	<b>76,786</b>	<b>54,437</b>	<b>50,911</b>	<b>-3,526</b>	<b>76,786</b>	<b>0</b>	<b>0.0%</b>
<b>COP Corporate Cost and Central Items</b>								
<b>GEN General Fund Account</b>								
Capital Expenditure	5,617	5,617	4,213	4,506	293	5,617	-0	0.0%
Expenditure	17,728	17,628	13,221	3,792	-9,429	17,628	0	0.0%
Income	-2,545	-2,545	-1,909	-2,493	-584	-2,545	0	0.0%
<b>Net Expenditure Fund Type: GEN</b>	<b>20,800</b>	<b>20,700</b>	<b>15,525</b>	<b>5,805</b>	<b>-9,720</b>	<b>20,700</b>	<b>0</b>	<b>0.0%</b>
<b>Net Expenditure Directorate: COP</b>	<b>20,800</b>	<b>20,700</b>	<b>15,525</b>	<b>5,805</b>	<b>-9,720</b>	<b>20,700</b>	<b>0</b>	<b>0.0%</b>
<b>DEV Development &amp; Renewal - General Fund</b>								
<b>GEN General Fund Account</b>								
Expenditure	74,951	73,381	54,874	57,000	2,126	79,203	5,822	7.9%
Income	-58,034	-53,637	-40,006	-44,488	-4,482	-59,459	-5,822	10.9%
<b>Net Expenditure Fund Type: GEN</b>	<b>16,917</b>	<b>19,744</b>	<b>14,868</b>	<b>12,512</b>	<b>-2,356</b>	<b>19,744</b>	<b>0</b>	<b>0.0%</b>
<b>Net Expenditure Directorate: DEV - GF</b>	<b>16,917</b>	<b>19,744</b>	<b>14,868</b>	<b>12,512</b>	<b>-2,356</b>	<b>19,744</b>	<b>0</b>	<b>0.0%</b>
<b>ESW Education, Social Care &amp; Wellbeing</b>								
<b>GEN General Fund Account</b>								
Expenditure	269,838	285,224	213,814	171,232	-42,582	282,692	-2,532	-0.9%
Income	-52,646	-61,500	-39,172	-24,498	14,674	-58,969	2,532	-4.1%
<b>Net Expenditure Fund Type: GEN</b>	<b>217,192</b>	<b>223,724</b>	<b>174,642</b>	<b>146,735</b>	<b>-27,907</b>	<b>223,724</b>	<b>0</b>	<b>0.0%</b>
<b>Net Expenditure Directorate: ESW</b>	<b>217,192</b>	<b>223,724</b>	<b>174,642</b>	<b>146,735</b>	<b>-27,907</b>	<b>223,724</b>	<b>0</b>	<b>0.0%</b>
<b>RES Resource Services</b>								
<b>GEN General Fund Account</b>								
Expenditure	327,526	328,715	246,533	234,315	-12,218	328,028	-687	-0.2%
Income	-317,377	-322,173	-241,628	-178,562	63,066	-321,537	636	-0.2%
<b>Net Expenditure Fund Type: GEN</b>	<b>10,149</b>	<b>6,542</b>	<b>4,905</b>	<b>55,752</b>	<b>50,848</b>	<b>6,491</b>	<b>-51</b>	<b>-0.8%</b>
<b>Net Expenditure Directorate: RES</b>	<b>10,149</b>	<b>6,542</b>	<b>4,905</b>	<b>55,752</b>	<b>50,848</b>	<b>6,491</b>	<b>-51</b>	<b>-0.8%</b>
<b>Net Expenditure Total</b>	<b>349,373</b>	<b>357,192</b>	<b>271,650</b>	<b>279,508</b>	<b>7,858</b>	<b>357,087</b>	<b>-105</b>	<b>0.0%</b>
Central Items (as per Appendix 1)	-51,567	-59,386	-44,538	0	44,538	-59,386	0	0.0%
<b>Net Expenditure total</b>	<b>297,806</b>	<b>297,806</b>	<b>227,112</b>	<b>279,508</b>	<b>52,396</b>	<b>297,701</b>	<b>-105</b>	<b>0.0%</b>

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
December 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	1,504	1,307	-197	1,787	-219	-10.9%	VTD and Outturn : Chief Exec's vacant post (approx. 129K) and head of Legal services vacant post (part funded - approx. £88K)
Net Expenditure Vote: C80		1,985	2,006	1,504	1,307	-197	1,787	-219	-10.9%	
Net Expenditure Service Area: C11		1,985	2,006	1,504	1,307	-197	1,787	-219	-10.9%	
Service Area: C13 Legal Services										
Vote: C52 Legal Services										
	Expenditure	3,439	3,790	2,843	3,235	392	3,790	0	0.0%	VTD : Additional costs to be met by additional fee income from services
	Income	-3,519	-3,442	-2,582	-2,704	-122	-3,442	0	0.0%	
Net Expenditure Vote: C52		-80	348	261	531	270	348	0	0.0%	
Vote: C58 Electoral Registration										
	Expenditure	694	767	575	633	58	784	17	2.2%	
	Income	0	0	0	-27	-27	0	0	0.0%	
Net Expenditure Vote: C58		694	767	575	606	31	784	17	2.2%	
Vote: C60 Borough Elections										
	Expenditure	29	29	22	5	-17	29	0	0.0%	
Net Expenditure Vote: C60		29	29	22	5	-17	29	0	0.0%	
Vote: C84 Information Governance & Complaints										
	Expenditure	502	526	395	353	-42	526	0	0.0%	
	Income	-395	-522	-391	-277	114	-522	0	0.0%	
Net Expenditure Vote: C84		107	4	4	76	72	4	0	0.0%	
Net Expenditure Service Area: C13		750	1,148	862	1,218	356	1,165	17	1.5%	
Service Area: C18 Communications										
Vote: C14 Communications										
	Expenditure	2,588	2,553	1,915	2,125	210	2,553	0	0.0%	VTD and Outturn : reduction in the level of income expected through advertising.
	Income	-2,627	-2,499	-1,874	-1,669	205	-2,399	100	4.0%	
Net Expenditure Vote: C14		-39	54	41	456	415	154	100	185.2%	
Net Expenditure Service Area: C18		-39	54	41	456	415	154	100	185.2%	

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
December 2013	Chief Executive Services	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: C19 Registrars & Democratic Services										
Vote: C56 Registration of Births, Deaths & Marriages										
	Expenditure	754	892	669	832	163	1,012	120	13.5%	VTD and Outturn : Budget pressures on the services due to increased demand.
	Income	-515	-515	-386	-343	43	-535	-20	3.9%	
Net Expenditure Vote: C56		239	377	283	489	206	477	100	26.5%	
Vote: C62 Democratic Services										
	Expenditure	2,569	3,048	2,286	2,294	8	3,041	-7	-0.2%	
	Income	-7	-7	-5	-2	3	-7	0	0.0%	
Net Expenditure Vote: C62		2,562	3,041	2,281	2,292	11	3,034	-7	-0.2%	
Vote: C78 Democratic Representation										
	Expenditure	0	961	721	721	0	961	0	0.0%	
	Income	861	0	0	0	0	0	0	0.0%	
Net Expenditure Vote: C78		861	961	721	721	0	961	0	0.0%	
Net Expenditure Service Area: C19		3,662	4,379	3,285	3,502	217	4,472	93	2.1%	
Service Area: C20 Business Support										
Vote: C82 Business Support Unit										
	Expenditure	781	873	655	605	-50	830	-43	-4.9%	
	Income	-624	-866	-650	-650	0	-866	0	0.0%	
Net Expenditure Vote: C82		157	7	5	-45	-50	-36	-43	-614.3%	
Net Expenditure Service Area: C20		157	7	5	-45	-50	-36	-43	-614.3%	
Service Area: C54 Corporate Strategy & Equalities										
Vote: C16 Corporate Strategy and Equalities										
	Expenditure	1,549	1,556	1,167	1,080	-87	1,531	-25	-1.6%	
	Income	0	0	0	-28	-28	0	0	0.0%	
Net Expenditure Vote: C16		1,549	1,556	1,167	1,052	-115	1,531	-25	-1.6%	
Vote: C54 One Tower Hamlets										
	Expenditure	703	703	527	492	-35	728	25	3.6%	
	Income	-157	-157	-118	-190	-72	-159	-2	1.3%	
Net Expenditure Vote: C54		546	546	409	302	-107	569	23	4.2%	
Net Expenditure Service Area: C54		2,095	2,102	1,576	1,354	-222	2,100	-2	-0.1%	
Net Expenditure Fund Type: GEN		8,610	9,696	7,273	7,792	519	9,642	-54	-0.6%	
Net Expenditure for Chief Executive Services		8,610	9,696	7,273	7,792	519	9,642	-54	-0.6%	

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
December 2013	Communities & Localities	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Fund Type: CPK Controlled Parking</b>										
<b>Service Area: CPR Public Realm</b>										
<b>Vote: E24 Parking Control</b>										
	Expenditure	6,917	6,917	5,019	4,876	-143	6,917	0	0%	VID : Due to budget profiling
	Income	-6,917	-6,917	-10,939	-11,030	-91	-6,917	0	0%	
	<b>Net Expenditure Vote: E24</b>	<b>0</b>	<b>0</b>	<b>-5,920</b>	<b>-6,154</b>	<b>-234</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	<b>Net Expenditure Service Area: CPR</b>	<b>0</b>	<b>0</b>	<b>-5,920</b>	<b>-6,154</b>	<b>-234</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	<b>Net Expenditure Fund Type: CPK</b>	<b>0</b>	<b>0</b>	<b>-5,920</b>	<b>-6,154</b>	<b>-234</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Fund Type: GEN General Fund Account</b>										
<b>Service Area: CAL Cultural Services</b>										
<b>Vote: E40 Divisional Management</b>										
	Expenditure	112	113	85	134	49	113	0	0%	
	Income	-112	-113	-85	-97	-12	-113	0	0%	
	<b>Net Expenditure Vote: E40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37</b>	<b>37</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
<b>Vote: E41 Idea Stores</b>										
	Expenditure	7,971	8,357	6,239	5,763	-476	8,357	0	0%	VID :Awaiting Business rates and Depreciation recharges.
	Income	-1,330	-1,330	-977	-613	364	-1,330	0	0%	VID : Delay in processing of recharges
	<b>Net Expenditure Vote: E41</b>	<b>6,641</b>	<b>7,027</b>	<b>5,262</b>	<b>5,150</b>	<b>-112</b>	<b>7,027</b>	<b>0</b>	<b>0%</b>	
<b>Vote: E42 Sports &amp; Physical Activity</b>										
	Expenditure	3,564	4,451	3,329	2,289	-1,040	4,451	0	0%	VID : Awaiting Depreciation and Premises recharges.
	Income	-339	-1,167	-87	89	176	-1,167	0	0%	Invoice due to be processed in Feb. 2014 to Contractor..
	<b>Net Expenditure Vote: E42</b>	<b>3,225</b>	<b>3,284</b>	<b>3,242</b>	<b>2,378</b>	<b>-864</b>	<b>3,284</b>	<b>0</b>	<b>0%</b>	
<b>Vote: E43 Parks &amp; Open Spaces</b>										
	Expenditure	2,741	2,693	1,674	1,756	82	2,693	0	0%	
	Income	-576	-576	-432	-337	95	-576	0	0%	
	<b>Net Expenditure Vote: E43</b>	<b>2,165</b>	<b>2,117</b>	<b>1,242</b>	<b>1,419</b>	<b>177</b>	<b>2,117</b>	<b>0</b>	<b>0%</b>	
<b>Vote: E44 Arts &amp; Events</b>										
	Expenditure	2,168	2,382	1,630	1,512	-118	2,382	0	0%	VID : Awaiting Depreciation and Premises recharges.
	Income	-1,104	-1,106	-830	-741	89	-1,106	0	0%	
	<b>Net Expenditure Vote: E44</b>	<b>1,064</b>	<b>1,276</b>	<b>800</b>	<b>771</b>	<b>-29</b>	<b>1,276</b>	<b>0</b>	<b>0%</b>	
<b>Vote: E45 Mile End Park</b>										
	Expenditure	701	703	389	472	83	703	0	0%	
	Income	-701	-703	-527	-330	197	-703	0	0%	VID : Awaiting Q3 recharges
	<b>Net Expenditure Vote: E45</b>	<b>0</b>	<b>0</b>	<b>-138</b>	<b>142</b>	<b>280</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
<b>Vote: E47 Lifelong Learning</b>										
	Expenditure	4,495	4,505	2,384	2,763	379	4,505	0	0%	VID : Due to budget profiling
	Income	-3,265	-3,265	-9	-86	-77	-3,265	0	0%	
	<b>Net Expenditure Vote: E47</b>	<b>1,230</b>	<b>1,240</b>	<b>2,375</b>	<b>2,677</b>	<b>302</b>	<b>1,240</b>	<b>0</b>	<b>0%</b>	
<b>Vote: E48 Community Languages Services</b>										
	Expenditure	1,082	1,082	811	839	28	1,082	0	0%	
	Income	-306	-306	0	-296	-296	-306	0	0%	VID : Due to budget profiling
	<b>Net Expenditure Vote: E48</b>	<b>776</b>	<b>776</b>	<b>811</b>	<b>543</b>	<b>-268</b>	<b>776</b>	<b>0</b>	<b>0%</b>	
	<b>Net Expenditure Service Area: CAL</b>	<b>15,100</b>	<b>15,720</b>	<b>13,594</b>	<b>13,117</b>	<b>-477</b>	<b>15,720</b>	<b>0</b>	<b>0%</b>	

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
December 2013	Communities & Localities	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Service Area: CMS CLC Management &amp; Support</b>										
<b>Vote: E01 Management &amp; Support</b>										
	Expenditure	3,415	3,446	2,563	2,651	88	3,446	0	0%	
	Income	-3,415	-3,446	-2,596	-2,443	153	-3,446	0	0%	VTD : Due to budget profiling
<b>Net Expenditure Vote: E01</b>		<b>0</b>	<b>0</b>	<b>-33</b>	<b>208</b>	<b>241</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
<b>Vote: E02 Olympics</b>										
	Expenditure	0	0	0	28	28	0	0	0%	
	Income	0	0	0	-25	-25	0	0	0%	
<b>Net Expenditure Vote: E02</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
<b>Net Expenditure Service Area: CMS</b>		<b>0</b>	<b>0</b>	<b>-33</b>	<b>211</b>	<b>244</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
<b>Service Area: CPR Public Realm</b>										
<b>Vote: E10 Public Realm M &amp; A</b>										
	Expenditure	363	367	275	104	-171	367	0	0%	VTD : due to budget profiling of recharge.
	Income	-363	-367	109	-169	-278	-367	0	0%	Variance to date due to incorrect charts of Accounts
<b>Net Expenditure Vote: E10</b>		<b>0</b>	<b>0</b>	<b>384</b>	<b>-65</b>	<b>-449</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
<b>Vote: E12 Transportation &amp; Highways</b>										
	Balance Sheet	0	0	0			0	0	0%	
	Expenditure	10,620	11,007	7,915	3,921	-3,994	11,007	0	0%	VTD : Awaiting Depreciation and Premises recharges.
	Income	-4,291	-4,535	-2,007	-1,484	523	-4,535	0	0%	VTD : Due to budget profiling
<b>Net Expenditure Vote: E12</b>		<b>6,329</b>	<b>6,472</b>	<b>5,908</b>	<b>2,437</b>	<b>-3,471</b>	<b>6,472</b>	<b>0</b>	<b>0%</b>	
<b>Vote: E15 Clean and Green</b>										
	Expenditure	33,094	33,055	23,826	21,937	-1,889	33,055	0	0%	VTD : Awaiting Q2, Q3 & Q4 income invoices from Contractor.
	Income	-8,464	-8,232	-5,424	-3,657	1,767	-8,232	0	0%	VTD : Awaiting Q2, Q3 & Q4 income invoices from Contractor.
<b>Net Expenditure Vote: E15</b>		<b>24,630</b>	<b>24,823</b>	<b>18,402</b>	<b>18,280</b>	<b>-122</b>	<b>24,823</b>	<b>0</b>	<b>0%</b>	
<b>Vote: E16 Waste Strategy, Policy and Procurement</b>										
	Expenditure	153	154	115	106	-9	154	0	0%	
	Income	0	0	0	-6	-6	0	0	0%	
<b>Net Expenditure Vote: E16</b>		<b>153</b>	<b>154</b>	<b>115</b>	<b>100</b>	<b>-15</b>	<b>154</b>	<b>0</b>	<b>0%</b>	
<b>Vote: E23 Concessionary Fares</b>										
	Expenditure	8,509	8,492	6,314	6,666	352	8,492	0	0%	VTD : Growth target adjustment expected in Period 10
	Income	0	0	0	1	1	0	0	0%	
<b>Net Expenditure Vote: E23</b>		<b>8,509</b>	<b>8,492</b>	<b>6,314</b>	<b>6,667</b>	<b>353</b>	<b>8,492</b>	<b>0</b>	<b>0%</b>	
<b>Vote: E30 Fleet Management</b>										
	Expenditure	963	1,305	979	1,012	33	1,305	0	0%	
	Income	-963	-1,305	-979	-1,298	-319	-1,305	0	0%	VTD : Income is demand led. Increased Service requirement. Recharges expected to be done by end of January
<b>Net Expenditure Vote: E30</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>-286</b>	<b>-286</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
<b>Vote: E31 Passenger Transport</b>										
	Expenditure	4,981	4,981	3,736	3,207	-529	4,981	0	0%	VTD : Backlog on invoices due to be cleared by end of January.
	Income	-4,981	-4,981	-3,736	-3,363	373	-4,981	0	0%	VTD : Income is demand led. Increased Service requirement. Recharges expected to be done by end of January
<b>Net Expenditure Vote: E31</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>-156</b>	<b>-156</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
<b>Vote: E32 DSO Vehicle Workshop</b>										
	Expenditure	486	486	365	337	-28	486	0	0%	
	Income	-486	-486	-365	-221	144	-486	0	0%	VTD : Income is demand led. Increased Service requirement. Recharges expected to be done by end of January
<b>Net Expenditure Vote: E32</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>116</b>	<b>116</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
<b>Net Expenditure Service Area: CPR</b>		<b>39,621</b>	<b>39,941</b>	<b>31,123</b>	<b>27,093</b>	<b>-4,030</b>	<b>39,941</b>	<b>0</b>	<b>0%</b>	

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
December 2013	Communities & Localities	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Service Area: CSC Safer Communities</b>										
<b>Vote: E80 Safer Communities Management</b>										
	Expenditure	154	155	116	135	19	155	0	0%	
	Income	-395	-151	-113	-75	38	-151	0	0%	
<b>Net Expenditure Vote: E80</b>		<b>-241</b>	<b>4</b>	<b>3</b>	<b>60</b>	<b>57</b>	<b>4</b>	<b>0</b>	<b>0%</b>	
<b>Vote: E81 Comm Safety Partnership, DV&amp;HC</b>										
	Expenditure	2,262	2,513	1,629	1,342	-287	2,513	0	0%	VID : Due to budget profiling
	Income	-133	-187	-125	-112	13	-187	0	0%	
<b>Net Expenditure Vote: E81</b>		<b>2,129</b>	<b>2,326</b>	<b>1,504</b>	<b>1,230</b>	<b>-274</b>	<b>2,326</b>	<b>0</b>	<b>0%</b>	
<b>Vote: E83 Enforcement &amp; Intervention</b>										
	Expenditure	2,960	2,998	2,249	2,010	-239	2,998	0	0%	VID : Variance to date due to timing of payment to Contractors
	Income	-184	-184	-119	-405	-286	-184	0	0%	VID : Due to budget profiling
<b>Net Expenditure Vote: E83</b>		<b>2,776</b>	<b>2,814</b>	<b>2,130</b>	<b>1,605</b>	<b>-525</b>	<b>2,814</b>	<b>0</b>	<b>0%</b>	
<b>Vote: E84 Drugs and Alcohol Action Team</b>										
	Expenditure	10,368	11,124	7,681	5,041	-2,640	10,890	-234	-2%	VID : Delayed invoices from suppliers.
	Income	-8,846	-9,576	-6,634	-114	6,520	-9,342	234	-2%	VID : Year end Public Health recharge to process.
<b>Net Expenditure Vote: E84</b>		<b>1,522</b>	<b>1,548</b>	<b>1,047</b>	<b>4,927</b>	<b>3,880</b>	<b>1,548</b>	<b>0</b>	<b>0%</b>	
<b>Vote: E85 Env. Commercial Services</b>										
	Expenditure	3,892	3,700	2,806	2,381	-425	3,700	0	0%	VID : Outstanding Recharges to directorates to be put through in Final Quarter.
	Income	-1,252	-1,252	-851	-950	-99	-1,252	0	0%	
<b>Net Expenditure Vote: E85</b>		<b>2,640</b>	<b>2,448</b>	<b>1,955</b>	<b>1,431</b>	<b>-524</b>	<b>2,448</b>	<b>0</b>	<b>0%</b>	
<b>Vote: E86 Env Health Protection</b>										
	Expenditure	4,441	4,212	3,078	2,803	-275	4,212	0	0%	VID : Awaiting Depreciation and Premises recharges.
	Income	-1,040	-1,050	-661	-721	-60	-1,050	0	0%	
<b>Net Expenditure Vote: E86</b>		<b>3,401</b>	<b>3,162</b>	<b>2,417</b>	<b>2,082</b>	<b>-335</b>	<b>3,162</b>	<b>0</b>	<b>0%</b>	
<b>Vote: E87 Youth &amp; Connexions Service</b>										
	Expenditure	8,189	8,855	6,641	5,772	-869	8,855	0	0%	VID : Due to budget profiling
	Income	214	-559	-419	-69	350	-559	0	0%	VID : Delayed recharges and income from grants
<b>Net Expenditure Vote: E87</b>		<b>8,403</b>	<b>8,296</b>	<b>6,222</b>	<b>5,703</b>	<b>-519</b>	<b>8,296</b>	<b>0</b>	<b>0%</b>	
<b>Net Expenditure Service Area: CSC</b>		<b>20,630</b>	<b>20,598</b>	<b>15,278</b>	<b>17,038</b>	<b>1,760</b>	<b>20,598</b>	<b>0</b>	<b>0%</b>	
<b>Service Area: CSI Service Integration</b>										
<b>Vote: E71 Service Integration</b>										
	Expenditure	354	526	395	95	-300	526	0	0%	VID : New target adjustment for Local Forum. Awaiting Depreciation and Premises recharges.
<b>Net Expenditure Vote: E71</b>		<b>354</b>	<b>526</b>	<b>395</b>	<b>95</b>	<b>-300</b>	<b>526</b>	<b>0</b>	<b>0%</b>	
<b>Net Expenditure Service Area: CSI</b>		<b>354</b>	<b>526</b>	<b>395</b>	<b>95</b>	<b>-300</b>	<b>526</b>	<b>0</b>	<b>0%</b>	
<b>Net Expenditure Fund Type: GEN</b>		<b>75,706</b>	<b>76,785</b>	<b>60,357</b>	<b>57,554</b>	<b>-2,803</b>	<b>76,785</b>	<b>0</b>	<b>0%</b>	
<b>Fund Type: STR Street Trading Accounts</b>										
<b>Service Area: CSC Safer Communities</b>										
<b>Vote: E82 Street Trading Account</b>										
	Expenditure	2,314	2,314	1,736	1,522	-214	2,314	0	0%	VID : Market waste recharges will be put through in final Q4.
	Income	-2,314	-2,314	-1,736	-2,011	-275	-2,314	0	0%	VID : Income ahead of budget profile.
<b>Net Expenditure Vote: E82</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>-489</b>	<b>-489</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
<b>Net Expenditure Service Area: CSC</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>-489</b>	<b>-489</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
<b>Net Expenditure Fund Type: STR</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>-489</b>	<b>-489</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
<b>Net Expenditure for Communities &amp; Localities</b>		<b>75,706</b>	<b>76,786</b>	<b>54,437</b>	<b>50,911</b>	<b>-3,526</b>	<b>76,786</b>	<b>0</b>	<b>0%</b>	



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
December 2013	Corporate Cost and Central Items	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Fund Type: GEN General Fund Account</b>										
<b>Service Area: COR Corporate Costs</b>										
<b>Vote: R88 Financial Strategy Team</b>										
	Capital Expenditure	5,617	5,617	4,213	4,506	293	5,617	-0	0.00%	
	Expenditure	17,728	17,628	13,221	3,792	-9,429	17,628	0	0.00%	
	Income	-2,545	-2,545	-1,909	-2,493	-584	-2,545	0	0.00%	
	<b>Net Expenditure Vote: R88</b>	<b>20,800</b>	<b>20,700</b>	<b>15,525</b>	<b>5,805</b>	<b>-9,720</b>	<b>20,700</b>	<b>0</b>	<b>0.00%</b>	
<b>Net Expenditure</b>	<b>Service Area: COR</b>	<b>20,800</b>	<b>20,700</b>	<b>15,525</b>	<b>5,805</b>	<b>-9,720</b>	<b>20,700</b>	<b>0</b>	<b>0.00%</b>	
<b>Service Area: CTR Central Items</b>										
<b>Vote: CEN Central Items</b>										
	Balance Sheet	-51,567	-59,386	-44,538	0	44,538	-59,386	0	0.00%	
	<b>Net Expenditure Vote: CEN</b>	<b>-51,567</b>	<b>-59,386</b>	<b>-44,538</b>	<b>0</b>	<b>44,538</b>	<b>-59,386</b>	<b>0</b>	<b>0.00%</b>	
<b>Net Expenditure</b>	<b>Service Area: CTR</b>	<b>-51,567</b>	<b>-59,386</b>	<b>-44,538</b>	<b>0</b>	<b>44,538</b>	<b>-59,386</b>	<b>0</b>	<b>0.00%</b>	
<b>Net Expenditure</b>	<b>Fund Type: GEN</b>	<b>-30,767</b>	<b>-38,686</b>	<b>-29,013</b>	<b>5,805</b>	<b>34,818</b>	<b>-38,686</b>	<b>0</b>	<b>0.00%</b>	
<b>Net Expenditure</b>	<b>for Corporate Cost and Central Items</b>	<b>-30,767</b>	<b>-38,686</b>	<b>-29,013</b>	<b>5,805</b>	<b>34,818</b>	<b>-38,686</b>	<b>0</b>	<b>0.00%</b>	

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
December 2013	Development & Renewal	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Fund Type: GEN General Fund Account</b>										
<b>Service Area: JAM Asset Management</b>										
<b>Vote: J16 Corporate Property</b>										
	Expenditure	1,640	1,640	1,230	1,265	35	1,720	80	4.9%	
	Income	-591	-591	-444	-263	181	-580	11	-1.9%	VtD - due to recharges yet to be processed
<b>Net Expenditure Vote: J16</b>		<b>1,049</b>	<b>1,049</b>	<b>786</b>	<b>1,002</b>	<b>216</b>	<b>1,140</b>	<b>91</b>	<b>8.7%</b>	
<b>Vote: J30 Capital Delivery</b>										
	Expenditure	986	986	739	1,348	609	596	-390	-39.6%	<b>Outturn</b> : Recharge to Capital not required due to underspends
	Income	-898	-898	-674	-2,896	-2,222	-508	390	-43.4%	
<b>Net Expenditure Vote: J30</b>		<b>88</b>	<b>88</b>	<b>65</b>	<b>-1,548</b>	<b>-1,613</b>	<b>88</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: J32 Administrative Buildings</b>										
	Expenditure	14,488	14,488	10,866	9,056	-1,810	14,315	-173	-1.2%	<b>VtD and Outturn</b> : Underspends due to move out of AH - £160K transferred to Smarter Working Project - this will be reflected in the next months report.
	Income	-18,289	-13,781	-10,335	-10,364	-29	-13,616	165	-1.2%	
<b>Net Expenditure Vote: J32</b>		<b>-3,801</b>	<b>707</b>	<b>531</b>	<b>-1,308</b>	<b>-1,839</b>	<b>699</b>	<b>-8</b>	<b>-1.1%</b>	
<b>Vote: J34 Depots</b>										
	Expenditure	221	221	166	56	-110	415	194	87.8%	<b>Outturn</b> : Inherited budget inadequate, the services reviewing the costs and recharges to correct the budget.
	Income	-375	-375	-281	-244	37	-459	-84	22.4%	
<b>Net Expenditure Vote: J34</b>		<b>-154</b>	<b>-154</b>	<b>-115</b>	<b>-188</b>	<b>-73</b>	<b>-44</b>	<b>110</b>	<b>-71.4%</b>	
<b>Vote: K97 FM Internal Trading A/C</b>										
	Expenditure	740	740	555	1,133	578	842	102	13.8%	<b>VtD and Outturn</b> : BAT Trading Activity -additional temp resources(agency staff) to support additional activities - building technical/surveyors works.
	Income	-740	-740	-493	108	601	-863	-123	16.6%	
<b>Net Expenditure Vote: K97</b>		<b>0</b>	<b>0</b>	<b>62</b>	<b>1,241</b>	<b>1,179</b>	<b>-21</b>	<b>-21</b>	<b>0.0%</b>	
<b>Net Expenditure Service Area: JAM</b>		<b>-2,818</b>	<b>1,690</b>	<b>1,329</b>	<b>-801</b>	<b>-2,130</b>	<b>1,862</b>	<b>172</b>	<b>10.2%</b>	
<b>Service Area: JEE Employment and Enterprise, Olympic Legacy</b>										
<b>Vote: J18 Economic Dev &amp; Olympic Legacy</b>										
	Expenditure	272	272	204	149	-55	0	-272	-100.0%	<b>VtD and Outturn</b> : All budgets / spend should be consolidated with J24 to reflect the Economic Development service.
	Income	0	0	0	-49	-49	0	0	0.0%	
<b>Net Expenditure Vote: J18</b>		<b>272</b>	<b>272</b>	<b>204</b>	<b>100</b>	<b>-104</b>	<b>0</b>	<b>-272</b>	<b>-100.0%</b>	
<b>Vote: J24 Employment and Enterprise</b>										
	Expenditure	2,908	2,968	2,228	1,886	-342	2,967	-1	0.0%	<b>VtD</b> : Due to vacant posts - service was restructured and implemented mid year
	Income	-1,518	-1,518	-1,138	-428	710	-1,193	325	-21.4%	<b>VtD and Outturn</b> : Less income - claimed or recharged due to vacant posts
<b>Net Expenditure Vote: J24</b>		<b>1,390</b>	<b>1,450</b>	<b>1,090</b>	<b>1,458</b>	<b>368</b>	<b>1,774</b>	<b>324</b>	<b>22.3%</b>	
<b>Vote: J48 Third Sector Team</b>										
	Expenditure	2,401	2,501	1,876	2,521	645	2,548	47	1.9%	<b>VtD</b> : This includes payments related to community chest and mayor's community event grant payments - reserves will be drawdown at the year end.
	Income	-50	-50	-38	-6	32	-83	-33	66.0%	
<b>Net Expenditure Vote: J48</b>		<b>2,351</b>	<b>2,451</b>	<b>1,838</b>	<b>2,515</b>	<b>677</b>	<b>2,465</b>	<b>14</b>	<b>0.6%</b>	
<b>Net Expenditure Service Area: JEE</b>		<b>4,013</b>	<b>4,173</b>	<b>3,132</b>	<b>4,073</b>	<b>941</b>	<b>4,239</b>	<b>66</b>	<b>1.6%</b>	

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
December 2013	Development & Renewal	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Service Area: JES Resources</b>										
<b>Vote: J08 Programmes &amp; Projects Funding</b>										
	Expenditure	260	260	195	1,649	1,454	1,496	1,236	475.4%	<b>VTD and Outturn</b> : Major projects (Poplar baths and Watts Grove) costs are coded which is recharged to capital and reserves. Recharge and reserves will be applied during accounts closure.
	Income	0	0	0	0	0	-1,471	-1,471	0.0%	
<b>Net Expenditure Vote: J08</b>		<b>260</b>	<b>260</b>	<b>195</b>	<b>1,649</b>	<b>1,454</b>	<b>25</b>	<b>-235</b>	<b>-90.4%</b>	
<b>Vote: J12 Resources</b>										
	Expenditure	1,873	1,873	1,404	1,439	35	2,207	334	17.8%	<b>VTD and Outturn</b> : due to recharges to HRA and capital - not yet applied, will be during the closure period.
	Income	-546	-546	-410	2	412	-635	-89	16.3%	
<b>Net Expenditure Vote: J12</b>		<b>1,327</b>	<b>1,327</b>	<b>994</b>	<b>1,441</b>	<b>447</b>	<b>1,572</b>	<b>245</b>	<b>18.5%</b>	
<b>Vote: J14 Management &amp; Support Services</b>										
	Expenditure	216	236	177	4,782	4,605	1,798	1,562	661.9%	<b>VTD and Outturn</b> : Central Support Recharges £3.6m which will be reallocated across the directorate by March 2014. Support services budget posted under income - needs to be corrected. Also income relates to Energy recharge/invoices raised to school, will be cleared out during the closure. Hence, the cost centre will be nil. no impact on the GF
	Income	1,570	1,570	1,177	-1,544	-2,721	-36	-1,606	-102.3%	
<b>Net Expenditure Vote: J14</b>		<b>1,786</b>	<b>1,806</b>	<b>1,354</b>	<b>3,238</b>	<b>1,884</b>	<b>1,762</b>	<b>-44</b>	<b>-2.4%</b>	
<b>Net Expenditure</b>	<b>Service Area: JES</b>	<b>3,373</b>	<b>3,393</b>	<b>2,543</b>	<b>6,328</b>	<b>3,785</b>	<b>3,359</b>	<b>-34</b>	<b>-1.0%</b>	
<b>Service Area: JHO Housing Options</b>										
<b>Vote: J26 Lettings</b>										
	Expenditure	2,101	2,101	1,575	1,478	-97	2,542	441	21.0%	<b>VTD</b> : HRA recharges are yet to be processed - will be done during the year end
	Income	-1,015	-1,015	-762	-341	421	-1,456	-441	43.4%	
<b>Net Expenditure Vote: J26</b>		<b>1,086</b>	<b>1,086</b>	<b>813</b>	<b>1,137</b>	<b>324</b>	<b>1,086</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: J40 Homelessness</b>										
	Expenditure	32,908	32,908	24,681	22,070	-2,611	33,908	1,000	3.0%	<b>VTD and Risk</b> : Increase bad debt provisions - forecast £900K. This also includes £1M welfare reform growth money assumed fully spent by end of year.
	Income	-29,120	-29,120	-21,840	-22,992	-1,152	-30,120	-1,000	3.4%	
<b>Net Expenditure Vote: J40</b>		<b>3,788</b>	<b>3,788</b>	<b>2,841</b>	<b>-922</b>	<b>-3,763</b>	<b>3,788</b>	<b>0</b>	<b>0.0%</b>	
<b>Net Expenditure</b>	<b>Service Area: JHO</b>	<b>4,874</b>	<b>4,874</b>	<b>3,654</b>	<b>215</b>	<b>-3,439</b>	<b>4,874</b>	<b>0</b>	<b>0.0%</b>	
<b>Service Area: JPB Service Planning &amp; Building Control</b>										
<b>Vote: J04 BC Revenue</b>										
	Expenditure	559	559	419	386	-33	488	-71	-12.7%	<b>VTD</b> : Recharges Yet to be processed - which will happen during the closure
	Income	-340	-340	-255	-33	222	-288	52	-15.3%	
<b>Net Expenditure Vote: J04</b>		<b>219</b>	<b>219</b>	<b>164</b>	<b>353</b>	<b>189</b>	<b>200</b>	<b>-19</b>	<b>-8.7%</b>	
<b>Vote: J06 Development Management</b>										
	Expenditure	1,631	2,030	1,523	1,626	103	2,147	117	5.8%	<b>Outturn</b> : Overspend on supplies & services due to increased legal costs
	Income	-1,870	-1,870	-1,402	-1,396	6	-2,114	-244	13.0%	
<b>Net Expenditure Vote: J06</b>		<b>-239</b>	<b>160</b>	<b>121</b>	<b>230</b>	<b>109</b>	<b>33</b>	<b>-127</b>	<b>-79.1%</b>	<b>Outturn</b> : Anticipated increased planning fee income
<b>Vote: J44 Application Support</b>										
	Expenditure	548	548	411	354	-57	525	-23	-4.2%	
	Income	-706	-706	-530	-609	-79	-714	-8	1.1%	
<b>Net Expenditure Vote: J44</b>		<b>-158</b>	<b>-158</b>	<b>-119</b>	<b>-255</b>	<b>-136</b>	<b>-189</b>	<b>-31</b>	<b>19.6%</b>	

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
December 2013	Development & Renewal	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Vote: J45 Planning, Other Projects</b>										
	Expenditure	0	0	0	2,049	2,049	2,020	2,020	0.0%	ViD : Used as holding code for Community Infrastructure levy money - no impact on General - as the balances will be moved to Balance sheet.
	Income	0	0	0	-2,707	-2,707	-2,000	-2,000	0.0%	
<b>Net Expenditure Vote: J45</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>-658</b>	<b>-658</b>	<b>20</b>	<b>20</b>	<b>0.0%</b>	
<b>Vote: J46 Strategic Planning</b>										
	Expenditure	1,645	1,246	935	724	-211	1,202	-44	-3.5%	
	Income	-15	-15	-11	-11	0	0	15	-100.0%	
<b>Net Expenditure Vote: J46</b>		<b>1,630</b>	<b>1,231</b>	<b>924</b>	<b>713</b>	<b>-211</b>	<b>1,202</b>	<b>-28</b>	<b>-2.3%</b>	
<b>Vote: J47 PBC Service Management</b>										
	Expenditure	383	383	287	223	-64	383	0	0.0%	
	Income	-48	-48	-36	0	36	-48	0	0.0%	
<b>Net Expenditure Vote: J47</b>		<b>335</b>	<b>335</b>	<b>251</b>	<b>223</b>	<b>-28</b>	<b>335</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: J49 Infrastructure Planning</b>										
	Expenditure	386	386	290	225	225	307	-79	-20.5%	
	Income	-366	-366	-275	0	0	-366	0	0.0%	
<b>Net Expenditure Vote: J47</b>		<b>20</b>	<b>20</b>	<b>15</b>	<b>225</b>	<b>225</b>	<b>-59</b>	<b>-79</b>	<b>-395.0%</b>	
<b>Vote: K98 Local Land Charges Trading A/c</b>										
	Expenditure	0	0	0	2	2	0	0	0.0%	
	Income	0	0	0	-41	-41	0	0	0.0%	
<b>Net Expenditure Vote: K98</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>-39</b>	<b>-39</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: K99 Building Control Trading A/c</b>										
	Expenditure	871	982	573	401	-172	783	-199	-20.3%	ViD and Outturn : Vacant post not are not filled due to a reduction in income, this is reflected in the in forecast income.
	Income	-871	-982	-573	-329	244	-723	259	-26.4%	
<b>Net Expenditure Vote: K99</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>72</b>	<b>72</b>	<b>60</b>	<b>60</b>	<b>0.0%</b>	
<b>Net Expenditure Service Area: JPB</b>		<b>1,807</b>	<b>1,807</b>	<b>1,356</b>	<b>864</b>	<b>-477</b>	<b>1,602</b>	<b>-205</b>	<b>-11.3%</b>	
<b>Service Area: JRS Regen. Strategy and Sustainability</b>										
<b>Vote: J20 Strategy Regen. Sustainability</b>										
	Expenditure	7,457	5,596	4,197	1,833	-2,364	5,625	29	0.5%	
	Income	-1,737	-1,737	-1,303	-356	947	-1,766	-29	1.7%	
<b>Net Expenditure Vote: J20</b>		<b>5,720</b>	<b>3,859</b>	<b>2,894</b>	<b>1,477</b>	<b>-1,417</b>	<b>3,859</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: J22 Housing Regeneration</b>										
	Expenditure	457	457	343	345	2	368	-89	-19.5%	
	Income	-509	-509	-383	11	394	-420	89	-17.5%	
<b>Net Expenditure Vote: J22</b>		<b>-52</b>	<b>-52</b>	<b>-40</b>	<b>356</b>	<b>396</b>	<b>-52</b>	<b>0</b>	<b>0.0%</b>	
<b>Net Expenditure Service Area: JRS</b>		<b>5,668</b>	<b>3,807</b>	<b>2,854</b>	<b>1,833</b>	<b>-1,021</b>	<b>3,807</b>	<b>0</b>	<b>0.0%</b>	
<b>Net Expenditure Fund Type: GEN</b>		<b>16,917</b>	<b>19,744</b>	<b>14,868</b>	<b>12,512</b>	<b>-2,341</b>	<b>19,744</b>	<b>0</b>	<b>0.0%</b>	

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
December 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Fund Type: DSG Dedicated Schools Grant</b>										
<b>Service Area: GLA Learning &amp; Achievement</b>										
<b>Vote: G17 Support For Learning Serv DSG</b>										
	Expenditure	3,875	3,960	2970	2489	-481	3,971	11	0.3%	VID : In year profiling, Q3&4 pick up to compensate for current variance level
	Income	-999	-999	-749	-563	186	-1,038	-39	3.9%	
	<b>Net Expenditure</b>	<b>2,876</b>	<b>2,961</b>	<b>2221</b>	<b>1,926</b>	<b>-295</b>	<b>2,933</b>	<b>-28</b>	<b>-0.9%</b>	
<b>Vote: H10 Learning &amp; Achievmt M &amp; A DSG</b>										
	Expenditure	892	892	669	0	-669	892	0	0.0%	VID : In year profiling, processed Q4.
	<b>Net Expenditure</b>	<b>892</b>	<b>892</b>	<b>669</b>	<b>0</b>	<b>-669</b>	<b>892</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: H11 Early Years Service DSG</b>										
					3,911					VID : The allocation for 2 year olds is not going to be fully used in 2013/14 because insufficient places are available.
	Expenditure	26,827	26,827	20120		-16,209	22,468	-4,359	-16.2%	
	<b>Net Expenditure</b>	<b>26,827</b>	<b>26,827</b>	<b>20120</b>	<b>3,911</b>	<b>-16,209</b>	<b>22,468</b>	<b>-4,359</b>	<b>-16.2%</b>	
<b>Vote: H16 Special Educ Needs DSG</b>										
					6,458					VID : In year profiling, processed Q4.
	Expenditure	30,415	30,415	22811		-16,353	30,329	-86	-0.3%	
	<b>Net Expenditure</b>	<b>30,415</b>	<b>30,415</b>	<b>22811</b>	<b>6,458</b>	<b>-16,353</b>	<b>30,329</b>	<b>-86</b>	<b>-0.3%</b>	
<b>Vote: H18 Educ Psychology Serv DSG</b>										
	Expenditure	188	188	141	0	-141	188	0	0.0%	VID : In year profiling, processed Q4.
	<b>Net Expenditure</b>	<b>188</b>	<b>188</b>	<b>141</b>	<b>0</b>	<b>-141</b>	<b>188</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: H78 Pupil Admissions &amp; Excl DSG</b>										
	Expenditure	4,318	4,374	3280	725	-2,555	4,651	277	6.3%	VID : The LA has seen a significant and unforeseen increase in the number of referrals for alternative provision and managed move school transfers. This increases both the income (from schools) and expenditure (PRU/receiving school) due to the charges and payments associated.
	Income	-766	-911	-683	63	746	-1,682	-771	84.6%	
	<b>Net Expenditure</b>	<b>3,552</b>	<b>3,463</b>	<b>2597</b>	<b>788</b>	<b>-1,809</b>	<b>2,969</b>	<b>-494</b>	<b>-14.3%</b>	
	<b>Net Expenditure</b>	<b>64,750</b>	<b>64,746</b>	<b>48559</b>	<b>13,083</b>	<b>-35,476</b>	<b>59,779</b>	<b>-4,967</b>	<b>-7.7%</b>	
<b>Service Area: GRE ESCW Resources</b>										
<b>Vote: H68 Ext Fund - Dedicated Sch Grant</b>										
	Income	-316,743	-317,115	-279	0	279	-312,109	5,006	-1.6%	VID : This variance reflects the lower amount of DSG that will need to be drawn down for 2013/14 because of the under spends above. Funding drawn down at year-end.
	<b>Net Expenditure</b>	<b>-316,743</b>	<b>-317,115</b>	<b>-279</b>	<b>0</b>	<b>279</b>	<b>-312,109</b>	<b>5,006</b>	<b>-1.6%</b>	
<b>Vote: H79 ESCW Resources DSG M &amp; A</b>										
	Expenditure	1,053	1,053	790	766	-24	1,013	-40	-3.8%	VID : In year profiling, balanced in Q4
	<b>Net Expenditure</b>	<b>1,053</b>	<b>1,053</b>	<b>790</b>	<b>766</b>	<b>-24</b>	<b>1,013</b>	<b>-40</b>	<b>-3.8%</b>	
<b>Vote: H83 ESCW Human Resources DSG</b>										
	Expenditure	1,399	1,399	1049	807	-242	1,399	0	0.0%	VID : In year profiling, balanced in Q4
	Income	0	0	0	0	0	0	0	0.0%	
	<b>Net Expenditure</b>	<b>1,399</b>	<b>1,399</b>	<b>1049</b>	<b>807</b>	<b>-242</b>	<b>1,399</b>	<b>0</b>	<b>0.0%</b>	
	<b>Net Expenditure</b>	<b>-314,291</b>	<b>-314,663</b>	<b>1560</b>	<b>1,573</b>	<b>13</b>	<b>-309,697</b>	<b>4,966</b>	<b>-1.6%</b>	

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
December 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Service Area: GSC Children's Social Care</b>										
<b>Vote: H55 Children Looked After DSG</b>										
	Expenditure	289	319	239	235	-4	319	0	0.0%	
	<b>Net Expenditure</b>	<b>289</b>	<b>319</b>	<b>239</b>	<b>235</b>	<b>-4</b>	<b>319</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: H62 Attendance &amp; Welfare Service</b>										
	Expenditure	55	55	41	55	14	55	0	0.0%	
	<b>Net Expenditure</b>	<b>55</b>	<b>55</b>	<b>41</b>	<b>55</b>	<b>14</b>	<b>55</b>	<b>0</b>	<b>0.0%</b>	
	<b>Net Expenditure</b>	<b>344</b>	<b>374</b>	<b>280</b>	<b>290</b>	<b>10</b>	<b>374</b>	<b>0</b>	<b>0.0%</b>	
<b>Service Area: GSH Schools</b>										
<b>Vote: G02 Pre-Primary Schools DSG</b>										
	Expenditure	380	5,020	3764	2,485	-1,279	5,020	0	0.0%	<b>VID</b> : Please note only payroll expenditure for those schools that buy into the Authorities service have been posted to the general ledger. Outsourced payroll and other expenditure is posted at year-end when the schools provide their monitoring return. <b>VID</b> : Credit budget for early years and high needs are sitting in the DSG holding accounts, however the journal to offset the credit budget has been processed in period 10, thus the position should change then
	Income	-43	-4,683	-3512	-38	3,474	-4,683	0	0.0%	
	<b>Net Expenditure</b>	<b>337</b>	<b>337</b>	<b>252</b>	<b>2,447</b>	<b>2,195</b>	<b>337</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: G04 Primary Schools DSG</b>										
	Expenditure	145,793	176,638	132479	47,221	-85,258	176,628	-10	0.0%	<b>VID</b> : Please note only payroll expenditure for those schools that buy into the Authorities service have been posted to the general ledger. Outsourced payroll and other expenditure is posted at year-end when the schools provide their monitoring return. <b>VID</b> : Credit budget for early years and high needs are sitting in the DSG holding accounts, however the journal to offset the credit budget has been processed in period 10, thus the position should change then
	Income	-11,411	-41,435	-22518	-1,081	21,437	-41,435	0	0.0%	
	<b>Net Expenditure</b>	<b>134,382</b>	<b>135,203</b>	<b>109961</b>	<b>46,140</b>	<b>-63,821</b>	<b>135,193</b>	<b>-10</b>	<b>0.0%</b>	
<b>Vote: G06 Secondary Schools DSG</b>										
	Expenditure	115,274	145,505	109129	51,524	-57,605	145,515	10	0.0%	<b>VID</b> : Please note only payroll expenditure for those schools that buy into the Authorities service have been posted to the general ledger. Outsourced payroll and other expenditure is posted at year-end when the schools provide their monitoring return. <b>VID</b> : Credit budget for early years and high needs are sitting in the DSG holding accounts, however the journal to offset the credit budget has been processed in period 10, thus the position should change then
	Income	-7,943	-38,859	-23187	-1,359	21,828	-38,859	0	0.0%	
	<b>Net Expenditure</b>	<b>107,331</b>	<b>106,646</b>	<b>85942</b>	<b>50,165</b>	<b>-35,777</b>	<b>106,656</b>	<b>10</b>	<b>0.0%</b>	
<b>Vote: G08 Special Schools DSG</b>										
	Expenditure	5,311	18,853	14140	3,220	-10,920	18,853	0	0.0%	<b>VID</b> : Please note only payroll expenditure for those schools that buy into the Authorities service have been posted to the general ledger. Outsourced payroll and other expenditure is posted at year-end when the schools provide their monitoring return. <b>VID</b> : Credit budget for early years and high needs are sitting in the DSG holding accounts, however the journal to offset the credit budget has been processed in period 10, thus the position should change then
	Income	-222	-14,324	-10576	-158	10,418	-14,324	0	0.0%	
	<b>Net Expenditure</b>	<b>5,089</b>	<b>4,529</b>	<b>3564</b>	<b>3,062</b>	<b>-502</b>	<b>4,529</b>	<b>0</b>	<b>0.0%</b>	

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
December 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Vote: G29 Pupil Referral Unit</b>										
	Expenditure	2,060	2,496	1872	2,321	449	2,496	0	0.0%	VID : The only expenditure that has been processed are payroll costs, additional costs will be posted at year-end
	Income	0	0	0	-11	-11	0	0	0.0%	
	<b>Net Expenditure</b>	<b>2,060</b>	<b>2,496</b>	<b>1872</b>	<b>2,310</b>	<b>438</b>	<b>2,496</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: H04 Primary Academies</b>										
	Expenditure	0	219	164	148	-16	219	0	0.0%	
	<b>Net Expenditure</b>	<b>0</b>	<b>219</b>	<b>164</b>	<b>148</b>	<b>-16</b>	<b>219</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: H06 Secondary Academies</b>										
	Expenditure	0	115	86	59	-27	115	0	0.0%	
	<b>Net Expenditure</b>	<b>0</b>	<b>115</b>	<b>86</b>	<b>59</b>	<b>-27</b>	<b>115</b>	<b>0</b>	<b>0.0%</b>	
	<b>Net Expenditure</b>	<b>249,199</b>	<b>249,545</b>	<b>201841</b>	<b>104,331</b>	<b>-97,510</b>	<b>249,545</b>	<b>0</b>	<b>0.0%</b>	
<b>Net Expenditure Fund Type: DSG</b>		<b>0</b>	<b>-0</b>	<b>252240</b>	<b>119,277</b>	<b>-132,963</b>	<b>1</b>	<b>-1</b>	<b>304.9%</b>	
<b>Fund Type: GEN General Fund Account</b>										
<b>Service Area: ACS Commissioning &amp; Health</b>										
<b>Vote: A05 Carers Grant</b>										
	Expenditure	1,093	1,193	895	532	-363	1,093	-100	-8.4%	VID : No forecast on S256 Carer Health checks budget
	Income	0	-100	-75	0	75	0	100	-100.0%	
	<b>Net Expenditure</b>	<b>1,093</b>	<b>1,093</b>	<b>820</b>	<b>532</b>	<b>-288</b>	<b>1,093</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: A42 Older People Commissioning</b>										
	Expenditure	26,087	26,387	19790	19,852	62	26,389	2	0.0%	VID : There will be a gap in Continuing care income for LTS
	Income	-4,504	-4,504	-3378	-908	2,470	-4,582	-78	1.7%	
	<b>Net Expenditure</b>	<b>21,583</b>	<b>21,883</b>	<b>16412</b>	<b>18,944</b>	<b>2,532</b>	<b>21,807</b>	<b>-76</b>	<b>-0.3%</b>	
<b>Vote: A43 Learning Disabilities Commis'g</b>										
	Expenditure	20,771	20,105	15078	14,025	-1,053	20,818	714	3.5%	VID and Outturn : Recharge of 666k by supporting people due to service dependencies. 47k increased commissioning activity.
	Income	-1,875	-1,875	-1406	-91	1,315	-1,922	-47	2.5%	
	<b>Net Expenditure</b>	<b>18,896</b>	<b>18,229</b>	<b>13672</b>	<b>13,934</b>	<b>262</b>	<b>18,896</b>	<b>667</b>	<b>3.7%</b>	
<b>Vote: A44 Mental Health Commissioning</b>										
	Expenditure	8,687	9,055	6791	5,747	-1,044	8,375	-680	-7.5%	VID and Outturn : S256 expenditure not accurately reflected in forecast; There is also a significant decrease in Continuing care income
	Income	-1,862	-2,509	-1889	-560	1,329	-1,862	647	-25.8%	
	<b>Net Expenditure</b>	<b>6,825</b>	<b>6,546</b>	<b>4902</b>	<b>5,187</b>	<b>285</b>	<b>6,513</b>	<b>-33</b>	<b>-0.5%</b>	
<b>Vote: A45 Physical Disabilities Commis'g</b>										
	Expenditure	7,547	7,737	5803	5,171	-632	7,547	-190	-2.5%	VID and Outturn : S256 expenditure not accurately reflected in forecast; There is also a significant decrease in Continuing care income
	Income	-1,667	-1,857	-1393	-519	874	-1,667	190	-10.2%	
	<b>Net Expenditure</b>	<b>5,880</b>	<b>5,880</b>	<b>4410</b>	<b>4,652</b>	<b>242</b>	<b>5,880</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: A46 HIV Commissioning</b>										
	Expenditure	216	216	162	31	-131	216	0	0.0%	VID : Due to actual income received from health not budgete
	Income	0	0	0	-55	-55	-55	-55	0.0%	
	<b>Net Expenditure</b>	<b>216</b>	<b>216</b>	<b>162</b>	<b>-24</b>	<b>-186</b>	<b>161</b>	<b>-55</b>	<b>-25.5%</b>	
<b>Vote: A47 Access to Resources</b>										
	Expenditure	1,021	1,271	953	1,015	62	1,353	82	6.5%	VID : Overspend by 321k on Management & Admin Salaries -Pay & On cost offset by 90k- no expenditure forecast for FWI Data Cleanse additional staff and 150k no expenditure forecast on Capacity to improve Brokerage Activity -Agency Staff.
	Income	0	-240	-180	0	180	-150	90	-37.5%	
	<b>Net Expenditure</b>	<b>1,021</b>	<b>1,031</b>	<b>773</b>	<b>1,015</b>	<b>242</b>	<b>1,203</b>	<b>172</b>	<b>16.7%</b>	

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
December 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Vote: A48 Strategic Commissioning</b>										
	Expenditure	482	1,873	1404	441	-963	521	-1,352	-72.2%	VID and Outturn : S256 forecast/expenditure understated.
	Income	-96	-656	-492	1	493	-96	560	-85.4%	VID and Outturn : S256 income not accurately reflected in forecast due to no expenditure forecast
	<b>Net Expenditure</b>	<b>386</b>	<b>1,217</b>	<b>912</b>	<b>442</b>	<b>-470</b>	<b>425</b>	<b>-792</b>	<b>-65.1%</b>	
<b>Vote: A50 Supporting People</b>										
	Expenditure	13,374	14,356	10767	9,977	-790	13,712	-644	-4.5%	VID and Outturn : Lower expenditure forecast resulting from the review of all contracts and spend.
	Income	-25	-25	-13	0	13	-25	0	0.0%	
	<b>Net Expenditure</b>	<b>13,349</b>	<b>14,331</b>	<b>10754</b>	<b>9,977</b>	<b>-777</b>	<b>13,687</b>	<b>-644</b>	<b>-4.5%</b>	
<b>Vote: A53 Commiss'g &amp; Strategy Divn M&amp;A</b>										
	Expenditure	287	389	292	224	-68	289	-100	-25.7%	Outturn : No forecast of expenditure on Voluntary Care Providers (budget 100k).
	Income	0	-100	-75	0	75	0	100	-100.0%	S256 income not forecasted.
	<b>Net Expenditure</b>	<b>287</b>	<b>289</b>	<b>217</b>	<b>224</b>	<b>7</b>	<b>289</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: A59 Corporate Services</b>										
	Expenditure	632	1,009	757	1,373	616	306	-703	-69.7%	VID and Outturn : £453k under spend due to no forecast of agency staff budget allowance. £250k underspend due to no forecast on Voluntary Care Providers.
	Income	-93	-343	-257	-1,681	-1,424	-93	250	-72.9%	Due to no forecast of S256 income.
	<b>Net Expenditure</b>	<b>539</b>	<b>666</b>	<b>500</b>	<b>-308</b>	<b>-808</b>	<b>213</b>	<b>-453</b>	<b>-68.0%</b>	
<b>Vote: G67 Commissioned Services</b>										
	Expenditure	1,799	1,882	1338	1,026	-312	1,847	-35	-1.9%	
	Income	-472	-550	-382	-362	20	-472	78	-14.2%	
	<b>Net Expenditure</b>	<b>1,327</b>	<b>1,332</b>	<b>956</b>	<b>664</b>	<b>-292</b>	<b>1,375</b>	<b>43</b>	<b>3.2%</b>	
	<b>Net Expenditure</b>	<b>71,402</b>	<b>72,713</b>	<b>54,490</b>	<b>55,239</b>	<b>749</b>	<b>71,542</b>	<b>-1,171</b>	<b>-1.6%</b>	
<b>Service Area: APH Public Health</b>										
<b>Vote: A51 Public Health</b>										
	Expenditure	30,752	30,796	23097	5,113	-17,984	30,645	-151	-0.5%	VID and Outturn : Under spend due to lower forecast of Management & Admin Salaries (Pay and On cost)
	Income	0	-44	-33	-46	-13	-44	0	0.0%	
	<b>Net Expenditure</b>	<b>30,752</b>	<b>30,752</b>	<b>23064</b>	<b>5,067</b>	<b>-17,997</b>	<b>30,601</b>	<b>-151</b>	<b>-0.5%</b>	
	<b>Net Expenditure</b>	<b>30,752</b>	<b>30,752</b>	<b>23064</b>	<b>5,067</b>	<b>-17,997</b>	<b>30,601</b>	<b>-151</b>	<b>-0.5%</b>	
<b>Service Area: ASC Adults Social Care</b>										
<b>Vote: A02 Disabilities &amp; Health Divn M&amp;A</b>										
	Expenditure	167	2,189	1642	204	-1,438	2,189	0	0.0%	VID : S256 income and expenditure has not been included in the forecast however the Service Head expects it to be fully spent.
	Income	0	-552	-414	0	414	-552	0	0.0%	
	<b>Net Expenditure</b>	<b>167</b>	<b>1,637</b>	<b>1228</b>	<b>204</b>	<b>-1,024</b>	<b>1,637</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: A08 Older People Mental Health</b>										
	Expenditure	361	514	386	256	-130	361	-153	-29.8%	VID and Outturn : S256 expenditure not included in the forecast
	Income	0	-150	-113	0	113	0	150	-100.0%	VID and Outturn : S256 income not included in the forecast
	<b>Net Expenditure</b>	<b>361</b>	<b>364</b>	<b>273</b>	<b>256</b>	<b>-17</b>	<b>361</b>	<b>-3</b>	<b>-0.8%</b>	
<b>Vote: A09 Older People A&amp;C Mgmt.</b>										
	Expenditure	0	0	0	1	1	0	0	0.0%	
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: A13 Learning Disabilities Sub Divn.</b>										
	Expenditure	78	79	59	0	-59	78	-1	-1.3%	
	Income	-35	-35	-26	0	26	-35	0	0.0%	
	<b>Net Expenditure</b>	<b>43</b>	<b>44</b>	<b>33</b>	<b>0</b>	<b>-33</b>	<b>43</b>	<b>-1</b>	<b>-2.3%</b>	



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
December 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Vote: A14 Learning Disabilities A&amp;C Mgmt.</b>										
	Expenditure	808	1,936	1452	119	-1,333	808	-1,128	-58.3%	VID and Outturn : £1M due to no forecast on Learning Dis Transitions S256 - Agency staff and
	Income	-79	-499	-374	0	374	-79	420	-84.2%	VID and Outturn : No forecast of S256 CLDS 2 Social Workers-Agency expenditure
	<b>Net Expenditure</b>	<b>729</b>	<b>1,437</b>	<b>1078</b>	<b>119</b>	<b>-959</b>	<b>729</b>	<b>-708</b>	<b>-49.3%</b>	
<b>Vote: A15 Occupational Therapy Pooled</b>										
	Expenditure	411	464	348	206	-142	422	-42	-9.1%	
	Income	0	-50	-38	0	38	0	50	-100.0%	
	<b>Net Expenditure</b>	<b>411</b>	<b>414</b>	<b>310</b>	<b>206</b>	<b>-104</b>	<b>422</b>	<b>8</b>	<b>1.9%</b>	
<b>Vote: A16 Community Equipment Pooled</b>										
	Expenditure	888	1,323	992	0	-992	1,158	-165	-12.5%	VID and Outturn : Under spend due to S256 -PAT Testing Support and Driver -Agency Staff
	Income	0	-130	-98	0	98	-130	0	0.0%	
	<b>Net Expenditure</b>	<b>888</b>	<b>1,193</b>	<b>894</b>	<b>0</b>	<b>-894</b>	<b>1,028</b>	<b>-165</b>	<b>-13.8%</b>	
<b>Vote: A19 Adult Protection</b>										
	Expenditure	314	357	268	216	-52	296	-61	-17.1%	
	Income	-38	-78	-59	-31	28	0	78	-100.0%	
	<b>Net Expenditure</b>	<b>276</b>	<b>279</b>	<b>209</b>	<b>185</b>	<b>-24</b>	<b>296</b>	<b>17</b>	<b>6.1%</b>	
<b>Vote: A23 Mental Health Sub Divn M&amp;A</b>										
	Expenditure	87	88	66	68	2	92	4	4.5%	
	Income	-90	-90	-68	0	68	0	90	-100.0%	
	<b>Net Expenditure</b>	<b>-3</b>	<b>-2</b>	<b>-2</b>	<b>68</b>	<b>70</b>	<b>92</b>	<b>94</b>	<b>-4700.0%</b>	
<b>Vote: A24 Area Mental Health Teams</b>										
	Expenditure	2,382	2,455	1841	1,873	32	2,597	142	5.8%	Outturn : Savings targets have not been met by the Mental Health Teams
	Income	-277	-327	-245	-81	164	-260	67	-20.5%	VID : Salary recharges have also not yet been fully processed
	<b>Net Expenditure</b>	<b>2,105</b>	<b>2,128</b>	<b>1596</b>	<b>1,792</b>	<b>196</b>	<b>2,337</b>	<b>209</b>	<b>9.8%</b>	
<b>Vote: A25 Mental Health Day Centres</b>										
	Expenditure	458	457	343	285	-58	434	-23	-5.0%	
	Income	-11	-7	-5	0	5	-2	5	-71.4%	
	<b>Net Expenditure</b>	<b>447</b>	<b>450</b>	<b>338</b>	<b>285</b>	<b>-53</b>	<b>432</b>	<b>-18</b>	<b>-4.0%</b>	
<b>Vote: A30 Adults Resources Sub Divn M&amp;A</b>										
	Expenditure	94	95	71	68	-3	90	-5	-5.3%	
	<b>Net Expenditure</b>	<b>94</b>	<b>95</b>	<b>71</b>	<b>68</b>	<b>-3</b>	<b>90</b>	<b>-5</b>	<b>-5.3%</b>	
<b>Vote: A31 Phys Disabilities Establishm't</b>										
	Expenditure	512	515	386	338	-48	497	-18	-3.5%	
	Income	-1	-1	-1	-1	0	-1	0	0.0%	
	<b>Net Expenditure</b>	<b>511</b>	<b>514</b>	<b>385</b>	<b>337</b>	<b>-48</b>	<b>496</b>	<b>-18</b>	<b>-3.5%</b>	
<b>Vote: A32 Learning Disabilities D/Centre</b>										
	Expenditure	401	404	303	0	-303	401	-3	-0.7%	VID : No actual expenditure income has been coded against the ledger.
	Income	-5	-5	-4	0	4	-5	0	0.0%	
	<b>Net Expenditure</b>	<b>396</b>	<b>399</b>	<b>299</b>	<b>0</b>	<b>-299</b>	<b>396</b>	<b>-3</b>	<b>-0.8%</b>	
<b>Vote: A33 Older People Day Centres</b>										
	Expenditure	1,535	1,703	1277	1,097	-180	1,664	-39	-2.3%	VID : S256 income not included in forecast
	Income	-37	-158	-118	-13	105	-152	6	-3.8%	VID : S256 income not included in forecast
	<b>Net Expenditure</b>	<b>1,498</b>	<b>1,545</b>	<b>1159</b>	<b>1,084</b>	<b>-75</b>	<b>1,512</b>	<b>-33</b>	<b>-2.1%</b>	
<b>Vote: A34 Home Care</b>										
	Expenditure	4,033	4,120	3090	2,650	-440	3,578	-542	-13.2%	VID and Outturn : The In House Homecare Service is being wound down by 2015/16; 26 staff have left after being offered ER/VR
	<b>Net Expenditure</b>	<b>4,033</b>	<b>4,120</b>	<b>3090</b>	<b>2,650</b>	<b>-440</b>	<b>3,578</b>	<b>-542</b>	<b>-13.2%</b>	
<b>Vote: A37 Emergency Duty Social Work</b>										
	Expenditure	343	346	260	334	74	455	109	31.5%	for weekend enhancements not been reflected in budget as
	Income	-20	-20	-15	0	15	-20	0	0.0%	
	<b>Net Expenditure</b>	<b>323</b>	<b>326</b>	<b>245</b>	<b>334</b>	<b>89</b>	<b>435</b>	<b>109</b>	<b>33.4%</b>	

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
December 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Vote: A81 First Response</b>										
	Expenditure	2,688	2,864	2148	2,155	7	2,862	-2	-0.1%	
	Income	-142	-292	-219	52	271	-138	154	-52.7%	<b>VID and Outturn</b> : No forecast on S256 Health Income for Stroke Pathway Social Worker and First Response Additional SWs
	<b>Net Expenditure</b>	<b>2,546</b>	<b>2,572</b>	<b>1929</b>	<b>2,207</b>	<b>278</b>	<b>2,724</b>	<b>152</b>	<b>5.9%</b>	
<b>Vote: A82 Reablement</b>										
	Expenditure	2,087	2,311	1733	1,578	-155	2,162	-149	-6.4%	<b>VID and Outturn</b> : Under spend due to lower forecast on Management & Admin Salaries
	Income	0	-203	-152	0	152	0	203	-100.0%	<b>VID and Outturn</b> : S256 income not included in the forecast. Also not all of the S256 expenditure is included in the forecast.
	<b>Net Expenditure</b>	<b>2,087</b>	<b>2,108</b>	<b>1581</b>	<b>1,578</b>	<b>-3</b>	<b>2,162</b>	<b>54</b>	<b>2.6%</b>	
<b>Vote: A83 Long Term Support-Social Care</b>										
	Expenditure	2,264	2,881	2161	1,818	-343	2,371	-510	-17.7%	<b>VID and Outturn</b> : S256 income and expenditure not included in the forecast.
	Income	0	-350	-263	-1	262	0	350	-100.0%	<b>VID and Outturn</b> : No forecast applied against S256 income.
	<b>Net Expenditure</b>	<b>2,264</b>	<b>2,531</b>	<b>1898</b>	<b>1,817</b>	<b>-81</b>	<b>2,371</b>	<b>-160</b>	<b>-6.3%</b>	
<b>Vote: A84 Long Term Support-OTs</b>										
	Expenditure	887	896	672	652	-20	887	-9	-1.0%	
	<b>Net Expenditure</b>	<b>887</b>	<b>896</b>	<b>672</b>	<b>652</b>	<b>-20</b>	<b>887</b>	<b>-9</b>	<b>-1.0%</b>	
	<b>Net Expenditure</b>	<b>20,063</b>	<b>23,050</b>	<b>17286</b>	<b>13,841</b>	<b>-3,443</b>	<b>22,028</b>	<b>-1,022</b>	<b>-4.4%</b>	
<b>Service Area: GDS ESCW Directors Services</b>										
<b>Vote: A55 Quality and Performance</b>										
	Expenditure	710	799	599	489	-110	787	-12	-1.5%	
	Income	0	-150	-113	0	113	0	150	-100.0%	<b>Outturn</b> : Will be balanced by S256 Income
	<b>Net Expenditure</b>	<b>710</b>	<b>649</b>	<b>486</b>	<b>489</b>	<b>3</b>	<b>787</b>	<b>138</b>	<b>21.3%</b>	
<b>Vote: G37 YPC Management &amp; Admin</b>										
	Expenditure	90	90	67	0	-67	90	0	0.0%	
	<b>Net Expenditure</b>	<b>90</b>	<b>90</b>	<b>67</b>	<b>0</b>	<b>-67</b>	<b>90</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: G65 Transformation Project</b>										
	Expenditure	97	98	74	94	20	143	45	45.9%	
	<b>Net Expenditure</b>	<b>97</b>	<b>98</b>	<b>74</b>	<b>94</b>	<b>20</b>	<b>143</b>	<b>45</b>	<b>45.9%</b>	
<b>Vote: G71 Strategy, Policy &amp; Performance</b>										
	Expenditure	816	742	556	463	-93	759	17	2.3%	
	Income	-26	-26	-13	0	13	-12	14	-53.8%	
	<b>Net Expenditure</b>	<b>790</b>	<b>716</b>	<b>543</b>	<b>463</b>	<b>-80</b>	<b>747</b>	<b>31</b>	<b>4.3%</b>	
<b>Vote: G74 Equalities Development</b>										
	Expenditure	508	509	382	256	-126	437	-72	-14.1%	<b>VID</b> : Adult retakes funded by central government rather than LBTH bursaries; less applicants for post graduate certificates
	Income	0	0	0	-1	-1	0	0	0.0%	
	<b>Net Expenditure</b>	<b>508</b>	<b>509</b>	<b>382</b>	<b>255</b>	<b>-127</b>	<b>437</b>	<b>-72</b>	<b>-14.1%</b>	
	<b>Net Expenditure</b>	<b>2,195</b>	<b>2,062</b>	<b>1552</b>	<b>1,301</b>	<b>-251</b>	<b>2,204</b>	<b>142</b>	<b>6.9%</b>	
<b>Service Area: GLA Learning &amp; Achievement</b>										
<b>Vote: G10 Learning &amp; Achievement M &amp; A GF</b>										
	Expenditure	243	243	182	126	-56	234	-9	-3.7%	
	Income	-160	-160	-120	0	120	-160	0	0.0%	<b>VID</b> : DSG Contribution not posted, hence profile issue.
	<b>Net Expenditure</b>	<b>83</b>	<b>83</b>	<b>62</b>	<b>126</b>	<b>64</b>	<b>74</b>	<b>-9</b>	<b>-10.8%</b>	
<b>Vote: G11 Early Years Service GF</b>										
	Expenditure	2,266	2,270	1703	1,044	-659	2,027	-243	-10.7%	<b>VID and Outturn</b> : Expenditure lower due to unfilled vacancies and lower than anticipated take-up of grants offered to childcare providers
	Income	-713	-711	-533	-17	516	-713	-2	0.3%	
	<b>Net Expenditure</b>	<b>1,553</b>	<b>1,559</b>	<b>1170</b>	<b>1,027</b>	<b>-143</b>	<b>1,314</b>	<b>-245</b>	<b>-15.7%</b>	

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
December 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Vote: G12 Local Authority Day Nurseries</b>										
	Expenditure	2,923	2,941	2206	1,699	-507	2,954	13	0.4%	VID : Central recharges
	Income	-198	-198	-149	-7	142	-198	0	0.0%	VID : Awaiting C&D postings & E.Years contributions.
	<b>Net Expenditure</b>	<b>2,725</b>	<b>2,743</b>	<b>2057</b>	<b>1,692</b>	<b>-365</b>	<b>2,756</b>	<b>13</b>	<b>0.5%</b>	
<b>Vote: G13 Children's Centres</b>										
	Expenditure	10,545	10,788	8091	5,979	-2,112	11,140	352	3.3%	VID : Unable to meet the vacancy savings target and Higher service demand
	Income	-86	-86	-65	69	134	0	86	-100.0%	
	<b>Net Expenditure</b>	<b>10,459</b>	<b>10,702</b>	<b>8026</b>	<b>6,048</b>	<b>-1,978</b>	<b>11,140</b>	<b>438</b>	<b>4.1%</b>	
<b>Vote: G14 School Improvement Primary</b>										
	Expenditure	666	904	678	606	-72	864	-40	-4.4%	
	Income	-476	-476	-357	-734	-377	-437	39	-8.2%	VID : SLA charges in year overstated, part relates to future Academic Year.
	<b>Net Expenditure</b>	<b>190</b>	<b>428</b>	<b>321</b>	<b>-128</b>	<b>-449</b>	<b>427</b>	<b>-1</b>	<b>-0.2%</b>	
<b>Vote: G16 Special Educational Needs GF</b>										
	Expenditure	4,004	4,007	3005	2,606	-399	4,072	65	1.6%	VID : In part Central recharges not posted.
	Income	-116	-116	-87	0	87	-116	0	0.0%	
	<b>Net Expenditure</b>	<b>3,888</b>	<b>3,891</b>	<b>2918</b>	<b>2,606</b>	<b>-312</b>	<b>3,956</b>	<b>65</b>	<b>1.7%</b>	
<b>Vote: G18 Educational Psychology Serv GF</b>										
	Expenditure	1,648	1,653	1240	1,061	-179	1,646	-7	-0.4%	VID : Central Recharges
	Income	-854	-854	-641	-486	155	-854	0	0.0%	VID : Out standing SLA Charges
	<b>Net Expenditure</b>	<b>794</b>	<b>799</b>	<b>599</b>	<b>575</b>	<b>-24</b>	<b>792</b>	<b>-7</b>	<b>-0.9%</b>	
<b>Vote: G19 Parental Engagement &amp; Support</b>										
	Expenditure	1,879	1,888	1416	1,021	-395	1,995	107	5.7%	VID and Outturn : Additional grant receivable
	Income	-176	-176	-132	-223	-91	-283	-107	60.8%	Outturn : Additional grant receivable
	<b>Net Expenditure</b>	<b>1,703</b>	<b>1,712</b>	<b>1284</b>	<b>798</b>	<b>-486</b>	<b>1,712</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: G20 School Governance &amp; Information</b>										
	Expenditure	528	532	399	421	22	528	-4	-0.8%	
	Income	-270	-270	-203	-362	-159	-270	0	0.0%	VID : Out standing SLA charges
	<b>Net Expenditure</b>	<b>258</b>	<b>262</b>	<b>196</b>	<b>59</b>	<b>-137</b>	<b>258</b>	<b>-4</b>	<b>-1.5%</b>	
<b>Vote: G26 School Improvement Secondary</b>										
	Expenditure	2,421	2,501	1875	986	-889	2,263	-238	-9.5%	VID and Outturn : Mayors Award, demand lead. Lower than expected number of students meeting criteria
	Income	-952	-952	-714	-26	688	-856	96	-10.1%	
	<b>Net Expenditure</b>	<b>1,469</b>	<b>1,549</b>	<b>1161</b>	<b>960</b>	<b>-201</b>	<b>1,407</b>	<b>-142</b>	<b>-9.2%</b>	
<b>Vote: G30 Arts &amp; Music Service</b>										
	Expenditure	1,371	1,620	1215	935	-280	1,589	-31	-1.9%	VID : Central recharges missing and overstated in budget.
	Income	-1,228	-1,421	-806	-633	173	-1,445	-24	1.7%	VID : SLA charges outstanding & Grant not applied.
	<b>Net Expenditure</b>	<b>143</b>	<b>199</b>	<b>409</b>	<b>302</b>	<b>-107</b>	<b>144</b>	<b>-55</b>	<b>-27.6%</b>	
<b>Vote: G41 Healthy Lives</b>										
	Expenditure	422	422	316	261	-55	384	-38	-9.0%	
	Income	-264	-264	-198	-1	197	-227	37	-14.0%	VID : Grant not yet drawn-down
	<b>Net Expenditure</b>	<b>158</b>	<b>158</b>	<b>118</b>	<b>260</b>	<b>142</b>	<b>157</b>	<b>-1</b>	<b>-0.6%</b>	
<b>Vote: G78 Pupil Admissions &amp; Excls GF</b>										
	Expenditure	910	910	683	598	-85	1,008	98	10.8%	
	<b>Net Expenditure</b>	<b>910</b>	<b>910</b>	<b>683</b>	<b>598</b>	<b>-85</b>	<b>1,008</b>	<b>98</b>	<b>10.8%</b>	
<b>Vote: H40 Careers Service</b>										
	Expenditure	1,254	1,261	946	869	-77	1,353	92	7.3%	
	Income	-340	-340	-255	-206	49	-426	-86	25.3%	
	<b>Net Expenditure</b>	<b>914</b>	<b>921</b>	<b>691</b>	<b>663</b>	<b>-28</b>	<b>927</b>	<b>6</b>	<b>0.7%</b>	
<b>Vote: H91 Schools Library Services &amp; HEC</b>										
	Expenditure	681	681	511	539	28	781	100	14.7%	
	Income	-681	-681	-511	-654	-143	-781	-100	14.7%	VID : SLA charges for year posted.
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-115</b>	<b>-115</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	
<b>Net Expenditure</b>		<b>25,247</b>	<b>25,916</b>	<b>19695</b>	<b>15,471</b>	<b>-4,224</b>	<b>26,072</b>	<b>156</b>	<b>0.6%</b>	

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
December 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Service Area: GRE ESCW Resources</b>										
<b>Vote: A56 Social Services IT</b>										
	Expenditure	0	0	0	7	7	0	0	0.0%	
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: A58 Technical Resources</b>										
	Expenditure	995	995	746	159	-587	962	-33	-3.3%	VID : no posting yet against Depreciation budget of 544k
	Income	-47	-47	-35	-44	-9	-47	0	0.0%	
	<b>Net Expenditure</b>	<b>948</b>	<b>948</b>	<b>711</b>	<b>115</b>	<b>-596</b>	<b>915</b>	<b>-33</b>	<b>-3.5%</b>	
<b>Vote: A61 Business Support &amp; Programme Management</b>										
	Expenditure	49	841	631	117	-514	618	-223	-26.5%	VID : Telecare posts recruited in-year, hence under spend
	Income	0	-370	-278	0	278	-370	0	0.0%	
	<b>Net Expenditure</b>	<b>49</b>	<b>471</b>	<b>353</b>	<b>117</b>	<b>-236</b>	<b>248</b>	<b>-223</b>	<b>-47.3%</b>	
<b>Vote: A66 Learning and Development</b>										
	Expenditure	557	562	422	301	-121	512	-50	-8.9%	VID : Budget of 562k is for salaries but expenditure relates to mainly to apprentice workers, agency staff and training
	Income	0	0	0	0	0	0	0	0.0%	
	<b>Net Expenditure</b>	<b>557</b>	<b>562</b>	<b>422</b>	<b>301</b>	<b>-121</b>	<b>512</b>	<b>-50</b>	<b>-8.9%</b>	
<b>Vote: A71 Finance Services</b>										
	Expenditure	824	832	624	685	61	832	0	0.0%	
	Income	-39	-39	-29	-25	4	-39	0	0.0%	
	<b>Net Expenditure</b>	<b>785</b>	<b>793</b>	<b>595</b>	<b>660</b>	<b>65</b>	<b>793</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: A90 Support Services Holding A/c</b>										
	Expenditure	3,857	4,454	3340	2,101	-1,239	4,454	0	0.0%	VID : In year profiling. Will balance by end Q4.
	<b>Net Expenditure</b>	<b>3,857</b>	<b>4,454</b>	<b>3340</b>	<b>2,101</b>	<b>-1,239</b>	<b>4,454</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: G70 Children's Information Systems</b>										
	Expenditure	518	618	463	494	31	815	197	31.9%	VID and Outturn : Extra school services launched
	Income	-243	-243	-121	-443	-322	-427	-184	75.7%	VID and Outturn : in year: 400k SLA income received by month9. Extra school services launched compensated by extra SLA income
	<b>Net Expenditure</b>	<b>275</b>	<b>375</b>	<b>342</b>	<b>51</b>	<b>-291</b>	<b>388</b>	<b>13</b>	<b>3.5%</b>	
<b>Vote: G72 Programme Management</b>										
	Expenditure	369	532	399	266	-133	391	-141	-26.5%	VID and Outturn : in year:S256 cost centre (160k budget) included from month8. Manager didn't receive report so did not forecast
	Income	0	-160	-120	0	120	0	160	-100.0%	VID and Outturn : in year:S256 cost centre (160k budget) included from month8. Manager didn't receive report so did not forecast
	<b>Net Expenditure</b>	<b>369</b>	<b>372</b>	<b>279</b>	<b>266</b>	<b>-13</b>	<b>391</b>	<b>19</b>	<b>5.1%</b>	
<b>Vote: G75 IT Social Care</b>										
	Expenditure	528	692	519	434	-85	803	111	16.0%	Outturn : Electronic Home Care Monitoring system funding (£130k) from commissioning budgets may not materialise
	Income	0	-160	-120	-86	34	-219	-59	36.9%	
	<b>Net Expenditure</b>	<b>528</b>	<b>532</b>	<b>399</b>	<b>348</b>	<b>-51</b>	<b>584</b>	<b>52</b>	<b>9.8%</b>	
<b>Vote: G79 ESCW Resources GF M &amp; A</b>										
	Expenditure	229	231	173	177	4	237	6	2.6%	
	Income	-47	-47	-23	-62	-39	-50	-3	6.4%	
	<b>Net Expenditure</b>	<b>182</b>	<b>184</b>	<b>150</b>	<b>115</b>	<b>-35</b>	<b>187</b>	<b>3</b>	<b>1.6%</b>	
<b>Vote: G80 Information &amp; Support Services</b>										
	Expenditure	462	466	349	331	-18	432	-34	-7.3%	
	<b>Net Expenditure</b>	<b>462</b>	<b>466</b>	<b>349</b>	<b>331</b>	<b>-18</b>	<b>432</b>	<b>-34</b>	<b>-7.3%</b>	

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
December 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Vote: G81 Building Dev &amp; Tech Service</b>										
	Expenditure	787	2,012	1509	1,607	98	2,085	73	3.6%	
	Income	-97	-97	-35	-58	-23	-99	-2	2.1%	
	<b>Net Expenditure</b>	<b>690</b>	<b>1,915</b>	<b>1474</b>	<b>1,549</b>	<b>75</b>	<b>1,986</b>	<b>71</b>	<b>3.7%</b>	
<b>Vote: G82 ESCW Finance</b>										
	Expenditure	900	905	679	1,020	341	1,434	529	58.5%	<b>VID and Outturn</b> : no gross exp. budget for maternity leave cover scheme for 323k spend and 501k forecast
	Income	-183	-183	-96	-642	-546	-711	-528	288.5%	<b>VID and Outturn</b> : no gross income budget for maternity leave cover scheme for income to date and 501k forecast
	<b>Net Expenditure</b>	<b>717</b>	<b>722</b>	<b>583</b>	<b>378</b>	<b>-205</b>	<b>723</b>	<b>1</b>	<b>0.1%</b>	
<b>Vote: G83 ESCW Human Resources GF</b>										
	Expenditure	1,560	1,571	1178	1,004	-174	1,570	-1	-0.1%	<b>VID</b> : Any under spend should be cancelled out by any overspend on DSG vote H83
	Income	0	0	0	23	23	0	0	0.0%	
	<b>Net Expenditure</b>	<b>1,560</b>	<b>1,571</b>	<b>1178</b>	<b>1,027</b>	<b>-151</b>	<b>1,570</b>	<b>-1</b>	<b>-0.1%</b>	
<b>Vote: G86 Professional Dev Centre</b>										
	Expenditure	805	805	604	327	-277	856	51	6.3%	
	Income	-618	-618	-750	-323	427	-310	308	-49.8%	<b>VID and Outturn</b> : Loss of SLA income due to change in location in 2014
	<b>Net Expenditure</b>	<b>187</b>	<b>187</b>	<b>-146</b>	<b>4</b>	<b>150</b>	<b>546</b>	<b>359</b>	<b>192.0%</b>	
<b>Vote: G87 Contract Services</b>										
	Expenditure	13,996	15,689	11767	9,813	-1,954	15,115	-574	-3.7%	Lower than expected sales income with a corresponding reduction in costs.
	Income	-13,996	-15,689	-11767	-7,598	4,169	-15,477	212	-1.4%	<b>VID and Outturn</b> : Lower than expected sales income
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,215</b>	<b>2,215</b>	<b>-362</b>	<b>-362</b>	<b>0.0%</b>	
<b>Vote: H82 Holding Account &amp; Support Serv</b>										
	Expenditure	-709	-1,847	-1385	8,009	9,394	-1,160	687	-37.2%	<b>Outturn</b> : This reflects the expected drawdown from grants and reserves required to fund the variances elsewhere in the Directorate's budget.
	<b>Net Expenditure</b>	<b>-709</b>	<b>-1,847</b>	<b>-1385</b>	<b>8,009</b>	<b>9,394</b>	<b>-1,160</b>	<b>687</b>	<b>-37.2%</b>	
<b>Vote: H87 BATS Team</b>										
	Expenditure	0	0	0	5	5	0	0	0.0%	
	Income	0	0	0	0	0	0	0	0.0%	
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: H90 PFI</b>										
	Expenditure	16,424	16,424	12293	11,821	-472	16,656	232	1.4%	<b>VID and Outturn</b> : Profiling
	Income	-16,424	-16,424	-6199	-5,953	246	-16,437	-13	0.1%	<b>VID and Outturn</b> : For CMBM10 the income will be reflected so it is a nil net variance
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>6094</b>	<b>5,868</b>	<b>-226</b>	<b>219</b>	<b>219</b>	<b>0.0%</b>	
	<b>Net Expenditure</b>	<b>10,457</b>	<b>11,705</b>	<b>14738</b>	<b>23,467</b>	<b>8,729</b>	<b>12,426</b>	<b>721</b>	<b>6.2%</b>	
<b>Service Area: GSC Children's Social Care</b>										
<b>Vote: G49 Children's Social Care M&amp;A</b>										
	Expenditure	160	161	121	323	202	160	-1	-0.6%	
	<b>Net Expenditure</b>	<b>160</b>	<b>161</b>	<b>121</b>	<b>323</b>	<b>202</b>	<b>160</b>	<b>-1</b>	<b>-0.6%</b>	
<b>Vote: G50 Child Protection &amp; Reviewing</b>										
	Expenditure	2,497	2,549	1912	1,676	-236	2,719	170	6.7%	<b>VID and Outturn</b> : Vacancy factor not achieved due to essential cover of statutory child protection posts. Statutory requirements are placing additional budget pressures on court requirements.
	Income	0	0	0	-49	-49	-54	-54	0.0%	
	<b>Net Expenditure</b>	<b>2,497</b>	<b>2,549</b>	<b>1912</b>	<b>1,627</b>	<b>-285</b>	<b>2,665</b>	<b>116</b>	<b>4.6%</b>	

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
December 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Vote: G51 Children's Res M&amp;A</b>										
	Balance Sheet	0	0	0	0	0	0	0	0.0%	
	Expenditure	770	1,149	861	712	-149	1,276	127	11.1%	<b>VID</b> : Cost to date v budget low since lots of costs are due to be charged in to maximise grant spend. Income to date v budget low since grant yet to be drawn down. <b>Outturn</b> : Forecasted overspend - vacancy factor not being achieved.
	Income	0	-373	-280	-57	223	-430	-57	15.3%	
	<b>Net Expenditure</b>	<b>770</b>	<b>776</b>	<b>581</b>	<b>655</b>	<b>74</b>	<b>846</b>	<b>70</b>	<b>9.0%</b>	
<b>Vote: G52 Children's Res Residential</b>										
	Balance Sheet	0	0	0	0	0	3	3	0.0%	<b>Outturn</b> : Will be balanced from Commissioning Income (G54)
	Expenditure	1,757	1,770	1327	1,162	-165	1,902	132	7.5%	
	<b>Net Expenditure</b>	<b>1,757</b>	<b>1,770</b>	<b>1327</b>	<b>1,162</b>	<b>-165</b>	<b>1,905</b>	<b>135</b>	<b>7.6%</b>	
<b>Vote: G53 Children's Res Family Placement</b>										
	Expenditure	2,955	2,977	2232	1,889	-343	3,044	67	2.2%	<b>VID</b> : Expenditure - central recharges not posted.
	Income	-66	-66	-50	-188	-138	-219	-153	231.8%	<b>VID</b> : Income from LBTH adoptive parents over-achieving
	<b>Net Expenditure</b>	<b>2,889</b>	<b>2,911</b>	<b>2182</b>	<b>1,701</b>	<b>-481</b>	<b>2,825</b>	<b>-86</b>	<b>-3.0%</b>	
<b>Vote: G54 Children's Res Commissioning</b>										
	Expenditure	14,818	14,718	11038	9,862	-1,176	14,462	-256	-1.7%	<b>Outturn</b> : Lower than profiled client numbers
	Income	-214	-214	0	-3	-3	-544	-330	154.2%	<b>Outturn</b> : Reform Grant
	<b>Net Expenditure</b>	<b>14,604</b>	<b>14,504</b>	<b>11038</b>	<b>9,859</b>	<b>-1,179</b>	<b>13,918</b>	<b>-586</b>	<b>-4.0%</b>	
<b>Vote: G55 Children Looked After GF</b>										
	Expenditure	2,201	2,219	1664	1,578	-86	2,500	281	12.7%	<b>Outturn</b> : Vacancy target not achieved
	Income	0	0	0	-14	-14	0	0	0.0%	
	<b>Net Expenditure</b>	<b>2,201</b>	<b>2,219</b>	<b>1664</b>	<b>1,564</b>	<b>-100</b>	<b>2,500</b>	<b>281</b>	<b>12.7%</b>	
<b>Vote: G56 Leaving Care</b>										
	Expenditure	2,407	2,419	1814	1,668	-146	2,794	375	15.5%	<b>Outturn</b> : Sickness cover costs and Vacancy target not achieved
	Income	-29	-29	-22	-0	22	-98	-69	237.9%	
	<b>Net Expenditure</b>	<b>2,378</b>	<b>2,390</b>	<b>1792</b>	<b>1,668</b>	<b>-124</b>	<b>2,696</b>	<b>306</b>	<b>12.8%</b>	
<b>Vote: G57 Fieldwork Advice &amp; Assessment</b>										
	Expenditure	5,232	5,331	3998	3,464	-534	5,829	498	9.3%	<b>VID</b> : Vacancy factor not being met & additional emergency social worker posts & Vacancy target not achieved
	Income	-302	-302	-226	0	226	-302	0	0.0%	
	<b>Net Expenditure</b>	<b>4,930</b>	<b>5,029</b>	<b>3772</b>	<b>3,464</b>	<b>-308</b>	<b>5,527</b>	<b>498</b>	<b>9.9%</b>	
<b>Vote: G58 Children with Disabilities</b>										
	Expenditure	4,606	4,619	3464	3,548	84	4,886	267	5.8%	<b>Outturn</b> ; forecast expenditure relating to income below against nil budget
	Income	0	0	0	-148	-148	-257	-257	0.0%	<b>VID &amp; Outturn</b> : in year and forecast NHS income against nil
	<b>Net Expenditure</b>	<b>4,606</b>	<b>4,619</b>	<b>3464</b>	<b>3,400</b>	<b>-64</b>	<b>4,629</b>	<b>10</b>	<b>0.2%</b>	
<b>Vote: G59 Emergency Duty Team</b>										
	Expenditure	411	415	311	270	-41	406	-9	-2.2%	
	Income	-22	-22	-17	0	17	-22	0	0.0%	
	<b>Net Expenditure</b>	<b>389</b>	<b>393</b>	<b>294</b>	<b>270</b>	<b>-24</b>	<b>384</b>	<b>-9</b>	<b>-2.3%</b>	
<b>Vote: G60 Youth Offending Service</b>										
	Expenditure	1,927	1,941	1456	1,305	-151	2,130	189	9.7%	<b>Outturn</b> : Vacancy target not achieved
	Income	-787	-658	-325	-20	305	-638	20	-3.0%	
	<b>Net Expenditure</b>	<b>1,140</b>	<b>1,283</b>	<b>1131</b>	<b>1,285</b>	<b>154</b>	<b>1,492</b>	<b>209</b>	<b>16.3%</b>	
<b>Vote: G61 Children with Mental Health</b>										
	Expenditure	1,379	1,384	1038	496	-542	1,379	-5	-0.4%	<b>VID</b> : awaiting invoice from NHS for 505k
	Income	-34	-34	-25	0	25	-34	0	0.0%	
	<b>Net Expenditure</b>	<b>1,345</b>	<b>1,350</b>	<b>1013</b>	<b>496</b>	<b>-517</b>	<b>1,345</b>	<b>-5</b>	<b>-0.4%</b>	

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
December 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Vote: G62 Attendance &amp; Welfare Serv GF</b>										
	Expenditure	2,056	2,086	1564	1,310	-254	2,178	92	4.4%	VID : central recharges not posted
	Income	-845	-845	-436	-846	-410	-990	-145	17.2%	VID and Outturn : £721k SLA income posted in September, increased income due to increased SLA with Schools
	<b>Net Expenditure</b>	<b>1,211</b>	<b>1,241</b>	<b>1128</b>	<b>464</b>	<b>-664</b>	<b>1,188</b>	<b>-53</b>	<b>-4.3%</b>	
<b>Vote: H57 Family Support &amp; Protection</b>										
	Balance Sheet	0	0	0	0	0	0	0	0.0%	
	Expenditure	4,240	4,362	3272	2,954	-318	4,795	433	9.9%	Outturn and Vtd : Section 17 pressures & Vacancy target not achieved
	Income	0	-8	-6	-13	-7	0	8	-100.0%	
	<b>Net Expenditure</b>	<b>4,240</b>	<b>4,354</b>	<b>3266</b>	<b>2,941</b>	<b>-325</b>	<b>4,795</b>	<b>441</b>	<b>10.1%</b>	
<b>Vote: H63 Family Intervention Service</b>										
	Expenditure	1,127	2,623	1967	1,619	-348	2,457	-166	-6.3%	VID and Outturn : Cut in spend since gov't grant will not be realised
	Income	-784	-2,241	-1530	-371	1,159	-2,075	166	-7.4%	VID and Outturn : Income to date v budget - grant to be drawn down at year end. Income forecast variance - gov't grant not being realised
	<b>Net Expenditure</b>	<b>343</b>	<b>382</b>	<b>437</b>	<b>1,248</b>	<b>811</b>	<b>382</b>	<b>0</b>	<b>0.0%</b>	
	<b>Net Expenditure</b>	<b>45,460</b>	<b>45,931</b>	<b>35122</b>	<b>32,127</b>	<b>-2,995</b>	<b>47,257</b>	<b>1,326</b>	<b>2.9%</b>	
<b>Service Area: GSH Schools</b>										
<b>Vote: G03 Pre-Primary Schs Serv GF</b>										
	Expenditure	223	223	167	0	-167	223	0	0.0%	VID : Only relates to capital charges and actual not yet posted.
	<b>Net Expenditure</b>	<b>223</b>	<b>223</b>	<b>167</b>	<b>0</b>	<b>-167</b>	<b>223</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: G05 Primary Schools Services GF</b>										
	Expenditure	5,677	5,677	4258	0	-4,258	5,677	0	0.0%	VID : Only relates to capital charges and actuals not yet posted.
	<b>Net Expenditure</b>	<b>5,677</b>	<b>5,677</b>	<b>4258</b>	<b>0</b>	<b>-4,258</b>	<b>5,677</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: G07 Secondary Schools Services GF</b>										
	Expenditure	4,192	4,170	3127	218	-2,909	4,170	0	0.0%	VID : Only relates to capital charges and actuals not yet posted.
	<b>Net Expenditure</b>	<b>4,192</b>	<b>4,170</b>	<b>3,127</b>	<b>218</b>	<b>-2,909</b>	<b>4,170</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: G09 Special Schools Services GF</b>										
	Expenditure	1,524	1,524	1143	0	-1,143	1,524	0	0.0%	VID : Only relates to capital charges and actuals not yet posted.
	<b>Net Expenditure</b>	<b>1,524</b>	<b>1,524</b>	<b>1,143</b>	<b>0</b>	<b>-1,143</b>	<b>1,524</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: G29 Pupil Referral Unit</b>										
	Expenditure	0	0	0	2	2	0	0	0.0%	
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	
	<b>Net Expenditure</b>	<b>11,616</b>	<b>11,594</b>	<b>8,695</b>	<b>220</b>	<b>-8,475</b>	<b>11,594</b>	<b>0</b>	<b>0.0%</b>	
	<b>Net Expenditure Fund Type: GEN</b>	<b>217,192</b>	<b>223,724</b>	<b>174,642</b>	<b>146,735</b>	<b>-27,907</b>	<b>223,724</b>	<b>0</b>	<b>0.0%</b>	

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
December 2013	Resource Services	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Fund Type: GEN General Fund Account</b>										
<b>Service Area: R10 Director of Resources</b>										
<b>Vote: R80 Director's Office</b>										
	Expenditure	605	660	495	526	31	660	0	0.0	
	Income	-617	-654	-491	-491	0	-654	0	0.0	
	<b>Net Expenditure Vote: R80</b>	<b>-12</b>	<b>6</b>	<b>4</b>	<b>35</b>	<b>31</b>	<b>6</b>	<b>0</b>	<b>0.0</b>	
<b>Net Expenditure</b>	<b>Service Area: R10</b>	<b>-12</b>	<b>6</b>	<b>4</b>	<b>35</b>	<b>31</b>	<b>6</b>	<b>0</b>	<b>0.0</b>	
<b>Service Area: R11 Customer Access</b>										
<b>Vote: R50 Customer Access</b>										
	Expenditure	4,290	4,342	3,256	3,345	89	4,633	291	0.1	<b>Vid and Outturn</b> : 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	-1,589	-753	836	-2,027	92	0.0	
	<b>Net Expenditure Vote: R50</b>	<b>2,171</b>	<b>2,223</b>	<b>1,667</b>	<b>2,592</b>	<b>925</b>	<b>2,606</b>	<b>383</b>	<b>0.2</b>	
<b>Net Expenditure</b>	<b>Service Area: R11</b>	<b>2,171</b>	<b>2,223</b>	<b>1,667</b>	<b>2,592</b>	<b>925</b>	<b>2,606</b>	<b>383</b>	<b>0.2</b>	
<b>Service Area: R12 Corporate Finance</b>										
<b>Vote: R32 Corporate Finance</b>										
	Expenditure	2,188	1,691	1,268	1,842	574	1,691	0	0.0	<b>Vid</b> : Full finance and HR restructure savings not achieved due to time delay in the structure becoming operational. Additional costs will be funded centrally.
	Income	-2,447	-1,951	-1,463	-1,516	-53	-1,957	-6	0.0	
	<b>Net Expenditure Vote: R32</b>	<b>-259</b>	<b>-260</b>	<b>-195</b>	<b>326</b>	<b>521</b>	<b>-266</b>	<b>-6</b>	<b>0.0</b>	
<b>Vote: R82 Non-distributed costs</b>										
	Expenditure	256	146	110	35	-75	147	1	0.0	
	<b>Net Expenditure Vote: R82</b>	<b>256</b>	<b>146</b>	<b>110</b>	<b>35</b>	<b>-75</b>	<b>147</b>	<b>1</b>	<b>0.0</b>	
<b>Net Expenditure</b>	<b>Service Area: R12</b>	<b>-3</b>	<b>-114</b>	<b>-85</b>	<b>361</b>	<b>446</b>	<b>-119</b>	<b>-5</b>	<b>0.0</b>	
<b>Service Area: R13 Human Resources</b>										
<b>Vote: R90 HR Strategy</b>										
	Expenditure	828	925	694	661	-33	925	0	0.0	
	Income	-969	-909	-682	-682	0	-909	0	0.0	
	<b>Net Expenditure Vote: R90</b>	<b>-141</b>	<b>16</b>	<b>12</b>	<b>-21</b>	<b>-33</b>	<b>16</b>	<b>0</b>	<b>0.0</b>	
<b>Vote: R92 HR Consultancy</b>										
	Expenditure	1,813	1,789	1,342	1,287	-55	1,789	0	0.0	
	Income	-1,342	-1,486	-1,115	-1,020	95	-1,486	0	0.0	
	<b>Net Expenditure Vote: R92</b>	<b>471</b>	<b>303</b>	<b>227</b>	<b>267</b>	<b>40</b>	<b>303</b>	<b>0</b>	<b>0.0</b>	
<b>Vote: R94 HR Operations</b>										
	Expenditure	4,298	4,559	3,419	3,770	351	4,559	0	0.0	<b>Vid</b> : Additional cost incurred by operation team is funded through recharges
	Income	-4,717	-4,338	-3,253	-3,545	-292	-4,338	0	0.0	
	<b>Net Expenditure Vote: R94</b>	<b>-419</b>	<b>221</b>	<b>166</b>	<b>225</b>	<b>59</b>	<b>221</b>	<b>0</b>	<b>0.0</b>	
<b>Vote: R96 PAS Scheme</b>										
	Expenditure	1,113	1,151	863	677	-186	1,151	0	0.0	<b>Vid</b> : delay in recruiting new intake of Graduates
	Income	-925	-1,057	-793	-672	121	-1,057	0	0.0	<b>Vid</b> : delay in processing income
	<b>Net Expenditure Vote: R96</b>	<b>188</b>	<b>94</b>	<b>70</b>	<b>5</b>	<b>-65</b>	<b>94</b>	<b>0</b>	<b>0.0</b>	
<b>Net Expenditure</b>	<b>Service Area: R13</b>	<b>99</b>	<b>634</b>	<b>475</b>	<b>476</b>	<b>1</b>	<b>634</b>	<b>0</b>	<b>0.0</b>	
<b>Service Area: R14 ICT</b>										
<b>Vote: R48 Information Services ICT</b>										
	Expenditure	11,211	10,919	8,189	7,803	-386	10,919	0	0.0	<b>Vid</b> : 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	-8,188	-8,980	-792	-11,414	-497	0.0	<b>Vid and Outturn</b> : recovery of payments made on behalf of Agilisys whilst contracts under novation, such as BT and T-Mobile.
	<b>Net Expenditure Vote: R48</b>	<b>3,612</b>	<b>2</b>	<b>1</b>	<b>-1,177</b>	<b>-1,178</b>	<b>-495</b>	<b>-497</b>	<b>-248.5</b>	
<b>Vote: R70 ICT Client Team</b>										
	Expenditure	540	654	491	466	-25	719	65	0.1	<b>Outturn</b> : To fund cost of interim head.
	Income	0	-649	-487	-487	0	-649	0	0.0	
	<b>Net Expenditure Vote: R70</b>	<b>540</b>	<b>5</b>	<b>4</b>	<b>-21</b>	<b>-25</b>	<b>70</b>	<b>65</b>	<b>13.0</b>	
<b>Net Expenditure</b>	<b>Service Area: R14</b>	<b>4,152</b>	<b>7</b>	<b>5</b>	<b>-1,198</b>	<b>-1,203</b>	<b>-425</b>	<b>-432</b>	<b>-61.7</b>	



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
December 2013	Resource Services	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Service Area: R15 Revenue Services</b>										
<b>Vote: R36 Council Tax and NNDR</b>										
	Expenditure	37,967	38,078	28,558	2,551	-26,007	38,072	-6	0.0	VtD : Changes in Council Tax Benefits to be applied to vote by end of year.
	Income	-35,706	-35,706	-26,779	-730	26,049	-35,705	1	0.0	
<b>Net Expenditure Vote: R36</b>		<b>2,261</b>	<b>2,372</b>	<b>1,779</b>	<b>1,821</b>	<b>42</b>	<b>2,367</b>	<b>-6</b>	<b>0.0</b>	
<b>Vote: R37 Crisis &amp; Support Fund</b>										
	Expenditure	0	1,750	1,312	850	-462	0	-1,750	0.0	VtD : 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. Any Grants not paid out in 2013/14 will be carried forward to 2014/15.
	Income	0	-1,750	-1,312	-1,750	-438	0	1,750	-1.0	
<b>Net Expenditure Vote: R37</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>-900</b>	<b>-900</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	
<b>Vote: R42 Debtor Income Service</b>										
	Expenditure	899	988	740	692	-48	988	0	0.0	
	Income	-910	-904	-678	-685	-7	-904	0	0.0	
<b>Net Expenditure Vote: R42</b>		<b>-11</b>	<b>84</b>	<b>62</b>	<b>7</b>	<b>-55</b>	<b>84</b>	<b>0</b>	<b>0.0</b>	
<b>Vote: R44 Cashiers</b>										
	Expenditure	301	292	219	270	51	292	0	0.0	
	Income	-399	-290	-217	-140	77	-290	0	0.0	
<b>Net Expenditure Vote: R44</b>		<b>-98</b>	<b>2</b>	<b>2</b>	<b>130</b>	<b>128</b>	<b>2</b>	<b>0</b>	<b>0.0</b>	
<b>Net Expenditure</b>	<b>Service Area: R15</b>	<b>2,152</b>	<b>2,458</b>	<b>1,843</b>	<b>1,058</b>	<b>-785</b>	<b>2,453</b>	<b>-6</b>	<b>0.0</b>	
<b>Service Area: R16 Procurement</b>										
<b>Vote: R38 Procurement</b>										
	Expenditure	935	921	691	614	-77	921	0	0.0	
	Income	-1,081	-961	-721	-718	3	-961	0	0.0	
<b>Net Expenditure Vote: R38</b>		<b>-146</b>	<b>-40</b>	<b>-30</b>	<b>-104</b>	<b>-74</b>	<b>-40</b>	<b>0</b>	<b>0.0</b>	
<b>Vote: R46 Payments</b>										
	Capital Expenditure	0	0	0	0	0	0	0	0.0	
	Expenditure	446	452	339	468	129	452	0	0.0	
	Income	-446	-448	-336	-336	0	-448	0	0.0	
<b>Net Expenditure Vote: R46</b>		<b>0</b>	<b>4</b>	<b>3</b>	<b>132</b>	<b>129</b>	<b>4</b>	<b>0</b>	<b>0.0</b>	
<b>Net Expenditure</b>	<b>Service Area: R16</b>	<b>-146</b>	<b>-36</b>	<b>-27</b>	<b>28</b>	<b>55</b>	<b>-36</b>	<b>0</b>	<b>0.0</b>	
<b>Service Area: R17 Risk Assessment</b>										
<b>Vote: R34 Internal Audit</b>										
	Expenditure	756	783	587	657	70	954	171	0.2	VtD and Outturn : Increased staff cost funded through recharge to grant income - cost of three tenancy fraud officers (total cost approx. £130K), a temp resource to help recover overpayments (approx£20K) and the balance to fund part of graduate trainee cost
	Income	-817	-729	-547	-736	-189	-897	-168	0.2	
<b>Net Expenditure Vote: R34</b>		<b>-61</b>	<b>54</b>	<b>40</b>	<b>-79</b>	<b>-119</b>	<b>57</b>	<b>2</b>	<b>0.0</b>	VtD and Outturn : Increased recharged income to fund employee related expenditure income
<b>Vote: R40 Risk Management</b>										
	Balance Sheet	0	0	0	-0	-0	0	0	0.0	
	Expenditure	450	484	363	654	291	601	117	0.2	VtD and Outturn : Additional Claims Expenditure to be recovered from additional insurance trading centre income
	Income	-575	-606	-454	-848	-394	-718	-112	0.2	
<b>Net Expenditure Vote: R40</b>		<b>-125</b>	<b>-122</b>	<b>-91</b>	<b>-194</b>	<b>-103</b>	<b>-117</b>	<b>5</b>	<b>0.0</b>	
<b>Net Expenditure</b>	<b>Service Area: R17</b>	<b>-186</b>	<b>-68</b>	<b>-51</b>	<b>-273</b>	<b>-222</b>	<b>-60</b>	<b>7</b>	<b>-0.1</b>	

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
December 2013	Resource Services	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Service Area: R19 Benefits</b>										
<b>Vote: R54 Housing Benefit</b>										
	Expenditure	249,924	249,924	187,443	202,814	15,371	249,924	0	0.0	
	Income	-249,429	-249,429	-187,072	-151,904	35,168	-249,429	0	0.0	VTD : Benefit Subsidy applied at year end
	<b>Net Expenditure Vote: R54</b>	<b>495</b>	<b>495</b>	<b>371</b>	<b>50,910</b>	<b>50,539</b>	<b>495</b>	<b>0</b>	<b>0.0</b>	
<b>Vote: R58 Housing Benefit Administration</b>										
	Expenditure	7,152	6,698	5,023	5,197	174	6,698	0	0.0	VTD : Expenditure timing delay, coupled with the processing
	Income	-6,217	-6,217	-4,662	-2,189	2,473	-6,217	0	0.0	of year end recharges
	<b>Net Expenditure Vote: R58</b>	<b>935</b>	<b>481</b>	<b>361</b>	<b>3,008</b>	<b>2,647</b>	<b>481</b>	<b>0</b>	<b>0.0</b>	
<b>Net Expenditure</b>	<b>Service Area: R19</b>	<b>1,430</b>	<b>976</b>	<b>732</b>	<b>53,918</b>	<b>53,186</b>	<b>976</b>	<b>0</b>	<b>0.0</b>	
<b>Service Area: R62 Transformation Projects</b>										
<b>Vote: R62 Business Development</b>										
	Expenditure	492	450	337	658	321	450	0	0.0	VTD : Budget to be transferred from the Directorates
	Income	0	0	0	-51	-51	0	0	0.0	
	<b>Net Expenditure Vote: R62</b>	<b>492</b>	<b>450</b>	<b>337</b>	<b>607</b>	<b>270</b>	<b>450</b>	<b>0</b>	<b>0.0</b>	
<b>Vote: R78 Replacement of JDE</b>										
	Expenditure	583	587	440	-1,919	-2,359	1,011	424	0.7	VTD : Funded from reserves
	Income	-583	-583	-437	0	437	-1,007	-424	0.7	
	<b>Net Expenditure Vote: R78</b>	<b>0</b>	<b>4</b>	<b>3</b>	<b>-1,919</b>	<b>-1,922</b>	<b>4</b>	<b>0</b>	<b>0.0</b>	
<b>Net Expenditure</b>	<b>Service Area: R62</b>	<b>492</b>	<b>454</b>	<b>340</b>	<b>-1,312</b>	<b>-1,652</b>	<b>454</b>	<b>0</b>	<b>0.0</b>	
<b>Service Area: R99 Rechargeable Works</b>										
<b>Vote: R60 Reprographics</b>										
	Expenditure	479	472	354	397	43	472	0	0.0	
	Income	-479	-470	-352	-329	23	-470	0	0.0	
	<b>Net Expenditure Vote: R60</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>68</b>	<b>66</b>	<b>2</b>	<b>0</b>	<b>0.0</b>	
<b>Net Expenditure</b>	<b>Service Area: R99</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>68</b>	<b>66</b>	<b>2</b>	<b>0</b>	<b>0.0</b>	
<b>Net Expenditure</b>	<b>Fund Type: GEN</b>	<b>10,149</b>	<b>6,542</b>	<b>4,906</b>	<b>55,753</b>	<b>50,847</b>	<b>6,491</b>	<b>-51</b>	<b>0.0</b>	
<b>Net Expenditure</b>	<b>for Resource Services</b>	<b>10,149</b>	<b>6,542</b>	<b>4,906</b>	<b>55,753</b>	<b>50,848</b>	<b>6,491</b>	<b>-51</b>	<b>0.0</b>	

Corporate Monthly Budget Monitoring		Original Budget	Current Budget	Budget to Date	Actuals	Variance to Date	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
December 2013	HRA	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Service Area: HRA Housing Revenue Account</b>										
<b>INCOME</b>										
<b>DIRECTLY CONTROLLED INCOME BUDGETS</b>										
<b>Dwelling &amp; Non Dwelling Rents</b>										
	Income	-68,953	-68,953	-51,715	-49,652	-2,063	-69,636	-683	0.99%	It is forecast that rental income will be higher than budgeted due to a reduction in the number of void properties. In addition, the budget assumed that 100 Right to Buy sales would take place in 2013/14, whereas 39 took place to the end of December 2013. <b>RISK:</b> If a large number of Right to Buy applications proceed to the sale stage over the final quarter of the year there may be pressure on this budget.
	<b>Net Expenditure</b>	<b>-68,953</b>	<b>-68,953</b>	<b>-51,715</b>	<b>-49,652</b>	<b>-2,063</b>	<b>-69,636</b>	<b>-683</b>	<b>1.0%</b>	
<b>Tenant &amp; Leaseholder Service Charges</b>										
	Income	-17,250	-17,250	-15,561	-18,554	2,993	-19,120	-1,870	10.84%	This variance has arisen due to a combination of additional expenditure on repairs and a revised service charge methodology. There was a large increase in the volume of responsive repairs carried out in 2012/13, and leaseholders are recharged a proportion of these costs. As a result, there is additional leasehold service charge income relating to 2012/13 of approximately £1m. In addition, a review of service charges was undertaken to ensure that the methodology was robust, and that all relevant costs were fully recovered from leaseholders. However as the 2012/13 service charge estimates were issued before the review, there will be a 2012/13 adjustment. For prior and following years, the estimates and actuals were constructed under the same methodology - this means from 2014/15 onwards, adjustments are expected to be small.
	<b>Net Expenditure</b>	<b>-17,250</b>	<b>-17,250</b>	<b>-15,561</b>	<b>-18,554</b>	<b>2,993</b>	<b>-19,120</b>	<b>-1,870</b>	<b>10.8%</b>	
<b>INDIRECTLY CONTROLLED INCOME BUDGETS</b>										
<b>Investment Income Received</b>										
	Income	-160	-160	0	0	0	-158	2	-1.25%	
	<b>Net Expenditure</b>	<b>-160</b>	<b>-160</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-158</b>	<b>2</b>	<b>-1.3%</b>	
<b>Contributions Towards Expenditure</b>										
	Income	-115	-115	0	0	0	-115	0	0.00%	
	<b>Net Expenditure</b>	<b>-115</b>	<b>-115</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-115</b>	<b>0</b>	<b>0.0%</b>	
	<b>TOTAL INCOME</b>	<b>-86,478</b>	<b>-86,478</b>	<b>-67,276</b>	<b>-68,206</b>	<b>930</b>	<b>-89,029</b>	<b>-2,551</b>		

Corporate Monthly Budget Monitoring		Original Budget	Current Budget	Budget to Date	Actuals	Variance to Date	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
December 2013	HRA	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>EXPENDITURE</b>										
<b>DIRECTLY CONTROLLED EXPENDITURE BUDGETS</b>										
<b>Repair &amp; Maintenance</b>										
	Expenditure	21,795	21,795	16,345	11,657	4,688	22,030	235	1.08%	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.
	<b>Net Expenditure</b>	<b>21,795</b>	<b>21,795</b>	<b>16,345</b>	<b>11,657</b>	<b>4,688</b>	<b>22,030</b>	<b>235</b>	<b>1.1%</b>	
<b>Supervision &amp; Management</b>										
	Expenditure	23,458	23,458	16,378	-573	16,951	22,522	-936	-3.99%	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. 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.
	<b>Net Expenditure</b>	<b>23,458</b>	<b>23,458</b>	<b>16,378</b>	<b>-573</b>	<b>16,951</b>	<b>22,522</b>	<b>-936</b>	<b>-4.0%</b>	
<b>Special Services, Rents, Rates &amp; Taxes</b>										
	Expenditure	16,075	16,075	9,966	4,220	5,746	15,421	-654	-4.07%	It is forecast that there will be an underspend on the energy budget due to lower than budgeted price increases, however, this is a volatile budget will be kept under review.
	<b>Net Expenditure</b>	<b>16,075</b>	<b>16,075</b>	<b>9,966</b>	<b>4,220</b>	<b>5,746</b>	<b>15,421</b>	<b>-654</b>	<b>-4.1%</b>	
<b>INDIRECTLY CONTROLLED EXPENDITURE BUDGETS</b>										
<b>Provision for Bad Debts</b>										
	Expenditure	1,900	1,900	0	0	0	1,900	0	0.00%	The provision for bad debts was increased in order to mitigate against risks arising from the various elements of welfare reform due to come into effect in 2013/14. It is anticipated that the full level of provision will not be needed this financial year, as there have been delays in implementing some of the reforms, however, the outturn will not be known until the end of the year when the bad debt provision is calculated.
	<b>Net Expenditure</b>	<b>1,900</b>	<b>1,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,900</b>	<b>0</b>	<b>0.0%</b>	

Corporate Monthly Budget Monitoring		Original Budget	Current Budget	Budget to Date	Actuals	Variance to Date	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
December 2013	HRA	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Capital Financing Charges</b>										
	Expenditure	24,802	24,802	0		0	24,818	16	0.06%	The major items within the Capital Financing Charges budget are depreciation, interest payments and direct revenue financing. In respect of the direct revenue financing, the budget contains a revenue contribution of £6 million to support the 2013-14 element of the Decent Homes Programme which is financed from various funding sources. For budget monitoring purposes the outturn has been assumed to be in line with the budget, however as outlined in the capital budget monitoring section elsewhere in this report, the Decent Homes Programme is anticipating significant slippage of expenditure into the first months of 2014-15. As a consequence, the anticipated RCCO will not be required during 2013-14, and if this is the case, as part of the outturn report in July 2014, it might be necessary to seek approval to earmark any underspend in RCCO as a specific resource to be utilised to fund the slippage in 2014-15.
	<b>Net Expenditure</b>	<b>24,802</b>	<b>24,802</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,818</b>	<b>16</b>	<b>0.1%</b>	
	<b>TOTAL EXPENDITURE</b>	<b>88,030</b>	<b>88,030</b>	<b>42,689</b>	<b>15,304</b>	<b>27,385</b>	<b>86,691</b>	<b>-1,339</b>	<b>-1.5%</b>	
	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.
	<b>TOTAL HRA</b>	<b>-0</b>	<b>-0</b>	<b>-24,587</b>	<b>-52,902</b>	<b>28,315</b>	<b>-2,337</b>	<b>-2,337</b>		

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## Capital Monitoring Q3

	All Years		In Year - 13/14					FY Total	All Years	
	Approved Budget	Spend to 31st March 2013	Revised Budget 13/14	Spent to Q3	Projected Spend	Projected Variance	Spend (%)	Budget	Projected Spend	Variance
	£m	£m	£m	£m	£m	£m	%	£m	£m	£m
Education, Social Care and Wellbeing	102.402	65.198	18.766	10.249	16.444	-2.322	55%	22.937	102.402	0.000
Communities, Localities and Culture	75.505	49.905	11.987	4.877	11.987	0.000	41%	13.614	75.505	0.000
Development & Renewal	42.986	9.998	29.303	5.154	16.849	-12.454	18%	3.686	42.986	0.000
Building Schools for the Future	325.531	269.882	42.859	37.569	49.025	6.167	88%	12.791	325.531	0.000
HR	288.079	71.162	101.326	22.026	56.059	-45.267	22%	115.590	288.079	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
<b>Grand Total</b>	<b>864.723</b>	<b>466.237</b>	<b>214.369</b>	<b>79.875</b>	<b>150.492</b>	<b>-63.876</b>	<b>37%</b>	<b>188.618</b>	<b>834.723</b>	<b>-30.000</b>

Quarter 3 Capital Monitoring 2013-14

	All Years		In Year - 13/14					Future Years (FY)		FY Total	All Years			
	Approved Budget	Spend to 31st March 2013	Revised Budget 13/14	Spend to Q3	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	E-C	D / C		F	G	H = F+G	I	I-A	
	£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%
<b>Education, Social Care and Wellbeing (ESCW)</b>														
Mental health services	0.137	0.102	0.035	-	0.035	- 0.000	0%		-	-	-	0.137	-	0%
Tele Care/Telehealth Equipment	0.300	0.028	0.172	-	0.100	- 0.072	0%	Balance earmarked for new technology 14/15	0.100	-	0.100	0.300	-	0%
Ronald Street Roof Replacement	0.065	0.051	0.014	-	0.014	- 0.000	0%		-	-	-	0.065	-	0%
Development of Learning Disability Hubs	0.240	-	0.160	-	0.160	-	0%	Funding used by D&R, spend picked up as part of D&R spend	0.080	-	0.080	0.240	-	0%
<b>ADULTS TOTAL</b>	<b>0.742</b>	<b>0.181</b>	<b>0.381</b>	<b>-</b>	<b>0.309</b>	<b>- 0.072</b>	<b>0%</b>		<b>0.180</b>	<b>-</b>	<b>0.180</b>	<b>0.742</b>	<b>-</b>	<b>0%</b>
Condition & Improvement	4.065	1.185	2.780	1.185	1.859	- 0.921	43%	Review of project scope & need for statutory works.	0.100	-	0.100	4.065	-	0%
Bishop Challoner - Community Facilities	0.600	-	0.600	-	-	- 0.600	0%	Scheme expenditure subject to Lukin St transaction, which is unlikely to be achieved in 2013/14.	-	-	-	0.600	-	0%
Bishop's Square	0.300	0.300	-	-	-	-	N/A		-	-	-	0.300	-	0%
Basic Need/Expansion	70.072	38.497	14.124	8.780	13.797	- 0.327	62%	Slippage in programme - spend re-profiled to 14-15	16.005	5.945	21.950	70.072	-	0%
Sure Start	3.731	3.725	0.006	-	0.006	- 0.000	0%	Held for final account.	-	-	-	3.731	-	0%
Primary Capital Programme	13.343	13.111	0.232	0.131	0.232	- 0.000	57%	Final account to be agreed.	-	-	-	13.343	-	0%
Lukin St - Land purchase from Network Rail	0.788	0.788	-	0.032	-	-	0%		-	-	-	0.788	-	0%
Osmani - Redevelopment	4.583	4.583	-	-	-	-	0%		-	-	-	4.583	-	0%
RCCO	0.061	0.051	0.010	-	0.010	-	0%	Contractor went into administration - held for claims	-	-	-	0.061	-	0%
Short Breaks	0.427	0.301	0.126	0.121	0.126	- 0.000	96%		-	-	-	0.427	-	0%
Youth Service ( BMX Mile End )	0.595	0.589	0.006	-	0.006	- 0.000	0%		-	-	-	0.595	-	0%
Provision for 2yr Olds	1.207	-	0.500	-	0.100	- 0.400	0%	Awaiting approval of RCDAs to enable spend.	0.707	-	0.707	1.207	-	0%
Other	1.887	1.887	-	-	-	-	N/A		-	-	-	1.887	-	0%
<b>ESCW TOTAL</b>	<b>102.402</b>	<b>65.198</b>	<b>18.766</b>	<b>10.249</b>	<b>16.444</b>	<b>- 2.322</b>	<b>55%</b>		<b>16.992</b>	<b>5.945</b>	<b>22.937</b>	<b>102.402</b>	<b>-</b>	<b>0%</b>



All Years		In Year - 13/14						Future Years (FY)		FY Total	All Years			
Approved Budget	Spend to 31st March 2013	Revised Budget 13/14	Spend to Q3	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	E-C	D/C		F	G	H = F+G	I	I-A	%	
£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%	
<b>Communities, Localities &amp; Culture</b>														
<b>Transport</b>														
TfL schemes including safety, cycling and walking	21.365	10.781	3.347	1.823	3.347	0.000	54%							
Public Realm improvements	0.850	-	0.850	0.173	0.850	-	20%	Vehicles have been delivered in December. Invoices yet to be paid.	-	-	-	0.850	-	0%
Bartlett Park Masterplan - Highways	1.732	-	0.350	-	0.350	-	-		1.382	-	1.382	1.732	-	0%
Highway improvement programme	3.027	1.027	1.000	0.998	1.000	-	100%	Works Complete, awaiting final invoices	1.000	-	1.000	3.027	-	0%
Developers Contribution	3.805	1.159	1.817	0.554	1.818	0.000	30%	Schemes delayed due to developer on site. Budget to be adjusted to reflect slippage into 2014/15	0.829	-	0.829	3.805	-	0%
OPTEMS	1.110	0.375	0.235	0.066	0.235	-	28%	Scheme delivery is as per OPTEMS instructions.	0.500	-	0.500	1.110	-	0%
Hackney wick & Fish Island improvements	0.147	0.147	-	0.044	-	-	0%		-	-	-	0.147	-	0%
<b>Transport Total</b>	<b>32.036</b>	<b>13.490</b>	<b>7.599</b>	<b>3.658</b>	<b>7.600</b>	<b>0.001</b>	<b>48%</b>		<b>7.600</b>	<b>3.349</b>	<b>10.949</b>	<b>32.036</b>	<b>-</b>	<b>0%</b>
<b>Parks</b>														
Millwall Park/Island Gardens	0.206	0.203	0.003	-	0.003	-	0%	Retention to be released.	-	-	-	0.206	-	0%
Poplar Park	0.200	0.161	0.040	-	0.040	-	0%	Awaiting planning permission and toilet strategy.	-	-	-	0.200	-	0%
Schoolhouse Lane Multi Use Ball Games Area	0.100	0.093	0.007	-	0.007	-	0%	Delivery in Q4.	-	-	-	0.100	-	0%
Bethnal Green improvements	0.491	0.491	-	-	-	-	0%		-	-	-	0.491	-	0%
Victoria Park Masterplan	10.298	9.558	0.740	0.117	0.740	-	16%	Retention to be released.	-	-	-	10.298	-	0%
Victoria Park sports hub	2.616	-	0.616	0.311	0.616	-0.000	50%		2.000	-	2.000	2.616	-	0%
Victoria Park - Changing Block Extension & Upgrade	0.312	0.312	-	-	-	-	N/A		-	-	-	0.312	-	0%
Pennyfields	0.046	0.028	0.018	0.015	0.018	-	83%	Scheme delivery as per programme.	-	-	-	0.046	-	0%
Christ Church Gardens	0.350	-	0.350	-	0.350	-	0%		-	-	-	0.350	-	0%
Mile End Hedge	0.165	-	0.165	0.019	0.165	-	11%		-	-	-	0.165	-	0%
Trees - Boroughwide	0.016	-	0.016	-	0.016	-	0%	Awaiting tree planting season	-	-	-	0.016	-	0%
Brickfield Gardens	0.040	-	0.040	0.040	0.040	-	100%	Scheme complete.	-	-	-	0.040	-	0%
Conversion of Lawn area to York stone paving	0.055	-	0.055	-	0.055	-	0%		-	-	-	0.055	-	0%
<b>Parks Total</b>	<b>14.895</b>	<b>10.845</b>	<b>2.051</b>	<b>0.501</b>	<b>2.051</b>	<b>-0.000</b>	<b>24%</b>		<b>2.000</b>	<b>-</b>	<b>2.000</b>	<b>14.895</b>	<b>-</b>	<b>0%</b>

All Years		In Year - 13/14							Future Years (FY)			All Years		
Approved Budget	Spend to 31st March 2013	Revised Budget 13/14	Spend to Q3	Projected Spend	Projected Variance	2013/14 Spend (%)	REASONS FOR PROJECTED VARIANCES IN YEAR AND VARIANCES TO DATE	14/15	15/16 Onwards	FY Total	Projected Spend	Variance	% Variance	
A	B	C	D	E	E-C	D/C		F	G	H = F+G	I	I-A	%	
£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%	
<b>Culture and major projects</b>														
Brady Centre	0.245	0.244	0.001	- 0.003	0.001	-	-344% Retention to be released	-	-	-	0.245	-	0%	
Tennis courts	0.116	0.104	0.012	-	0.012	-	0% Retention to be released	-	-	-	0.116	-	0%	
Mile End Leisure Centre - Security Enhancements	0.199	0.198	0.002	-	0.002	-	0% Retention to be released	-	-	-	0.199	-	0%	
Bartlett Park	0.056	0.043	0.013	0.006	0.013	-	44%	-	-	-	0.056	-	0%	
Mile End Stadium Track resurfacing	0.244	0.240	0.004	0.004	0.004	-	111% Retention released	-	-	-	0.244	-	0%	
Public Art Projects	0.250	0.011	0.239	-	0.239	-	0% Location yet to be confirmed by developer. Budget profile to be revised accordingly.	-	-	-	0.250	-	0%	
Mile End Park Capital	0.218	0.134	0.084	-	0.084	-	0%	-	-	-	0.218	-	0%	
Bancroft Library	0.145	-	0.145	-	0.145	-	0% See note below.	-	-	-	0.145	-	0%	
Bancroft Library Phase 2b	0.500	0.097	0.403	0.306	0.403	- 0.000	76% Scheme delivery as per programme.	-	-	-	0.500	-	0%	
Watney Market Ideas Store	4.401	4.206	0.195	0.135	0.195	-	69% Retention to be released	-	-	-	4.401	-	0%	
Watney Market Landscaping	0.235	-	0.235	0.190	0.235	-	81% Scheme delivery as per programme.	-	-	-	0.235	-	0%	
Culture - LPP	0.255	0.246	0.008	-	0.008	-	0% Retention to be released	-	-	-	0.255	-	0%	
Major Projects - LPP	18.068	18.050	0.017	0.008	0.017	-	47% Retention to be released	-	-	-	18.068	-	0%	
St Georges Pool	0.106	-	0.106	-	0.106	-	0% Purchase of equipment to be agreed with GLL.	-	-	-	0.106	-	0%	
Brick Lane Mural	0.045	-	-	-	-	-	N/A	0.045	-	0.045	0.045	-	0%	
Banglatown Art Trail & Arches	2.021	1.410	0.610	0.031	0.610	-	5% Awaiting cost estimates from the Service/Utility companies. Project build not likely until 2014/15. Budget to be re-profiled.	-	-	-	2.021	-	0%	
<b>Culture and Major projects total</b>	<b>27.104</b>	<b>24.985</b>	<b>2.076</b>	<b>0.678</b>	<b>2.075</b>	<b>- 0.000</b>	<b>33%</b>	<b>0.045</b>	<b>-</b>	<b>0.045</b>	<b>27.104</b>	<b>-</b>	<b>0%</b>	
<b>Other</b>														
CCTV Improvement and Enhancement	0.615	0.291	0.196	0.040	0.196	-	20% Scheme delivery as per programme.	0.128	-	0.128	0.615	-	0%	
Generators @ Mulberry Place & Anchorage House	0.250	0.241	0.009	-	0.009	-	0% Final payment to contractor still to be made.	-	-	-	0.250	-	0%	
Essential Health & Safety	0.280	0.018	0.013	-	0.013	0.000	0% Budget to be reprofiled.	0.250	-	0.250	0.280	-	0%	
Contaminated land survey and works	0.325	0.037	0.045	-	0.045	- 0.000	0% SLA with delivery partner to be finalised before payment is made.	0.242	-	0.242	0.325	-	0%	
<b>Other Total</b>	<b>1.470</b>	<b>0.586</b>	<b>0.263</b>	<b>0.040</b>	<b>0.263</b>	<b>0.000</b>	<b>15%</b>	<b>0.620</b>	<b>-</b>	<b>0.620</b>	<b>1.470</b>	<b>-</b>	<b>0%</b>	
<b>CLC TOTAL</b>	<b>75.505</b>	<b>49.905</b>	<b>11.987</b>	<b>4.877</b>	<b>11.987</b>	<b>0.000</b>	<b>41%</b>	<b>10.265</b>	<b>3.349</b>	<b>13.614</b>	<b>75.505</b>	<b>-</b>	<b>0%</b>	

All Years		In Year - 13/14							Future Years (FY)		FY Total	All Years		
Approved Budget	Spend to 31st March 2013	Revised Budget 13/14	Spend to Q3	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	E-C	D/C		F	G	H = F+G	I	I-A	%	
£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%	
<b>Development &amp; Renewal</b>														
Millennium Quarter	0.387	0.061	0.326	-	0.326	-	0%	This scheme is to provide an enhanced bus service on the Isle of Dogs as part of the Millennium Quarter s106 agreement. The nature of this project is such that it should be treated as a revenue scheme and therefore this will be adjusted in Quarter 4.	-	-	-	0.387	-	0%
Bishops Square	0.264	0.118	0.146	0.146	0.146	-	100%	This is the s106 element of the Bethnal Green Terrace project (see below). Full spend is anticipated in 2013/14.	-	-	-	0.264	-	0%
Town Centre & High Street Regeneratior	0.208	0.067	0.141	-	-	-0.141	0%	This scheme is now complete. The scheme will be reviewed to see whether there is potential to re-direct the unused resources to other capital priorities.	-	-	-	0.208	-	0%
Whitechapel Centre	0.067	0.064	0.003	-	0.003	-	0%		-	-	-	0.067	-	0%
Regional Housing Pot	7.080	1.012	6.068	-	6.068	-	0%	Resources relate to DCLG funding for St Clements Hospital site and it is anticipated that this will be transferred to the GLA later in the year, although there is a possibility that this may slip into the early part of 2014/15	-	-	-	7.080	-	0%
Affordable Housing Measures	2.884	-	2.884	-	-	-2.884	0%	It is proposed that this funding is applied to support the GLA Pipeline scheme at Ashington East. This will be subject to Cabinet approval in April 2014.	-	-	-	2.884	-	0%
New Homes at Bradwell St Garages	2.451	-	0.245	0.015	0.200	-0.045	6%	The scheme is currently being let in accordance with GLA grant conditions to ensure start on site by March 31st 2014. The scheme spend profile is flexible between 2013/14 and 2014/15.	2.206	-	2.206	2.451	-	0%
High Street 2012	9.133	5.191	3.942	1.213	3.942	-	31%		-	-	-	9.133	-	0%
Disabled Facilities Grant	4.190	1.983	0.727	0.551	0.727	-	76%	This is a demand led budget. Expenditure for the first nine months of the financial year is in accordance with expectations, with outstanding commitments increasing expenditure over the remainder of the year.	0.730	0.750	1.480	4.190	-	0%
Private Sector Improvement Grant	1.550	1.015	0.535	0.170	0.450	-0.085	32%	Expenditure and commitments are in line with the budget profile. Resources are ring-fenced and if unspent will be carried forward into 2014/15.	-	-	-	1.550	-	0%
Genesis Housing	0.363	-	0.363	-	0.363	-	0%		-	-	-	0.363	-	0%

All Years		In Year - 13/14						Future Years (FY)			FY Total		All Years		
Approved Budget	Spend to 31st March 2013	Revised Budget 13/14	Spend to Q3	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	E-C	D/C		F	G	H = F+G	I	I-A	%		
£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%		
Installation of Automatic Energy Meters	0.092	0.092	-	-	-	-	N/A	-	-	-	0.092	-	0%		
Facilities Management (DDA)	0.074	0.022	0.052	-	0.052	-	0%	-	-	-	0.074	-	0%		
Bethnal Green Terrace	0.351	-	0.351	-	0.351	-	0%	-	-	-	0.351	-	0%		
Multi Faith Burial Grounds	3.000	-	3.000	-	-	-3.000	0%	-	-	-	3.000	-	0%		
Faith buildings	2.000	-	2.000	0.226	0.475	-1.525	11%	-	-	-	2.000	-	0%		
Whitechapel Road -Section 106	0.320	0.170	0.150	-	0.150	-	0%	-	-	-	0.320	-	0%		
805 Commercial Road	0.203	0.203	-	0.111	-	-	N/A	-	-	-	0.203	-	0%		
Bromley by Bow Station upgrade	3.500	-	3.500	2.650	3.500	-	76%	-	-	-	3.500	-	0%		
Wellington Way Health Centre	3.119	-	3.119	-	-	-3.119	0%	-	-	-	3.119	-	0%		
A10 Highway Improvements	0.050	-	0.050	0.050	0.050	-	100%	-	-	-	0.050	-	0%		
Refurbishment of Phase 3 of the Council's Shortlife Properties	1.700	-	1.700	0.022	0.045	-1.655	1%	-	-	-	1.700	-	0%		
<b>D&amp;R TOTAL</b>	<b>42.986</b>	<b>9.998</b>	<b>29.303</b>	<b>5.154</b>	<b>16.849</b>	<b>-12.454</b>	<b>18%</b>	<b>2.936</b>	<b>0.750</b>	<b>3.686</b>	<b>42.986</b>	<b>-</b>	<b>0%</b>		

This is an additional capital estimate agreed by Cabinet in February 2013 to reflect additional external funding secured for the project - this is mainly English Heritage funding. This scheme is linked to Bishops Square s106 scheme (see above).

Resources have been set aside to support the provision of a multi-faith burial facility. The resources will be carried forward into 2014/15.

Resources have been set aside to support a grant programme to offer financial assistance to faith communities to repair, adapt and improve buildings in Tower Hamlets in which faith-based activities occur. The resources will be carried forward into 2014/15.

This capital estimate represents a ring-fenced s106 payment to Barts NHS Trust in respect of Wellington Way Health Centre. It is likely that the NHS Trust will not draw these funds down until 2014/15, therefore the resources will be carried forward.

This scheme is to refurbish 12 short-life properties and bring them back into use as rented stock. Preliminary works have been undertaken with the renovations taking place in 2014/15. The resources will be carried forward accordingly.

All Years		In Year - 13/14						Future Years (FY)		FY Total	All Years			
Approved Budget	Spend to 31st March 2013	Revised Budget 13/14	Spend to Q3	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	E-C	D/C		F	G	H = F+G	I	I-A		
£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	£m	%
<b>Buildings Schools for the Future</b>														
BSF Design and Build Schemes	301.888	256.844	38.215	32.948	43.938	5.723	86%	The ten year Building Schools for the Future programme is scheduled to complete in 2015/16. The use of resources is flexible between years and approximately £6m of expenditure that was scheduled for 2014/15 will now be incurred in 2013/14, therefore the programme is currently showing a large variance - the budgets will be re-aligned in Quarter 4.	6.829	-	6.829	301.888	-	0%
ICT infrastructure schemes	19.859	11.112	4.643	4.569	5.087	0.444	98%		4.104	-	4.104	19.859	-	0%
Wave 5 BSF (previously LPP)	3.783	1.926	-	0.052	-	-	0%		1.858	-	1.858	3.783	-	0%
<b>BSF Total</b>	<b>325.531</b>	<b>269.882</b>	<b>42.859</b>	<b>37.569</b>	<b>49.025</b>	<b>6.167</b>	<b>88%</b>		<b>12.791</b>	<b>-</b>	<b>12.791</b>	<b>325.531</b>	<b>-</b>	<b>0%</b>
<b>Housing Revenue Account</b>														
Decent Homes Backlog	181.437	29.867	58.109	13.469	35.000	- 23.109	23%	The five year Decent Homes programme totals £189m, which includes £94.5m of Decent Homes backlog grant funding. The scheme is being managed in accordance with GLA grant conditions with the 2013/14 grant amount being £25m. The scheme profile for 2013/14 was £58m; the outturn is projected to be £35m, however, all contracts have now been let and it is anticipated that the slippage will be spent in the first quarter of 2014/15. The GLA grant element for 2014/15 will be maximised with the Authority's own resource contribution slipping into later years.	70.470	22.990	93.460	181.437	-	0%
Housing Capital Programme	36.413	14.645	16.718	6.773	14.000	- 2.718	41%	This budget is currently being reviewed in conjunction with Tower Hamlets Homes and budgets will be re-aligned as necessary.	-	-	-	36.413	-	0%
Ocean New Deal for Communities	19.006	13.928	10.128	1.243	2.165	- 7.963	12%	The budget has been re-aligned to reflect the funding provision for Ocean Block H leaseholder re-purchase and decant costs. This is an ongoing scheme with the resources being applied as necessary, with flexibility to utilise resources between years as required.	-	-	-	19.006	-	0%
Resources available - Non Decent homes Schemes to be developed	12.165	-	6.035	-	-	- 6.035	0%	Cabinet in January agreed to apply £3.55m of these resources to facilitate Decent Homes works on the Malmesbury Estate. The remaining resources have been incorporated into the HRA Budget report considered by Cabinet in February.	6.120	0.010	6.130	12.165	-	0%
Council Housebuilding Initiative	4.570	4.570	-	- 0.300	- 0.300	- 0.300	N/A	The Council has been in negotiations to reach a settlement with the contractor employed on the Building Britain's Future project and has been successful in reducing the claim against LBTH. As a result, the agreed final account will be less than the sum incorporated in last year's final accounts, which will release funding for HRA capital purposes. These are currently being finalised but have been assumed to amount to at least £0.3m for the purposes of this report.	-	-	-	4.570	-	0%

All Years		In Year - 13/14						Future Years (FY)			All Years			
Approved Budget	Spend to 31st March 2013	Revised Budget 13/14	Spend to Q3	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	E-C	D/C		F	G	H = F+G	I	I-A		
£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%	
Blackwall Reach	14.419	8.146	6.273	0.140	1.130	- 5.143	2%	The Blackwall Reach represents a £13 million capital commitment over several financial years. Latest projections are that expenditure of £1.13m 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 funding as necessary.	-	-	-	14.419	-	0%
Cotall Street -Demolition	0.007	0.007	-	0.001	0.001	0.001	N/A		-	-	-	0.007	-	0%
Poplar Baths and Dame Colet House	16.000	-	-	-	-	-	N/A	This budgetary provision has been established to reflect the accounting arrangements for the Poplar Baths/ Dame Colet House redevelopment scheme. It is anticipated that the first lease payments on these projects will not be incurred until 2015/16, at which stage this provision will be fully utilised.	-	16.000	16.000	16.000	-	0%
Fuel Poverty and Insulation Works on HRA Properties	4.063	-	4.063	0.700	4.063	-	17%	This budget represents the Council's contribution towards energy saving schemes being developed in conjunction with an energy supplier under the government's Energy Companies Obligation programme. The Council budget include a grant contribution of £2.254 received from the Department of Energy and Climate Change.	-	-	-	4.063	-	0%
<b>HRA</b>	<b>288.079</b>	<b>71.162</b>	<b>101.326</b>	<b>22.026</b>	<b>56.059</b>	<b>- 45.267</b>	<b>22%</b>		<b>76.590</b>	<b>39.000</b>	<b>115.590</b>	<b>288.079</b>	<b>-</b>	<b>0%</b>
<b>Chief Exec's &amp; Resources</b>														
Priority Service Remediation /Backup Expansion	0.220	0.092	0.128	-	0.128	-	0%		-	-	-	0.220	-	0%
<b>TOTAL CHIEF EXEC/RESOURCES</b>	<b>0.220</b>	<b>0.092</b>	<b>0.128</b>	<b>-</b>	<b>0.128</b>	<b>-</b>	<b>0%</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>0.220</b>	<b>-</b>	<b>0%</b>
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	0%		-	-	-	-	- 10.000	-100%
<b>Total</b>	<b>864.723</b>	<b>466.237</b>	<b>214.368</b>	<b>79.875</b>	<b>150.493</b>	<b>- 63.876</b>			<b>119.574</b>	<b>69.044</b>	<b>188.618</b>	<b>834.722</b>	<b>- 30.000</b>	<b>-3.5%</b>

## **ESCW Capital programme**

This report includes recommendations for the adoption of capital estimates for two projects in order not to delay matters before the next main ESCW programme report to Cabinet.

### 1. Seven Mills Primary School

1.1 The LA and the school have developed a joint project to provide a new accommodation block at the school. The scheme will include the replacement of an existing temporary building which is in poor condition in a new block which will also provide classroom space to allow a temporary increase in places at the school.

1.2 Seven Mills School is on the Isle of Dogs, a priority area of pressure on the need for more school places. There are limited options for expanding more primary schools in the area. The Seven Mills site is very restricted and, whilst it may have the potential for rebuilding and expansion in the long term, the current proposal will create additional temporary capacity at the school. This will ensure more pupils can obtain a place near their homes and reduce the number who may have to travel further to school.

1.3 The school and the LA will jointly fund the project. The school will be using carried forward funds and other resources to fund its share. The estimated full cost of the project is £760,000.

1.4 It is recommended that a capital estimate of £380,000 is adopted for this project. This will be funded from the available Basic Need resources in the ESCW programme.


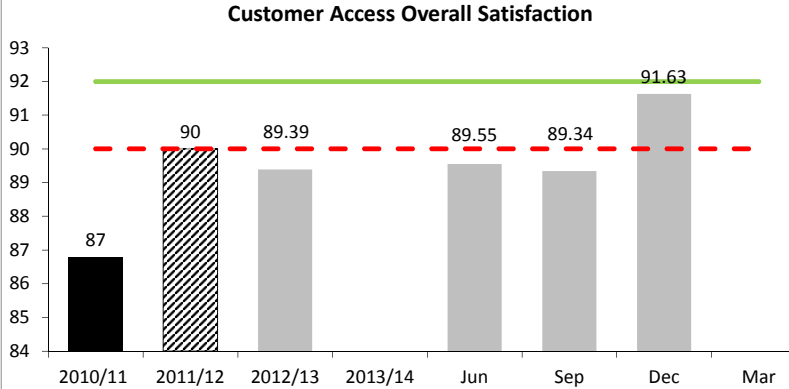
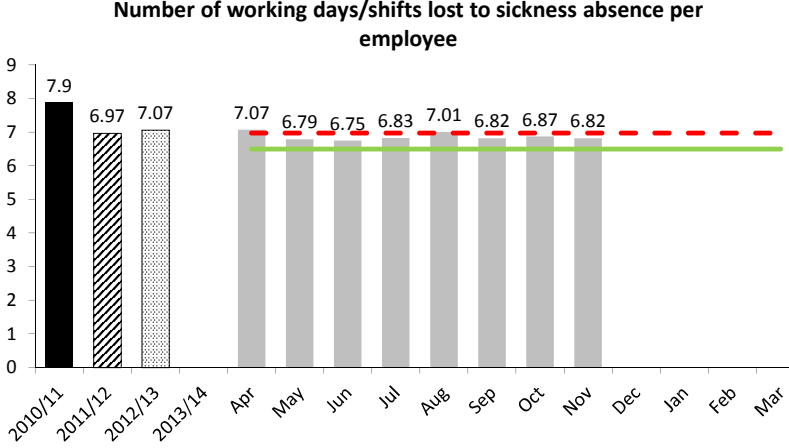
### 2. St Paul's Way Trust School


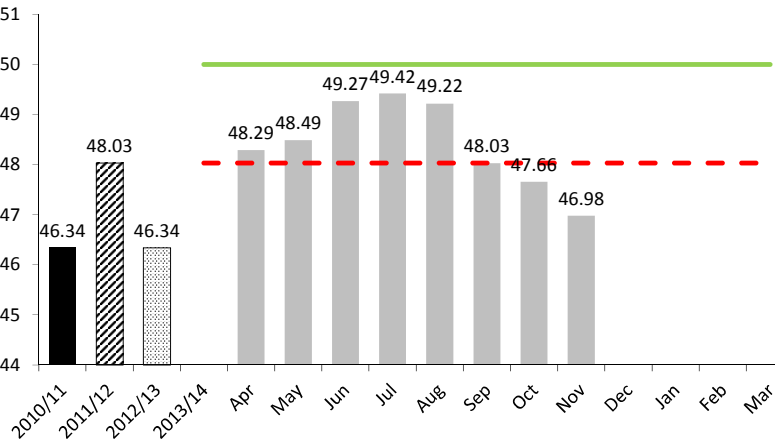
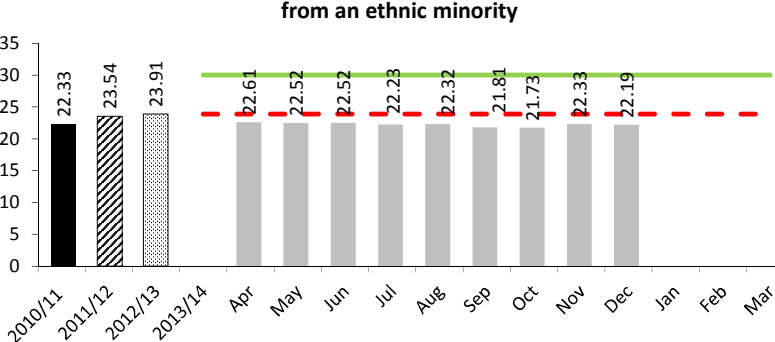
2.1 In the report to Cabinet in September 2013 on the ESCW capital programme, details of this proposal were included and, based on the initial proposal, a capital estimate of £5.5m was adopted, funded from the Basic Need grant allocation. The report also stated that a bid for this scheme to a specific DfE programme, Targeted Basic Need Programme (TBNP), had been successful. This provides funding of £4.23m. The September report stated that this funding would be subject to a further Cabinet decision to adopt into the programme.


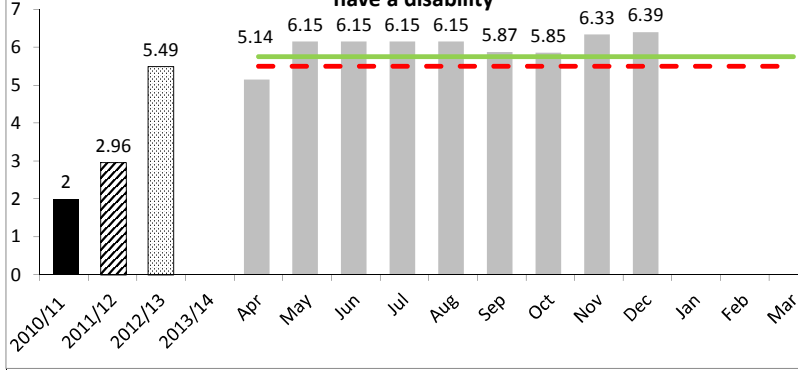
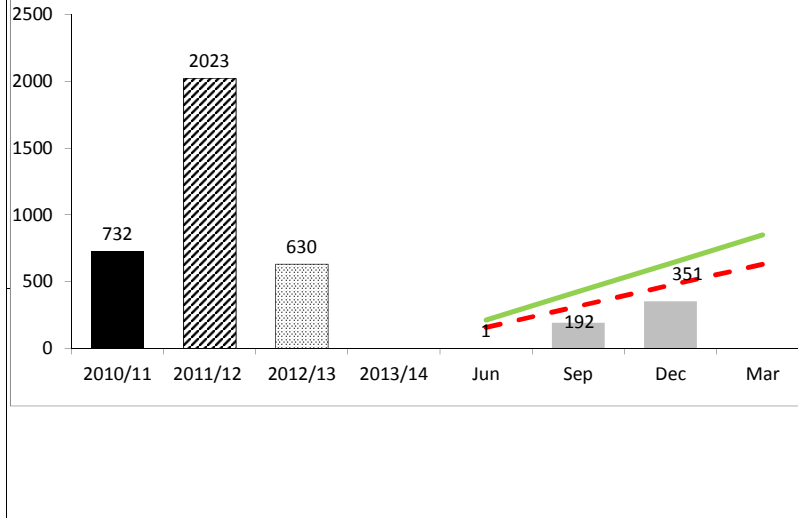
2.2 The proposal involves Poplar Harca redeveloping two blocks on the Burdett Estate and providing school accommodation on the ground floor. This allows St Paul's Way Trust School to expand by providing primary education. It is proposed that the expansion will come into effect in September 2014, offering 60 places, in temporary accommodation. The permanent accommodation is anticipated to be available in 2016/17 school year (subject to planning approval and the overall programme).


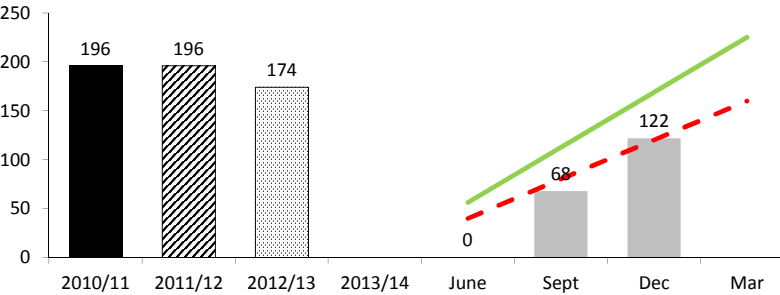
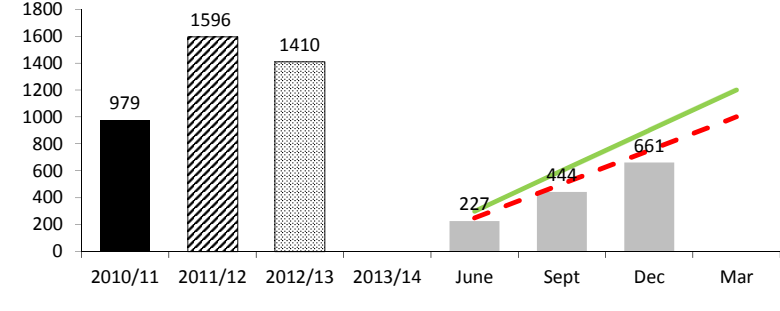
2.3 Since the September Cabinet decision, further development work has been proceeding jointly with the Council and Poplar Harca. This has allowed the initial estimate of costs, for both the temporary phase and the permanent scheme, to be reviewed. It is now recommended that the additional TBNP funding should be included as the scheme budget and that a revised capital estimate for the scheme of £9.73m should be adopted.


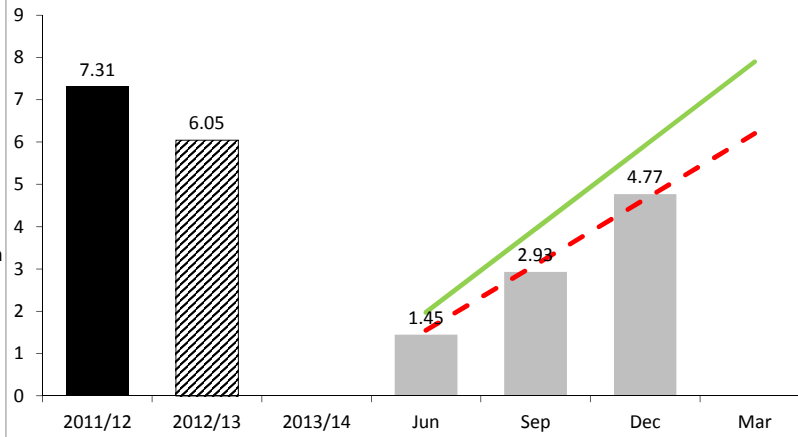
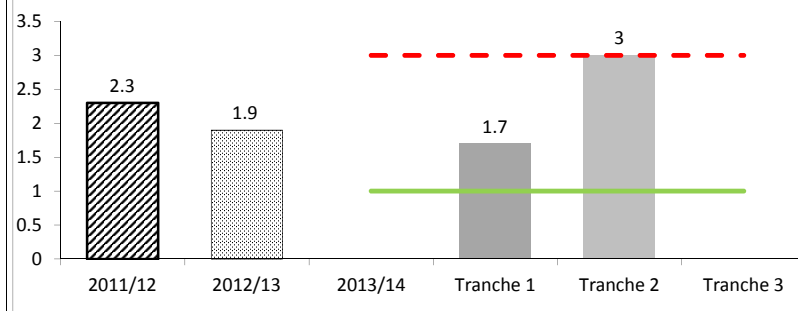



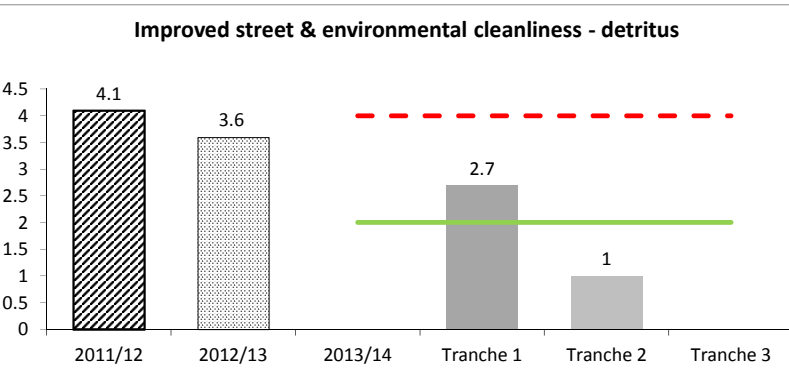
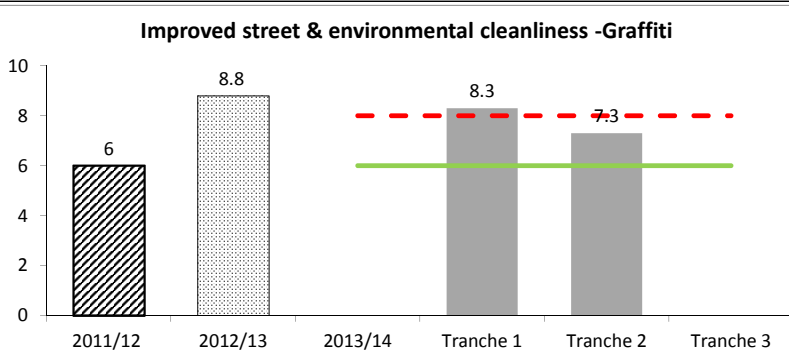
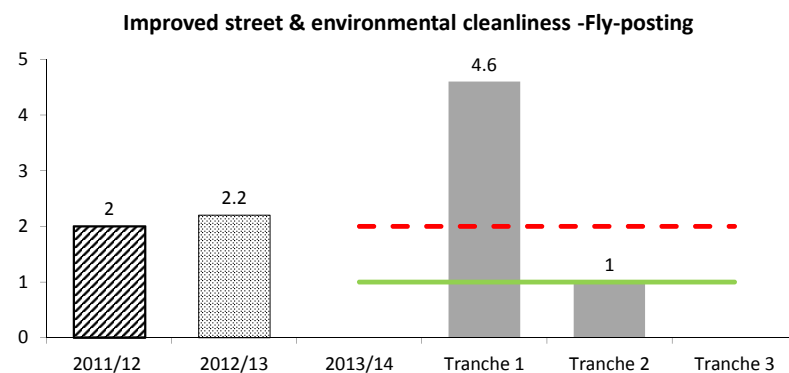
Description		Annual Stretched Target (2013/14)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)
<b>One Tower Hamlets</b>						
<b>Customer Access Overall Satisfaction (telephone contact)</b>  Measured in: % Good Performance: Higher		92	92	91.63	AMBER	↔
In Q3, 91.63% of customers that completed a satisfaction survey at the end of their call reported positive levels of satisfaction. The performance has increased by 2.29ppt compared to Q2 and 1.15ppt since 2012/13. The significant improvement in contact centre call wait times for Q3 are as a result of the resolution of a range of ICT issues which adversely impacted performance over the summer months. Overall customer satisfaction has remained consistent over the last three years despite pressure on resources.						
<b>Number of working days/shifts lost to sickness absence per employee</b>  Measured in: Number (the aggregate of working days lost due to sickness absence divided by the average number of FTE staff) Good Performance: Lower		6.5	6.5	6.82	AMBER	↔
While sickness absence is currently above the Council's stretch target (6.5), it remains under the minimum standard target (6.97). There has been significant improvements in recent years and data collected by London Councils shows Tower Hamlets as a high performing local authority; performance in Tower Hamlets was 0.8 days better than comparative boroughs in London. The average days lost from sickness has improved further in 2013/14, from 7.17 days in 2012/13 to 6.82 days in quarter 3 - performance over the last six months has improved by 0.07 ppt. We would need to improve by a further 0.32 days to meet the stretch target. 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.						


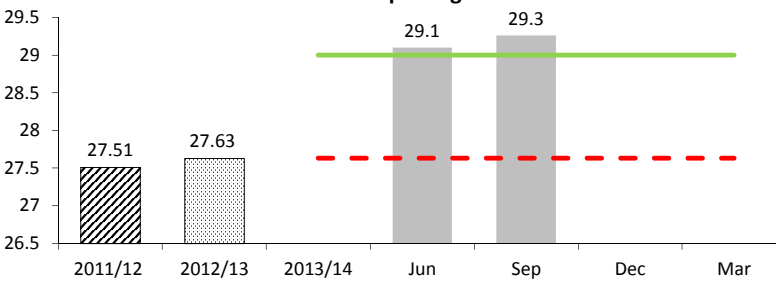
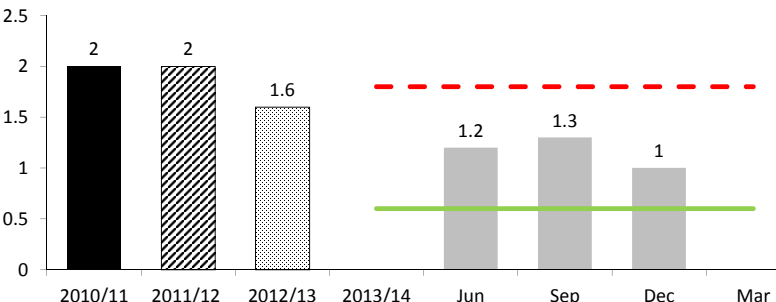
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<p>Percentage of LP07 or above Local Authority staff that are <b>women (%)</b></p> <p>Measured in: % Good Performance: Higher</p>	<p><b>% of staff that are LP07 or above that are women</b></p>  <table border="1"> <caption>Data for % of staff that are LP07 or above that are women</caption> <thead> <tr> <th>Year</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr><td>2010/11</td><td>46.34</td></tr> <tr><td>2011/12</td><td>48.03</td></tr> <tr><td>2012/13</td><td>46.34</td></tr> <tr><td>2013/14</td><td>46.34</td></tr> <tr><td>Apr</td><td>48.29</td></tr> <tr><td>May</td><td>48.49</td></tr> <tr><td>Jun</td><td>49.27</td></tr> <tr><td>Jul</td><td>49.42</td></tr> <tr><td>Aug</td><td>49.22</td></tr> <tr><td>Sep</td><td>48.03</td></tr> <tr><td>Oct</td><td>47.66</td></tr> <tr><td>Nov</td><td>46.98</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	Percentage (%)	2010/11	46.34	2011/12	48.03	2012/13	46.34	2013/14	46.34	Apr	48.29	May	48.49	Jun	49.27	Jul	49.42	Aug	49.22	Sep	48.03	Oct	47.66	Nov	46.98	Dec		Jan		Feb		Mar		50.0	50.0	46.98	RED	↔
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<p>The percentage of women in LPO7+ posts remains below the target level and performance has slightly deteriorated in the last four months, however it remains the same compared to this time last year. The dip in performance in the last four months are caused by the slightest change in total FTE across the Council. 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 planning 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.</p>																																								
<p>Percentage of LP07 or above Local Authority staff that are from an <b>ethnic minority (%)</b></p> <p>Measured in: % Good Performance: Higher</p>	<p><b>Percentage of earners that are LP07 or above of LA staff that are from an ethnic minority</b></p>  <table border="1"> <caption>Data for Percentage of earners that are LP07 or above of LA staff that are from an ethnic minority</caption> <thead> <tr> <th>Year</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr><td>2010/11</td><td>22.33</td></tr> <tr><td>2011/12</td><td>23.54</td></tr> <tr><td>2012/13</td><td>23.91</td></tr> <tr><td>2013/14</td><td>23.91</td></tr> <tr><td>Apr</td><td>22.61</td></tr> <tr><td>May</td><td>22.52</td></tr> <tr><td>Jun</td><td>22.52</td></tr> <tr><td>Jul</td><td>22.23</td></tr> <tr><td>Aug</td><td>22.72</td></tr> <tr><td>Sep</td><td>21.81</td></tr> <tr><td>Oct</td><td>21.73</td></tr> <tr><td>Nov</td><td>22.33</td></tr> <tr><td>Dec</td><td>22.19</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	Percentage (%)	2010/11	22.33	2011/12	23.54	2012/13	23.91	2013/14	23.91	Apr	22.61	May	22.52	Jun	22.52	Jul	22.23	Aug	22.72	Sep	21.81	Oct	21.73	Nov	22.33	Dec	22.19	Jan		Feb		Mar		30	30	22.19	RED	↔
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<p>The percentage of BME staff at this level remains fairly steady around 8ppt below target. Comparative performance information shows that Tower Hamlets is one of the best performing authorities on this measure. 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.</p>																																								


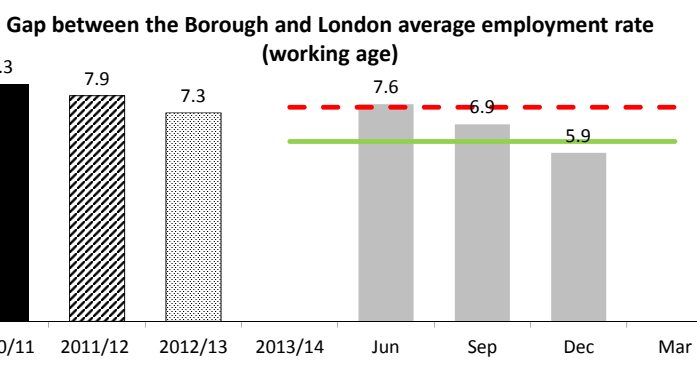
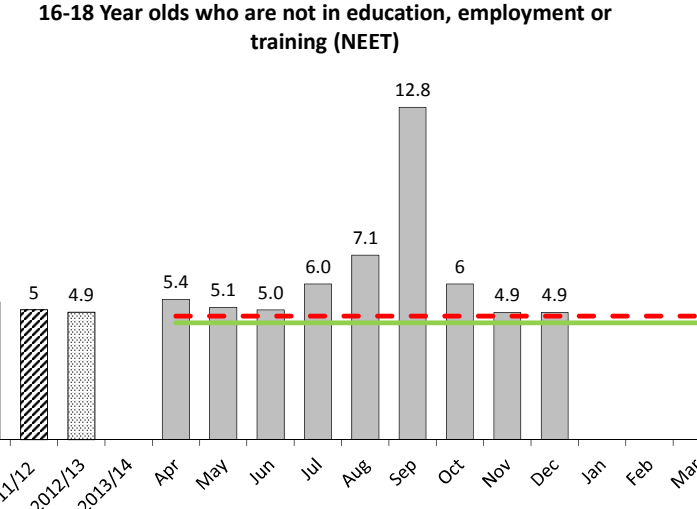
Description		Annual Stretched Target (2013/14)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)
<p>Percentage of LP07 or above Local Authority staff who have a <b>disability</b> (excluding those in maintained schools) (%)</p> <p>Measured in: % Good Performance: Higher</p>	<p><b>Percentage of earners that are LP07 or above of LA staff that have a disability</b></p> 	5.75	5.75	6.39	GREEN	↑
<p>We are currently performing above the target level for this quarter and 1.76 ppt better than this time last year. Action to improve further against target during 2013/14 is as follows -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>						
<b>Great Place to Live</b>						
<p>Number of <b>affordable homes</b> 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><b>Number of affordable homes delivered (gross)</b></p> 	850	637.5	351	RED	↑
<p>The 13/14 year-end forecast for affordable homes delivery is 839 new build units and approximately 55 non-new build grant funded units, bringing overall delivery to exceed the upper bandwidth target. Affordable delivery in Q3 of new build units represents 41% of the year end forecast. Scheme slippages have meant that over 300 units forecasted for completion ending Q3 have slipped into Q4. Whilst construction related problems delay completions, RPs also reported delays in utility connections and street numbering procedures which had held back the completion of works. Performance is never evenly spread across the year and this year the largest number of units are being delivered in Q4. The number of units delivering in each quarter is dependent on the contractors' performance on site and other technical issues relating to completion of schemes. 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 new build affordable homes from October 2010 to the end of December 2013 now totals 3,405 units, with a forecast of 3,893 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 4,138 by May 2014.</p>						

Description		Annual Stretched Target (2013/14)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)
<p><b>Number of social rented housing completions for family housing (gross)</b></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><b>Number of social rented housing completions for family housing (gross)</b></p> 	225	168.75	122	AMBER	↑
<p><b>The number of overcrowded families rehoused, lets to overcrowded households</b></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><b>Lets to overcrowded families</b></p> 	1200	900	661	RED	↓
<p>The total number of lets to overcrowded applicants is 661, which is below the Standard target for December 2013 (750), influenced by fewer properties to let this year - a likely 1,786 based on activity to date compared with last year's 2,435. As forecasted, this measure would have also been affected by an increasing number of offers to non-priority cases and the 10% target set for Band 3 applicants (who are adequately housed) under the Council's lettings plan. The impact of reduced number of lets to overcrowded families could be mitigated by revising the target lets set for Band 3 applicants. The number of lets next year is likely to increase because greater number of new build homes is expected to be handed over. However, performance against this measure has continued to remain strong with a total of 3,667 lets to overcrowded households from April 2011 against a Mayoral target of 1,000 lets to overcrowded households per year.</p>						


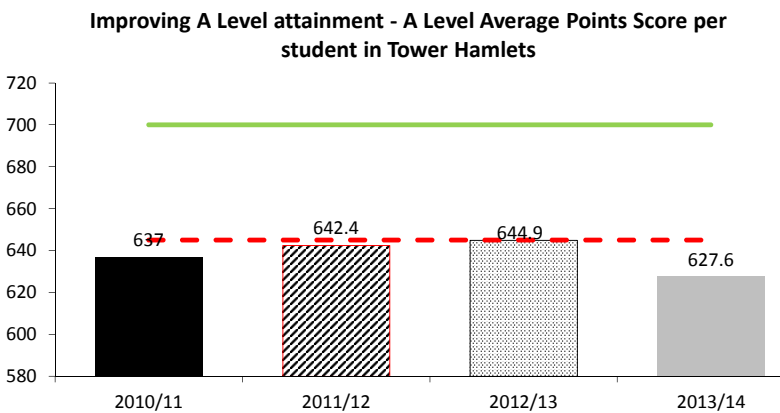
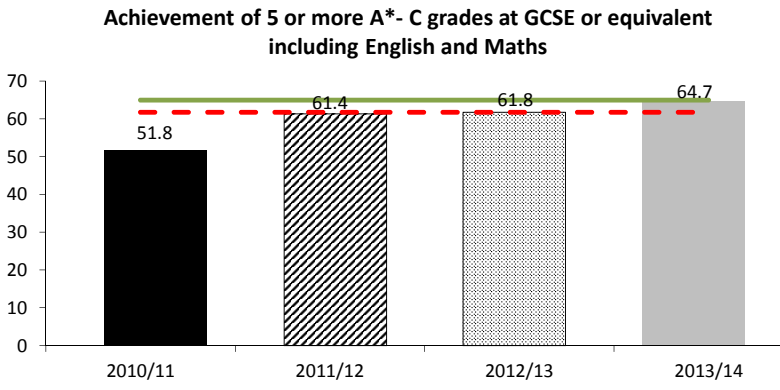
Description		Annual Stretched Target (2013/14)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)
<p>The number of households who considered themselves as <b>homeless</b>, who approached the local authority's housing advice service(s), and for whom housing advice casework <b>intervention</b> 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 style="text-align: center;"><b>Homelessness Prevention</b></p> 	7.9	5.93	4.77	AMBER	↑
<p>Level of street and environmental cleanliness - <b>litter (%)</b></p> <p>Measured in % Good performance: Lower</p>	<p style="text-align: center;"><b>Improved street &amp; environmental cleanliness - Litter</b></p> 	1	1	3	AMBER	↑
<p>Although performance was below expectations in the first 2 quarters of 2013/14, improvements were seen in quarter 3. 520 households, equating to 4.77% of total households, were prevented from homelessness in Q3 which is above our minimum target (4.65%) and also above performance levels this time last year (4.19%). There is a severe shortage of affordable private sector properties available to homeless households as an alternative to pursuing a statutory homeless application and the problem is increasing. Consequently, our ability to prevent homelessness by securing an alternative tenancy had been diminishing immensely but we have seen a small improvement. This through improving the incentive provided to landlords so they will let their admittedly small number of properties available at, or close to, Local Housing Allowance levels via the council to one of our customers rather than let them to a member of the general public. This will be for a finite period to see if there is any improvement in supply and a subsequent improvement in homeless preventions. It is also envisaged that performance will further improve in quarter 4 to meet this year's target (7.9%).</p>		<p>This figure in the outturn field relates to Tranche 2 (Jul-Sept). We have met the minimal standard target (3%) but missed the stretch target (1%). As tranche survey 2 consisted of inspections within wards such as Whitechapel and Spitalfields &amp; Bangla Town, which are the most highly littered wards in the borough the level of litter had increased from the last survey conducted. It is anticipated that with the extra funding from the Mayor's accelerated delivery programme we will achieve the stretched target on the next survey completed. We have highlighted the problematic land uses and wards, and in partnership with Veolia and the enforcement team we have strategized a process to minimise the level of litter around these areas.</p>				


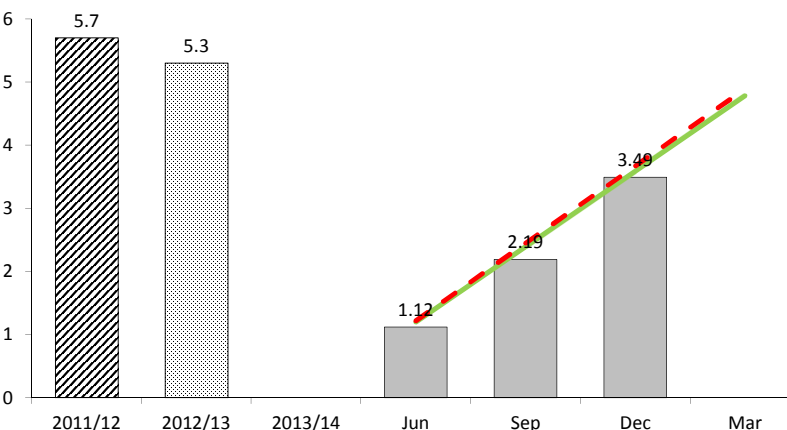
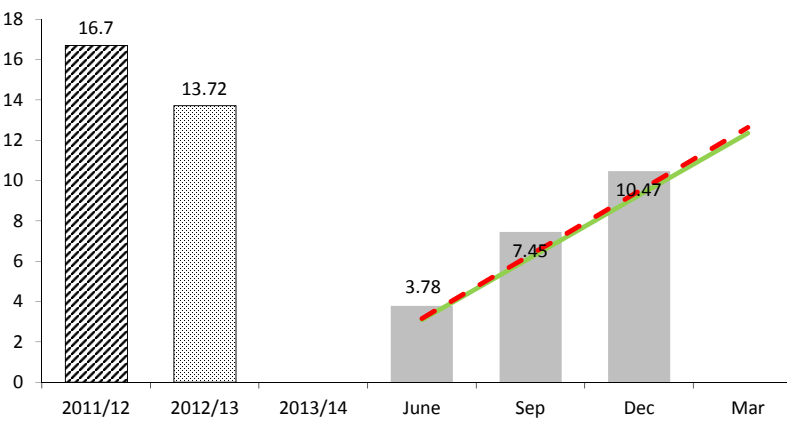
Description		Annual Stretched Target (2013/14)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)	
<p><b>Level of street and environmental cleanliness - detritus (%)</b></p> <p>Measured in % Good performance: Lower</p>	<p><b>Improved street &amp; environmental cleanliness - detritus</b></p> 	2	2	1	GREEN	↑	
<p>This figure in the outturn field relates to Tranche 2 (Jul-Sept). The performance is 1 ppt better than our stretch target (2%).</p>	<p><b>Improved street and environmental cleanliness - graffiti (%)</b></p> <p>Measured in % Good performance: Lower</p>	<p><b>Improved street &amp; environmental cleanliness -Graffiti</b></p> 	6	6	7.3	AMBER	↑
<p>We have met the minimal standard target (8%) but missed the stretch target (6%). The level of graffiti has dropped from 8.3% to 7.3% since the last tranche survey. Areas that need further improvements have been identified with the LAP managers, and they will address issues in each ward via enforcement, monitoring and contract management. With the extra resources allocated via the Mayors' accelerated delivery programme, we expect to further improve by meeting the stretched target in the next tranche survey completed. Inspections were carried out in wards that include Whitechapel and Spitalfields &amp; Bangla Town, with the highest graffiti issues, as reflected in the result.</p>	<p><b>Improved street and environmental cleanliness - fly-posting (%)</b></p> <p>Measured in % Good performance: Lower</p>	<p><b>Improved street &amp; environmental cleanliness -Fly-posting</b></p> 	1	1	1	GREEN	↑
<p>The performance is 1 ppt better than our standard target (2%) and in line with the stretch target (1%). The performance is also nearly 5 ppt better than the previous quarter as well as for the same period last year, which indicates an significant improvement in this area of environmental cleanliness.</p>							


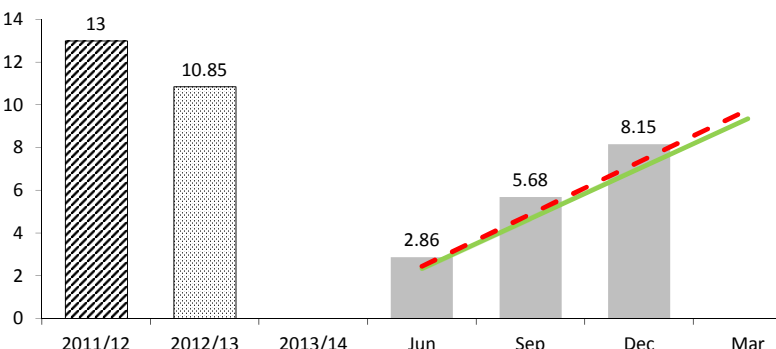
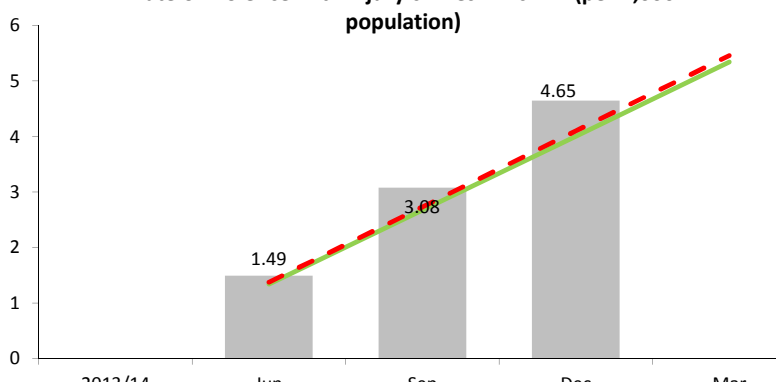
Description		Annual Stretched Target (2013/14)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)																		
<p>Percentage of household waste sent for reuse, recycling and composting</p> <p>Measured in % Good performance: Higher</p>	<p><b>Percentage of household waste sent for reuse, recycling &amp; composting</b></p>  <table border="1"> <caption>Percentage of household waste sent for reuse, recycling &amp; composting</caption> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>27.51</td> </tr> <tr> <td>2012/13</td> <td>27.63</td> </tr> <tr> <td>2013/14</td> <td>29.1</td> </tr> <tr> <td>Jun</td> <td>29.3</td> </tr> <tr> <td>Sep</td> <td></td> </tr> <tr> <td>Dec</td> <td></td> </tr> <tr> <td>Mar</td> <td></td> </tr> </tbody> </table>	Year	Value (%)	2011/12	27.51	2012/13	27.63	2013/14	29.1	Jun	29.3	Sep		Dec		Mar		29	29	29.26	GREEN	↑		
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<p>Due to time lag, this figure in the outturn field relates to Q2 (Jul-Sept). The performance for Q2 is above the stretch target (29.3%) and 2.16 ppt better than this time last year.</p>																								
<p><b>Prosperous Community</b></p>																								
<p>JSA Claimant Rate (gap between the Borough and London average rate (working age) (%))</p> <p>Good Performance: Gap - Lower</p>	<p><b>Gap between the Borough and London average Job Seekers Allowance (JSA) claimant rate</b></p>  <table border="1"> <caption>Gap between the Borough and London average Job Seekers Allowance (JSA) claimant rate</caption> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>2</td> </tr> <tr> <td>2011/12</td> <td>2</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></td> </tr> <tr> <td>Dec</td> <td>1</td> </tr> <tr> <td>Mar</td> <td></td> </tr> </tbody> </table>	Year	Value (%)	2010/11	2	2011/12	2	2012/13	1.6	2013/14	1.2	Jun	1.3	Sep		Dec	1	Mar		0.6	0.6	1	AMBER	↑
Year	Value (%)																							
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Mar																								
<p>The trend is positive compared to last quarter's update, with a 0.3ppt reduction in the JSA claimant rate gap between Tower Hamlets and the London average rate. The gap has reduced 0.7ppt since this time last year. In December 2012, the JSA rate for the borough was 5.5%, in December 2013 the outturn is 4.0%. In terms of the number of claimants, there has been a total reduction of 2,833 JSA claimants from December 2012 to December 2013.</p>																								


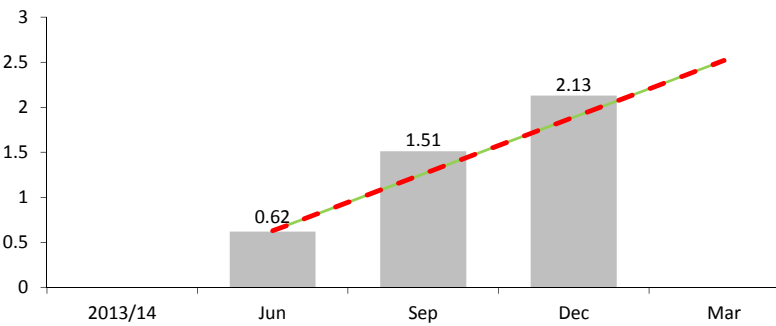
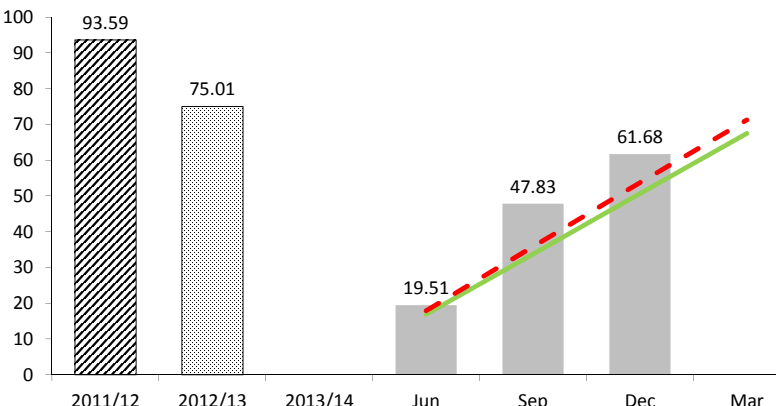
Description		Annual Stretched Target (2013/14)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)																																		
<p><b>Overall employment rate - gap between the Borough and London average rate (working age) (%)</b></p> <p>Measured in: % Good Performance: Gap - Lower</p>	<p><b>Gap between the Borough and London average employment rate (working age)</b></p>  <table border="1"> <caption>Gap between the Borough and London average employment rate (working age)</caption> <thead> <tr> <th>Year</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>7.6</td></tr> <tr><td>Sep</td><td>6.9</td></tr> <tr><td>Dec</td><td>5.9</td></tr> <tr><td>Mar</td><td>5.9</td></tr> </tbody> </table>	Year	Value (%)	2010/11	8.3	2011/12	7.9	2012/13	7.3	2013/14	7.6	Jun	7.6	Sep	6.9	Dec	5.9	Mar	5.9	6.3	6.3	5.9	GREEN	↑																
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<p><b>16 to 19 year olds who are not in education, employment or training (NEET) (%)</b></p> <p>Measured in: % Good Performance: Lower</p>	<p><b>16-18 Year olds who are not in education, employment or training (NEET)</b></p>  <table border="1"> <caption>16-18 Year olds who are not in education, employment or training (NEET)</caption> <thead> <tr> <th>Year</th> <th>Value (%)</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>6</td></tr> <tr><td>Oct</td><td>4.9</td></tr> <tr><td>Nov</td><td>4.9</td></tr> <tr><td>Dec</td><td>4.9</td></tr> <tr><td>Jan</td><td>4.9</td></tr> <tr><td>Feb</td><td>4.9</td></tr> <tr><td>Mar</td><td>4.9</td></tr> </tbody> </table>	Year	Value (%)	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	6	Oct	4.9	Nov	4.9	Dec	4.9	Jan	4.9	Feb	4.9	Mar	4.9	4.5	4.5	4.9	RED	↑
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				<p>Although off target, at 4.9%, performance on NEETs has improved since this time last year by 0.7ppts. The annual NEET average figures are calculated as an average of Nov / Dec / Jan.</p> <p>There are several activities being undertaken to reduce the number of NEETs in the borough. These include:</p> <ul style="list-style-type: none"> <li>• High levels of tracking are being undertaken including phone calls, letters and door knocking exercise.</li> <li>• The Voluntary Sector has been commissioned to undertake a further tracking exercise within key LAP based localities.</li> <li>• Youth offer commissioning is now complete with a start date of January 2015.</li> <li>• A NEET event took place in mid-January.</li> <li>• London portal and National Apprenticeship Scheme (NAS) systems are now set up and running that will allow the borough to get updates from learning providers, universities and all apprenticeship providers on young people destination.</li> <li>• Support requested from PRG on sharing of information from other council databases i.e. electoral services, council tax / housing benefit, and RSLs JCP due to existing barriers.</li> </ul>																																				


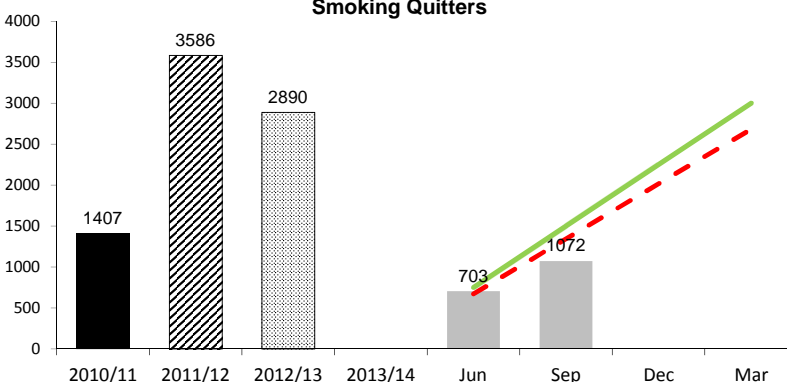
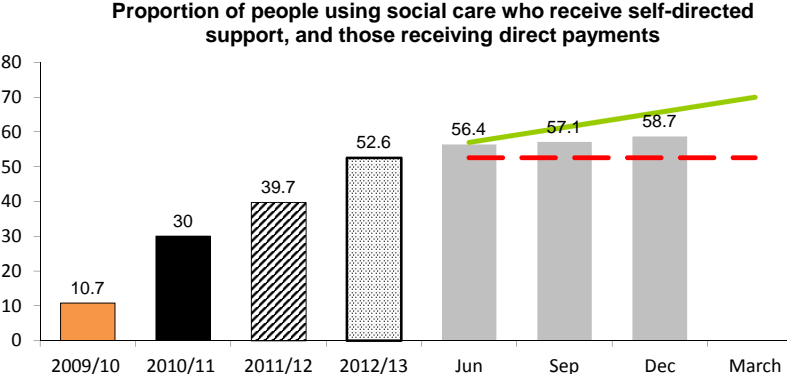



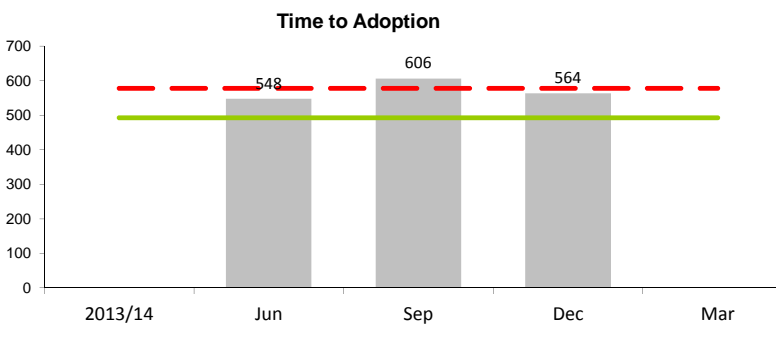
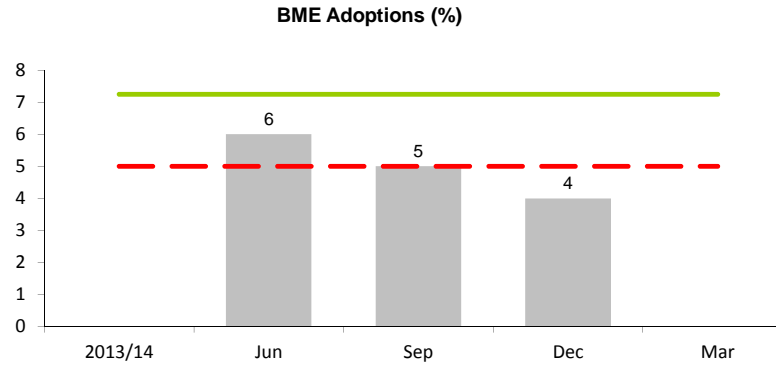
Description		Annual Stretched Target (2013/14)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)
<p><b>A Level Average Points Score per student in Tower Hamlets.</b> Measured in % Good performance: Higher</p>	<p><b>Improving A Level attainment - A Level Average Points Score per student in Tower Hamlets</b></p> 	700	700	627.6	RED	↔
<p><b>Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths</b> Measured in: % Good Performance: Higher</p>	<p><b>Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths</b></p> 	65	65	64.7	AMBER	↔
				<p>7 out of 11 providers exceeded the borough minimum target points per student, however our highest performing schools have relatively small numbers of students in their year 13 A level groups, compared to other schools in the borough. All of the smaller schools have improved their points per student scores for 2012 – 2013. Our larger sixth forms – Mulberry, Sir John Cass have achieved above target but dipped from last year. Tower Hamlets College has dipped significantly from the previous year, which is of significance to our overall APS score. Aggregation of the schools only provision APS is 681.2 – above the minimum target. Staff changes in 6th form management across Mulberry School, Sir John Cass School, Tower Hamlets College, and Cambridge Heath (comprised of Morpeth, Oaklands and Swanlea) may have played some role in their underperformance.</p>		
				<p>The final outturn for 2012/13 is 64.7 which is well above our standard target (61.8) and is only 0.3 ppt below our stretch target (65). Our overall performance remains above the national average of 60.8% and has improved by 2.9% points compared to 2012.</p>		

Description		Annual Stretched Target (2013/14)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)																
<b>Safe and Cohesive Community</b>																						
<p><b>Rate of personal robbery crimes 1,000 population</b></p> <p>Measured in: Number (No. of personal robbery incidents/total population x 1,000) Good Performance: Lower</p>	<p><b>Rate of personal robbery crimes (per 1,000 population)</b></p>  <table border="1"> <caption>Rate of personal robbery crimes (per 1,000 population)</caption> <thead> <tr> <th>Year/Quarter</th> <th>Rate</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>5.7</td> </tr> <tr> <td>2012/13</td> <td>5.3</td> </tr> <tr> <td>2013/14</td> <td>0</td> </tr> <tr> <td>Jun</td> <td>1.12</td> </tr> <tr> <td>Sep</td> <td>2.19</td> </tr> <tr> <td>Dec</td> <td>3.49</td> </tr> <tr> <td>Mar</td> <td>0</td> </tr> </tbody> </table>	Year/Quarter	Rate	2011/12	5.7	2012/13	5.3	2013/14	0	Jun	1.12	Sep	2.19	Dec	3.49	Mar	0	4.78	3.59	3.49	GREEN	↑
Year/Quarter	Rate																					
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The performance for Q3 is on target (3.49) and better than this time last year.																						
<p><b>Rate of residential burglary crimes per 1,000 households</b></p> <p>Measured in: Number (No. of residential burglary incidents/total population x 1,000) Good Performance: Lower</p>	<p><b>Rate of residential burglary crimes (per 1,000 households)</b></p>  <table border="1"> <caption>Rate of residential burglary crimes (per 1,000 households)</caption> <thead> <tr> <th>Year/Quarter</th> <th>Rate</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>16.7</td> </tr> <tr> <td>2012/13</td> <td>13.72</td> </tr> <tr> <td>2013/14</td> <td>0</td> </tr> <tr> <td>June</td> <td>3.78</td> </tr> <tr> <td>Sep</td> <td>7.45</td> </tr> <tr> <td>Dec</td> <td>10.47</td> </tr> <tr> <td>Mar</td> <td>0</td> </tr> </tbody> </table>	Year/Quarter	Rate	2011/12	16.7	2012/13	13.72	2013/14	0	June	3.78	Sep	7.45	Dec	10.47	Mar	0	12.35	9.26	10.47	RED	↔
Year/Quarter	Rate																					
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Mar	0																					
Off target. When comparing the same period (quarters 1-3), there were 998 offences in 2012 and 1060 offences in 2013, which is an increase of 62 offences or a 6% increase. This is reflective of the proactivity, crime prevention and problem solving that has taken place around Residential Burglary offenders and venues. A number of proactive operations and initiatives were implemented in Q1 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. For Q3 the borough is continuing its focus on Burglary and gradually seeing the figures decrease, for example for Q3 when comparing 2013 to 2012 the borough saw a reduction of 21% with 82 less offences.																						

Description		Annual Stretched Target (2013/14)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)														
<p><b>Rate of motor vehicle crimes per 1,000 population</b></p> <p>Measured in: Number (No. of motor vehicle crimes/total population x 1,000) Good Performance: Lower</p>	<p><b>Rate of motor vehicle crimes (per 1,000 population)</b></p>  <table border="1"> <caption>Rate of motor vehicle crimes (per 1,000 population)</caption> <thead> <tr> <th>Year/Quarter</th> <th>Rate</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>13</td> </tr> <tr> <td>2012/13</td> <td>10.85</td> </tr> <tr> <td>2013/14 Jun</td> <td>2.86</td> </tr> <tr> <td>2013/14 Sep</td> <td>5.68</td> </tr> <tr> <td>2013/14 Dec</td> <td>8.15</td> </tr> <tr> <td>2013/14 Mar</td> <td>-</td> </tr> </tbody> </table>	Year/Quarter	Rate	2011/12	13	2012/13	10.85	2013/14 Jun	2.86	2013/14 Sep	5.68	2013/14 Dec	8.15	2013/14 Mar	-	9.35	7.01	8.15	RED	↔
Year/Quarter	Rate																			
2011/12	13																			
2012/13	10.85																			
2013/14 Jun	2.86																			
2013/14 Sep	5.68																			
2013/14 Dec	8.15																			
2013/14 Mar	-																			
<p>Motor Vehicle crime was recorded as 8.15 for Q3, which is off target (7.01). In the last quarter the increase was 2.82% and equates to 96 more offences when compared to the same period in 2012. This increase is driven by Theft of Motor Vehicle which is showing an increase and Theft From Motor Vehicle a very small decrease i.e. one or two offences. 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. However, it was noted previously that the last 6 months of the last financial year saw Vehicle Crime Offences reduce significantly and this significant reduction has made the target very difficult to achieve.</p>																				
<p><b>Rate of violence with injury crimes (Excl. DV) per 1,000 population</b></p> <p>Measured in: Number (No. of Rate of violence with injury crimes (Excl. DV)/total population x 1,000) Good Performance: Lower</p>	<p><b>Rate of violence with injury crimes - Excl.DV (per 1,000 population)</b></p>  <table border="1"> <caption>Rate of violence with injury crimes - Excl.DV (per 1,000 population)</caption> <thead> <tr> <th>Year/Quarter</th> <th>Rate</th> </tr> </thead> <tbody> <tr> <td>2013/14 Jun</td> <td>1.49</td> </tr> <tr> <td>2013/14 Sep</td> <td>3.08</td> </tr> <tr> <td>2013/14 Dec</td> <td>4.65</td> </tr> <tr> <td>2013/14 Mar</td> <td>-</td> </tr> </tbody> </table>	Year/Quarter	Rate	2013/14 Jun	1.49	2013/14 Sep	3.08	2013/14 Dec	4.65	2013/14 Mar	-	5.34	4.01	4.65	RED	New				
Year/Quarter	Rate																			
2013/14 Jun	1.49																			
2013/14 Sep	3.08																			
2013/14 Dec	4.65																			
2013/14 Mar	-																			
<p>Non DV Violence with Injury offences exceeded the set target by 171 offences which is a 3% increase when compared to 2012. 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>																				

Description		Annual Stretched Target (2013/14)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)																																
<p><b>Rate of violence with injury crimes (DV only) per 1,000 population</b></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><b>Number of violence with injury incidents - DV Only (per 1,000 population)</b></p>  <table border="1"> <caption>Rate of violence with injury crimes (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>1.89</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>2.13</td> <td>2.13</td> <td>2.13</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	1.89	Jun	0.62	0.62	0.62	Sep	1.51	1.51	1.51	Dec	2.13	2.13	2.13	Mar	-	-	-	2.52	1.89	2.13	GREEN	New								
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2013/14	2.52	2.52	1.89																																			
Jun	0.62	0.62	0.62																																			
Sep	1.51	1.51	1.51																																			
Dec	2.13	2.13	2.13																																			
Mar	-	-	-																																			
<p>The performance for Q3 was (2.13) equating to 77 additional offences, which is significantly above the standard and stretch target (1.89). The Police consider this to be positive due to better reporting practices. The increase can be attributed to the borough's continued focus on a better initial assessment and investigation of Domestic Violence. For example Domestic Violence With Injury Offences, when compared to the same period in 2012, saw an increase of 10% and is reflective of the proactivity being undertaken. This focus has been running for over 12 months, by this time you would have expected to have seen a levelling out or slight decrease as it was 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 but this has not been the case. Tower Hamlets has one of the highest arrest rates in the MPS for Domestic Violence with a Detection Rate of 52.9%.</p>																																						
<p><b>Computer Aided Despatch (CAD) calls for ASB</b></p> <p>Measured in: Number (No. of CAD calls/total population x 1,000) Good Performance: Lower</p>	<p><b>Rate of CAD calls for ASB (per 1,000 population)</b></p>  <table border="1"> <caption>Rate of CAD calls for ASB (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>2011/12</td> <td>93.59</td> <td>-</td> <td>-</td> </tr> <tr> <td>2012/13</td> <td>75.01</td> <td>-</td> <td>-</td> </tr> <tr> <td>2013/14</td> <td>67.51</td> <td>67.51</td> <td>50.64</td> </tr> <tr> <td>Jun</td> <td>19.51</td> <td>19.51</td> <td>19.51</td> </tr> <tr> <td>Sep</td> <td>47.83</td> <td>47.83</td> <td>47.83</td> </tr> <tr> <td>Dec</td> <td>61.68</td> <td>61.68</td> <td>61.68</td> </tr> <tr> <td>Mar</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Period	Actual	Stretch Target	Standard Target	2011/12	93.59	-	-	2012/13	75.01	-	-	2013/14	67.51	67.51	50.64	Jun	19.51	19.51	19.51	Sep	47.83	47.83	47.83	Dec	61.68	61.68	61.68	Mar	-	-	-	67.51	50.64	61.68	RED	↔
Period	Actual	Stretch Target	Standard Target																																			
2011/12	93.59	-	-																																			
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Sep	47.83	47.83	47.83																																			
Dec	61.68	61.68	61.68																																			
Mar	-	-	-																																			
<p>The recorded number of ASB CAD Calls in they year up to and including Q3 was 16221, which is an increase of 2536 against a target of 13685 (50.64) Calls. When looking at the same period in 2012 there were 15946 ASB CAD Calls recorded, so again a slight increase. To combat the increase the borough ran a Summer Initiative around ASB CAD Callers which identified a number of areas where an impact can be made to further improve performance. As part of this work ASB repeat callers have been engaged with and specific plans developed to deal with identified issues. For Quarter 3 the borough experienced some peak days for ASB CAD Calls, such as Halloween, Fireworks evening and linked events and of course the Christmas and New Year Period. However, for Quarter 3 only when comparing to the same quarter in 2012 the borough saw a reduction so is heading in the right direction for a reduction at the end of the financial year.</p>																																						

Description		Annual Stretched Target (2013/14)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)
<b>Healthy and Supportive Community</b>						
<p><b>Smoking Quitters</b>                      Measured in: the number of four-week smoking quitters who have attended NHS Stop Smoking Services per 100,000 .                      Good Performance: Higher</p>	<p><b>Smoking Quitters</b></p> 	3000	1500	1072	<b>RED</b>	↑
<p>Due to the time lag for this measure, the latest available data is for Q2, which shows that the number of quitters is below the lower bandwidth (1343 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, men and women employed in routine and manual jobs, pregnant smokers, those living with severe mental illness and long term conditions.</p>						
<p><b>Social care clients and carers in receipt of Self Directed Support</b>                      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>	<p><b>Proportion of people using social care who receive self-directed support, and those receiving direct payments</b></p> 	65.65	65.65	58.7	<b>AMBER</b>	↑
<p>In Q3 the proportion of service users who received self-directed support was 58.7% for the rolling year (Jan 2013 – Dec 2013). Performance is continuing to show a steady improvement when compared the 2012/13 outturn (52.6%). 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)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)																								
<p><b>Average time between a child entering care and moving in with adoptive family (Time to adoption)</b></p> <p>Measured in: Days Good Performance: Lower</p>	 <table border="1"> <caption>Time to Adoption Data</caption> <thead> <tr> <th>Period</th> <th>Actual (Days)</th> <th>Stretch Target (Days)</th> <th>Standard Target (Days)</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>-</td> <td>493</td> <td>578</td> </tr> <tr> <td>Jun</td> <td>548</td> <td>493</td> <td>578</td> </tr> <tr> <td>Sep</td> <td>606</td> <td>493</td> <td>578</td> </tr> <tr> <td>Dec</td> <td>564</td> <td>493</td> <td>578</td> </tr> <tr> <td>Mar</td> <td>-</td> <td>493</td> <td>578</td> </tr> </tbody> </table>	Period	Actual (Days)	Stretch Target (Days)	Standard Target (Days)	2013/14	-	493	578	Jun	548	493	578	Sep	606	493	578	Dec	564	493	578	Mar	-	493	578	493	493	564	AMBER	New
Period	Actual (Days)	Stretch Target (Days)	Standard Target (Days)																											
2013/14	-	493	578																											
Jun	548	493	578																											
Sep	606	493	578																											
Dec	564	493	578																											
Mar	-	493	578																											
<p><b>Percentage of ethnic minority background children adopted (BME adoptions)</b></p> <p>Measured in: % Good Performance: Higher</p>	 <table border="1"> <caption>BME Adoptions (%) Data</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>-</td> <td>7.25</td> <td>5</td> </tr> <tr> <td>Jun</td> <td>6</td> <td>7.25</td> <td>5</td> </tr> <tr> <td>Sep</td> <td>5</td> <td>7.25</td> <td>5</td> </tr> <tr> <td>Dec</td> <td>4</td> <td>7.25</td> <td>5</td> </tr> <tr> <td>Mar</td> <td>-</td> <td>7.25</td> <td>5</td> </tr> </tbody> </table>	Period	Actual (%)	Stretch Target (%)	Standard Target (%)	2013/14	-	7.25	5	Jun	6	7.25	5	Sep	5	7.25	5	Dec	4	7.25	5	Mar	-	7.25	5	7.25	7.25	4	RED	New
Period	Actual (%)	Stretch Target (%)	Standard Target (%)																											
2013/14	-	7.25	5																											
Jun	6	7.25	5																											
Sep	5	7.25	5																											
Dec	4	7.25	5																											
Mar	-	7.25	5																											

This measure, as published in the Adoption Scorecard, is a three year average. The December actual refers to the period from April 2011 to December 2013. Performance is better than the standard target (578) but higher than the stretch target (493).

Currently 4% of children leaving care who were adopted in the 2011/14 (three year period) were from a BME background. This is below the minimum target (5) set for this strategic measure, and in line with the final performance for 2010/13 period. The number of children leaving care who are adopted is a small number and the purpose of this indicator is to track whether or not the percentage of children from a BME background is the same as that for the overall population. Currently the 'All' adoptive rate is 6%. There are a number of stages within the process that leads to a child leaving care through adoption and whilst the number of BME children in that process has increased, they have yet to actually be adopted. In addition, as a result of changes in case law during the course of 2013, there are likely to be less children placed for adoption overall.

<p><b>Cabinet</b> 2 April 2014</p>	 <b>TOWER HAMLETS</b>
<p><b>Report of:</b> Chris Holme, Corporate Director Resources</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Exercise of Corporate Directors' Discretions</b></p>	

<b>Lead Member</b>	Councillor Alibor Choudhury, Cabinet Member Resources
<b>Wards affected</b>	All
<b>Community Plan Theme</b>	One Tower Hamlets
<b>Key Decision?</b>	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.

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### **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:**

- David Tully, Interim Head of Finance, (CSF) Education, Social Care and Wellbeing Ext 4960

### Originating Officers and Contact Details

<b>Name</b>	<b>Title</b>	<b>Contact for information</b>
Ruth Ebaretonbofa-Morah	Deputy Financial Planning Manager	Ext 1698
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
Education Social Care and Wellbeing ESCW/470	£153,836	Decision to award a grant to an external organisation.	Provision of 75% of costs of capital works to create 2 year old education places at St Paul's Nursery	St Paul's Church Deancross Street E1 2QA	Jo Green x4844
Education Social Care and Wellbeing ESCW/474	£222,472	Waiving of financial regulations by extending existing contract by up to 5 months to 31 <sup>st</sup> May 2014.	Continuity of service at Hackney Road Hostel and Flats, pending retendering.	Providence Row Housing Association 485 Bethnal Green Road E2 0EA	Karl Henson x7025
Education Social Care and Wellbeing ESCW/475	£219,765	Waiving of financial regulations by extending existing contract by up to 3 months to 31 <sup>st</sup> December 2013.	Continuity of service at TH Generic Floating Support Service, pending retendering.	Look Ahead Support and Care 1 Derry Street W8 5HY	Karl Henson x7025
Education Social Care and Wellbeing ESCW/476	£227,500	Waiving of financial regulations by extending existing contract by up to 5 months to 31 <sup>st</sup> May 2014.	Continuity of service at Hotel in the Park service, pending retendering.	Camden Society Hotel in the Park 130 Sewardstone Road London E2 9HN	Maria Kaustrater x4981

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