



Budget Meeting of the

TOWER HAMLETS COUNCIL

Wednesday, 26 February 2014 at 7.30 p.m.

A G E N D A

VENUE

Council Chamber, 1st Floor,
Town Hall, Mulberry Place,
5 Clove Crescent,
London E14 2BG

Democratic Services Contact:

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**TO THE MAYOR AND COUNCILLORS OF THE LONDON BOROUGH OF TOWER
HAMLETS**

You are summoned to attend the Budget Meeting of the Council of the London Borough of Tower Hamlets to be held in **THE COUNCIL CHAMBER, 1ST FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE CRESCENT, LONDON, E14 2BG** at 7.30 p.m. on **WEDNESDAY, 26 FEBRUARY 2014**

Stephen Halsey
Head of Paid Service

Public Information

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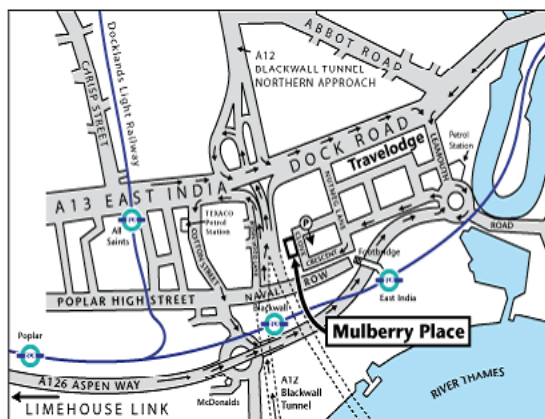
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LONDON BOROUGH OF TOWER HAMLETS

BUDGET COUNCIL MEETING

WEDNESDAY, 26 FEBRUARY 2014

7.30 p.m.

PAGE
NUMBER

1. **APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

2. **DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**

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. **TO RECEIVE ANNOUNCEMENTS (IF ANY) FROM THE SPEAKER OF THE COUNCIL OR THE HEAD OF PAID SERVICE**

4. **REGULATIONS REGARDING RECORDED VOTES AT BUDGET COUNCIL MEETINGS - AMENDMENT TO THE CONSTITUTION**

5 - 8

To note that new regulations by the Secretary of State for Communities and Local Government (namely The Local Authorities (Standing Orders (England) (Amendment) Regulations 2014) will come into effect on 25th February 2014.

The effect of the regulations is that a recorded vote shall be held on the substantive motion at any Budget Council Meeting and this will apply during the budget debate at agenda item 6 below. The report of the Service Head, Democratic Services is attached.

5. TO RECEIVE ANY PETITIONS

9 - 10

The Council Procedure Rules provide for the Budget Council Meeting to receive a maximum of three petitions, which must relate to the Council's budget or the setting of the Council Tax.

The deadline for receipt of petitions for this meeting is noon on Thursday 20th February 2014. However, at the time of agenda despatch the maximum of three petitions had already been received as set out in the attached report.

6. BUDGET AND COUNCIL TAX 2014/15

11 - 220

To consider the proposals of the Mayor and Executive for the Council's Budget and Council Tax 2014/15.

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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:-

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

COUNCIL MEETING

26th FEBRUARY 2014

**REGULATIONS REGARDING RECORDED VOTES AT BUDGET
COUNCIL MEETINGS – AMENDMENT TO THE CONSTITUTION**

REPORT OF THE SERVICE HEAD, DEMOCRATIC SERVICES

EXECUTIVE SUMMARY

New Regulations from the Secretary of State for Communities and Local Government, [The Local Authorities \(Standing Orders\) \(England\) \(Amendment\) Regulations 2014](#), came into force on 25th February 2014.

These regulations require that the Council change its Standing Orders (Council Procedure Rules) such that it must record in the minutes how each Councillor voted (including any abstentions) when determining the Council's Budget and the level of Council Tax to be levied.

The Regulations were published at short notice preventing full consultation with Members before this Budget Council Meeting. However, Article 15 (15.01 Paragraph c) provides that the Monitoring Officer may revise the Constitution to reflect changes in legislation or to correct matters of fact.

This noting report has therefore been prepared to make Council aware of the procedural changes that will affect the meeting.

RECOMMENDATIONS

That the Council note the report and the new Council Procedure Rule 17.5 as set out overleaf that has immediate effect.

1. DETAILS OF THE REPORT

- 1.1 At the start of February 2014, the Minister of State laid regulations before Parliament which now require local authorities to hold recorded votes in respect of the setting of Council Tax and the Council's budget for the forthcoming financial year.
- 1.2 Regulation 2 provides that the votes at key budget decision meetings by local authorities are recorded.
- 1.3 The regulations state that:

Immediately after any vote is taken at a budget decision meeting of an authority there must be recorded in the minutes of the proceedings of that meeting the names of the persons who cast a vote for the decision or against the decision or who abstained from voting.

- 1.4 They then further state that:

references to a vote are references to a vote on any decision related to the making of the calculation or the issuing of the precept as the case may be.

- 1.5 The Regulations have the effect of requiring a vote on the Substantive Motion to be agreed at the meeting but not on any amendments or other voting that may occur during the Budget debate. The Monitoring Officer will be available at the meeting to provide guidance on particular votes should it be required.
- 1.6 In accordance with his delegated powers under Article 15 of the Constitution, the Monitoring Officer has amended the Council's Constitution to reflect the new regulations. Accordingly an additional paragraph is included in the Council Procedure Rules after the existing Paragraph 17.4 (Recorded Vote), with later paragraphs to be renumbered as required:

17.5 Recorded Votes at Budget Council Meetings

A recorded vote shall take place when setting the authority's budget and determining the level of Council Tax to be levied for each financial year. Such a vote shall be undertaken in accordance with Procedure Rule 17.4.

2. COMMENTS OF THE CHIEF FINANCE OFFICER

- 2.1 There are no financial implications arising directly from this report.

3. LEGAL COMMENTS

- 3.1 The Council is statutorily required to adopt the provisions of The Local Authorities (Standing Orders) (England) (Amendment) Regulations 2014.

Failure to adopt the provisions of the new regulations would potentially leave the Council open to legal challenge.

4. OTHER IMPLICATIONS

4.1 No other implications.

Background Papers: Section 100D of the Local Government Act 1972

NONE

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LONDON BOROUGH OF TOWER HAMLETS

BUDGET COUNCIL MEETING

WEDNESDAY 26th FEBRUARY 2014

PETITIONS

**REPORT OF THE SERVICE HEAD,
DEMOCRATIC SERVICES**

SUMMARY

1. The Council's Constitution provides for up to three petitions to be received at each Council Meeting. These are taken in order of receipt. In the case of the Budget Council Meeting, petitions must relate to the Council's Budget or the setting of the Council Tax.
2. This report sets out the three valid petitions submitted prior to the deadline set out in the Constitution, for presentation at the Budget Council Meeting on Wednesday 26th February 2014.
3. In each case the petitioners may address the meeting for no more than three minutes. Members may then question the petitioners for a further four minutes. Finally, the relevant Cabinet Member or Chair of Committee may respond to the petition for up to three minutes.
4. Any outstanding issues will be referred to the relevant Corporate Director for attention who will respond to those outstanding issues in writing within 28 days.
5. Members should confine their contributions to questions and answers and not make statements or attempt to debate.

BUDGET COUNCIL MEETING 26th FEBRUARY 2014: PETITIONS RECEIVED

5.1 Support Fair Pay for Local Government Workers (petition from Tower Hamlets Joint Trade Unions)

Text of petition:-

We call on Tower Hamlets Council to recognise that local government workers' earnings have fallen by 18% since 2010 and that this is contributing to a cost of living crisis.

Whilst Tower Hamlets Council has taken some measures that are within its power to address some of the issues of low pay – such as implementing the London Living Wage and ensuring that the £250 promised to public sector workers earning less than £21,000 was paid in 2012, Tower Hamlets employees have overall faced a continuing decline in living standards.

We call on Tower Hamlets Council to:

- Support the 2014-15 NJC pay claim by UNISON, GMB and Unite
- Call upon the LGA to support the claim and lobby government for funding for it
- Call upon the Chancellor and Secretary of State for the Department for Communities and Local Government to ensure that funding is made available for councils to meet the NJC pay claim for a minimum increase of £1 an hour to:
 - Achieve the Living Wage for the lowest paid and
 - Begin to restore the earnings of the rest of the workforce.

5.2 Scrap the Mayor's Car and Advisers (petition from Kahar Chowdhury and others)

Text of petition:-

We wholeheartedly condemn the independent Mayor Lutfur Rahman's continued waste of taxpayer money on personal vanity extravagances including the mayoral Mercedes and his £300,000 advisor budget. When residents are suffering at the hands of Tory austerity wasting precious taxpayer cash on these kind of luxuries shows how out of touch and unfit for office Lutfur Rahman is.

5.3 Free School Meals (petition from Afia Begum and others)

Text of petition:-

We support the Labour Group's proposal to introduce Free School Meals to all primary school pupils, following in the footsteps of other Labour-run boroughs of Newham, Southwark and Islington.

LONDON BOROUGH OF TOWER HAMLETS
BUDGET COUNCIL MEETING
WEDNESDAY 26th FEBRUARY 2014
BUDGET AND COUNCIL TAX 2014/15
REPORT OF THE CABINET MEETING, 5TH FEBRUARY 2014 AND
BUDGET PROPOSALS OF THE MAYOR AND EXECUTIVE

1. SUMMARY

- 1.1 This report sets out the proposals of the Mayor and Executive for the Council's Budget and Council Tax 2014/15, as agreed at the Cabinet Meeting on 5th February 2014.

2. RECOMMENDATIONS

- 2.1 In accordance with the decisions of the Mayor in Cabinet as set out at section 5 below, the Council is **recommended**:-

General Fund Capital and Revenue Budgets and Medium Term Financial Plan 2014/15-2016-17

- (a) To agree a General Fund Revenue Budget of £293.933m and a Council Tax (Band D) of £885.52 for 2014-15 as set out in the motion attached at Annex 1 to this report.
- (b) To agree a Capital Budget and Medium Term Financial Plan as set out in the motion attached at Annex 1 to this report.

Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2014-15

- (b) To adopt (as also set out in the motion at Annex 1):
- The Treasury Management Strategy Statement set out in sections 6-11 of the report of the Interim Corporate Director Resources at Annex 6 to this report
 - The Annual Investment Strategy set out in section 12 of the report at Annex 6.

- The Minimum Revenue Provision Policy Statement set out in section 13 of the report at Annex 6, which officers involved in treasury management must then follow.

3. CABINET MEETING, 5TH FEBRUARY 2014

- 3.1 The Cabinet Meeting received the report of the Interim Corporate Director Resources on the General Fund Capital and Revenue Budgets and Medium Term Financial Plan 2014-17.
- 3.2 In considering the information in the reports, the Mayor and Cabinet took into account the comments of the Overview and Scrutiny Committee (OSC) on the Mayor's initial budget proposals for 2014/15 (which had been published in the 8th January Cabinet agenda), from the OSC meeting held on 20th January 2014 and confirmed at their ordinary meeting on 4th February.
- 3.3 The Mayor and Cabinet also took into account a tabled paper on feedback from the budget roadshow events.
- 3.4 During debate at Cabinet two further amendments were proposed and the Mayor agreed to those proposals being worked up and added to the budget report for Council. Those additional proposals on additional police officers on every ward and the award of a discretionary discount for some households have now been written into the report that is presented to Council. This report now represents the budget recommended by the Executive.
- 3.5 The above listed amendments along with some adjustments made by officers were presented to an Extraordinary OSC meeting held on 11th February. Any comments of the OSC on the amendments, together with the response of the Mayor to those comments, will be circulated before the Council meeting.
- 3.7 Finally, the Cabinet on 8th January also considered the report of the Acting Corporate Director, Resources on the Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2014-15; and agreed recommendations to the Council in that regard.

4. DOCUMENTS ATTACHED

- 4.1 The following documents are attached to this report for the Council's consideration:-

Annex 1: Budget Motion from Councillor Alibor Choudhury, Cabinet Member for Resources (Pages 19 – 26)

Annex 2: Report of the Acting Corporate Director Resources: General Fund Capital and Revenue Budgets and Medium Term Financial

Plan 2014-2017 (the report is an updated version of the report presented to the Cabinet Meeting on 5th February 2014) (Pages 27 – 60)

Annex 3: Appendices 1 - 9 to the above report:-

Appendix 1 – Summary of Draft Medium Term Financial Plan 2013-17 (Pages 62)

Appendix 2 – Detailed analysis of the Medium Term Financial Plan by service area 2013/14 to 2016/17 (Pg 64)

Appendix 3 – Summary of Growth Bids – 2014/15 – 2016/17 (Pg 66-110)

Appendix 4 – Approved Savings 2013/14 to 2014/15 (Pg 112-113)

Appendix 5.1 – Reserves and Balances (Pg 115-120)

Appendix 5.2 – Risk Evaluation 2014/15 (Pg 121)

Appendix 5.3 – Projected Movement in Reserves (Pg 122)

Appendix 6.1 – Schools Budget 2013/14 to 2014/15 (Pg 124-134)

Appendix 6.2 – Detailed Calculations of Provisional 2014/15 Schools Budget (Pg 135 – 146)

Appendix 7 – Housing Revenue Account (Pg 148)

Appendix 8.1 – Capital Programme 2013/14 to 2015/16 (Pg 150-156)

Appendix 8.2 – Indicative schemes to be funded from External Resources (Pg 157)

Appendix 8.3 – Tower Hamlets Capital Programme (Pg 158)

Appendix 9 – Outline Strategic Plan (Pg 159-174)

Annex 4: Overview and Scrutiny Committee response to the Mayor's Initial Budget Proposals 2014/15 (Pages 175-178)

Annex 5: Part 1 – Summary response from Budget Roadshows
Part 2 - Additional proposals developed at the Cabinet meeting on 5th February 2014 and considered by the Overview and Scrutiny Committee on 11th February
Part 3 – OSC response to the additional proposals (to follow)
Part 4 – The Mayor's response to the OSC comments (to follow)
(Pages 179 to 195)

Annex 6: Report of the Acting Corporate Director Resources to the Cabinet on 8 January 2014: Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2014-15 (Report presented to Council includes subsequent minor amendments made by officers). (Pages 197 – 219)

5. DECISIONS OF THE CABINET, 13TH FEBRUARY 2013

The Decisions of the Mayor in Cabinet are set out below:-

General Fund Capital and Revenue Budgets and Medium Term Financial Plan 2014/15-2016-17

The **Mayor** noted the tabled paper and the response of the Overview and Scrutiny Committee. He also accepted two amendments, one to provide funding to increase the number of police officers in the borough and a second to increase the Council Tax Support Scheme awards.

DECISION

1. To agree a General Fund Revenue Budget of £292.358m and a Council tax (Band D) at £885.52 for 2014-2015 be referred to Full council for consideration.

2. To note the following matters -

a. Budget Consultation

The results of the feedback for the budget consultation are being collated but could not be completed prior to publication of this report as the second budget roadshow took place on the 27th January 2014. The results were presented as an addendum to this report.

b. Funding

The funding available for 2014-2015 and the indications and forecasts for future years set out in Section 8.

c. Base Budget 2014-2015

The Base Budget for 2014-2015 as £295.732m as detailed in Appendix 1.

d. Growth and Inflation

The risks identified from potential inflation and committed growth arising in 2014-2015 and future years and as set out in Section 9 and in Appendix 3.

e. General Fund Revenue Budget and Medium Term Financial Plan 2014-2015 to 2016-2017

The initial budget proposal and Council Tax for 2014-2015 together with the Medium Term Financial Plan set out in Appendix 1 and the budget reductions arising.

f. Savings

Previously agreed savings items to be included in the budget for 2014-2015 and the strategic approach for future savings to be delivered are set out in Section 10, Appendix 4 and paragraph 7.13 of the report.

g. Capital Programme

The capital programme to 2016-2017; including the proposed revisions to the current programme as set out in section 14 and detailed in Appendices 8.1, 8.2 & 8.3.

h. Dedicated Schools Grant

The position with regard to Dedicated Schools Grant as set out in Section 12 and Appendices 6.1 & 6.2.

i. Housing Revenue Account

The position with regard to the Housing Revenue Account as set out in Section 13 and Appendix 7.

j. Financial Risks: Reserves and Contingencies

Advise on strategic budget risks and opportunities as set out in Section 11 and Appendices 5.1, 5.2 and 5.3.

k. Reserves and Balances

The position in relation to reserves as set out in the report and further detailed in Appendices 5.1 and 5.3

l. Mayor's Priorities

An initiative (Working Start for Women in Health and Childcare) to be included in the budget for 2014-15 is set out in paragraphs 8.29 to 8.36 of this report and a detailed proforma in Appendix 3.

3. To authorise officers to present two additional proposals to be submitted as part of the report to be considered at Council:

a. An initiative to fund an additional 20 police officers for the Borough.

b. To provide support to low income households who are already entitled to partial council tax support, by way of a £25 reduction against their remaining council tax liability in 2014/15"

Reasons for the decision

The Council is under an obligation to set a balanced budget for the forthcoming year and to set a Council Tax for the next financial year by 7th March 2014 at the latest. The setting of the budget is a decision reserved for Council. The Council's Budget and Policy Framework requires that a draft budget is issued for consultation with the Overview & Scrutiny Committee following this meeting to allow for due process.

The announcements that have been made about Government funding for the authority require a robust and timely response to enable a balanced budget to be set.

In deciding its budget, the Council needs to have regard to the key priority activities for delivery as set out in the Outline Strategic Plan.

Alternative options

The authority is bound to respond to the budget reductions to Government funding of local authorities and to set an affordable Council Tax and a balanced budget, while meeting its duties to provide local services. This limits the options available to Members. Nevertheless, the authority can determine its priorities in terms of the services it seeks to preserve and protect where possible, and to a limited extent the services it aims to improve further, during the period of budget reductions.

Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2013-14

1. To Recommend that Full Council adopt:
 - a. The Treasury Management Strategy Statement set out in sections 6-11 of this report.
 - b. The Annual Investment Strategy set out in section 12 of this report.
 - c. The Minimum Revenue Provision Policy Statement set out in section 13 of this report, which officers involved in treasury management must then follow.
2. To delegate to the Interim Corporate Director of Resources, after consultation with the Lead Member for Resources, authority to vary the figures in this report to reflect any decisions made in relation to the Capital Programme prior to submission to Budget Council.

Reasons for the decision

It is consistent with the requirements of treasury management specified by CIPFA, to which the Council is required to have regard under the Local

Government Act 2003 and regulations made under that Act, for the Council to produce three strategy statements to support the Prudential Indicators which ensure that the Council's capital investment plans are affordable, sustainable and prudent. The three documents that the Council should produce are:

- Treasury Management Strategy, including prudential indicators
- Investment Strategy
- Minimum Revenue Provision Policy Statement;

Alternative options

The Council is bound by legislation to have regard to the CIPFA requirements for treasury management. If the Council were to deviate from those requirements, there would need to be some good reason for doing so. It is not considered that there is any such reason, having regard to the need to ensure that the Council's capital investment plans are affordable, sustainable and prudent. The strategies and policy statement put forward in the report are considered the best methods of achieving the CIPFA requirements. Whilst it may be possible to adopt variations of the strategies and policy statement, this would risk failing to achieve the goals of affordability, sustainability and prudence.

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

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

Brief description of "background paper"	Tick if copy supplied	If not supplied, name and telephone number of holder
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No unpublished background papers were relied upon to a material extent in the preparation of this report.

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BUDGET COUNCIL
26thFebruary 2014
COUNCIL TAX REQUIREMENT 2014/15

BUDGET MOTION FROM COUNCILLOR ALIBOR CHOUDHURY, CABINET MEMBER FOR RESOURCES

I propose the following motion in relation to Agenda item6: "Report of the Mayor in Cabinet on 5th February 2014:-

That Council: -

General Fund Revenue Budget and Council Tax Requirement 2014/15

1. Agree a General Fund revenue budget of £293.933m and a total Council Tax Requirement for Tower Hamlets in 2014/15 of £66,396,000 as set out in the table below.

Service	Revised Base 2013-14 £'000	Savings		Growth £'000	Adjustments £'000	Total Budget 2014-15 £'000
		Approved £'000	New £'000			
Education, Social Care and Wellbeing	195,442	(2,010)	0	1,105	(7,005)	187,532
Communities, Localities and Culture	78,957	(350)	0	1,654	(1,247)	79,014
Development & Renewal	19,488	(1,534)	0	(2,062)	(1,205)	14,687
Resources	6,759	(230)	0	19	0	6,548
Chief Executives	9,379	0	0	13	0	9,392
Public Health	29,982	0	0	0	0	29,982
Net Service Costs	341,098	(4,124)	0	728	(10,378)	327,324
Other Net Costs						
Capital Charges	9,444	0	0	1,845	0	11,289
Levies	1,661	0	0	0	0	1,661
Pensions	14,393	0	0	2,599	0	16,992
Other Corporate Costs	(6,230)	(2,568)	0	1,447	4	(7,347)
Total Other Net costs	19,268	(2,568)	0	5,891	4	22,595
Public Health	(31,382)	0	(879)	0	0	(32,261)
Core Grants	(23,452)	(3,408)	(2,265)	2,286	0	(26,839)
Reserves						
General Fund	0	0	0	0	0	0
Earmarked	(9,799)	0	0	(239)	9,809	(229)
General Fund (Smoothing)	0	0	0	0	0	0
Inflation	-	0	0	(1,500)	6,342	0
Total Financing Requirement	295,732	(10,100)	(4,644)	15,008	(565)	293,933
Government Funding	(150,670)	0	(82)	28,172	0	(122,580)
Retained Business Rates	(100,800)	0	(2,016)	0	0	(102,816)
Council Tax	(63,343)	0	(3,053)	0	0	(66,396)
Collection Fund Surplus	(1,645)	0	0	1,645	0	0
Total Financing	(316,458)	0	(5,151)	29,817	0	(291,792)

2. Agree a Council Tax for Tower Hamlets in 2014/15 of £885.52 at Band D resulting in a Council Tax for all other band taxpayers, before any discounts, and excluding the GLA precept, as set out in the table below:-

BAND	PROPERTY VALUE		RATIO TO BAND D	LBTH COUNCIL TAX FOR EACH BAND
	FROM £	TO £		
A	0	40,000	$\frac{6}{9}$	£590.35
B	40,001	52,000	$\frac{7}{9}$	£688.74
C	52,001	68,000	$\frac{8}{9}$	£787.13
D	68,001	88,000	$\frac{9}{9}$	£885.52
E	88,001	120,000	$\frac{11}{9}$	£1,082.30
F	120,001	160,000	$\frac{13}{9}$	£1,279.08
G	160,001	320,000	$\frac{15}{9}$	£1,475.87
H	320,001	and over	$\frac{18}{9}$	£1,771.04

3. Agree that for the London Borough of Tower Hamlets in 2014/15:-

(a) The Council Tax for Band D taxpayers, before any discounts, and including the GLA precept, shall be **£1,184.52** as shown below: -

	£
	(Band D, No Discounts)
LBTH	885.52
GLA	299.00
Total	1,184.52

(b) The Council Tax for taxpayers in all other bands, before any discounts, and including the GLA precept, shall be as detailed in the table below: -

<i>BAND</i>	<i>PROPERTY VALUE</i>		<i>RATIO TO BAND D</i>	<i>LBTH</i>	<i>GLA</i>	<i>TOTAL</i>
	<i>FROM</i> £	<i>TO</i> £				
A	0	40,000	$\frac{6}{9}$	590.35	199.33	789.68
B	40,001	52,000	$\frac{7}{9}$	688.74	232.56	921.30
C	52,001	68,000	$\frac{8}{9}$	787.13	265.78	1,052.91
D	68,001	88,000	$\frac{9}{9}$	885.52	299.00	1,184.52
E	88,001	120,000	$\frac{11}{9}$	1,082.30	365.44	1,447.74
F	120,001	160,000	$\frac{13}{9}$	1,279.08	431.89	1,710.97
G	160,001	320,000	$\frac{15}{9}$	1,475.87	498.33	1,974.20
H	320,001	and over	$\frac{18}{9}$	1,771.04	598.00	2,369.04

- 4 Approve the statutory calculations of this Authority's Council Tax Requirement in 2014/15, detailed in **Appendix A** to this motion, undertaken by the Chief Financial Officer in accordance with the requirements of Sections 31 to 36 of the Local Government Finance Act 1992.
- 5 Approve the Treasury Management Strategy Statement, the Annual Investment Strategy and the Minimum Revenue Provision Policy Statement as presented to Cabinet on 5 February 2014.
- 6 Approve the General Fund Capital and Revenue Budgets and Medium Term Financial Plan 2014-2017 as amended by the alternative options as agreed by the Mayor in Cabinet on 5 February and as set out in the attached report of the Mayor in Cabinet and summarised in the tables below.

Summary Draft Medium Term Financial Plan 2014-17

	2013-14 £'000	2014-15 £'000	2015-16 £'000	2016-17 £'000
Net Service Costs	292,004	295,732	293,933	311,545
Growth (Incl Public Health)	40,566	6,619	2,306	7,619
CLG Grants transferring into baseline	23,717	0	0	0
Savings				
Approved	(26,029)	(6,692)	0	0
New	0	0	0	0
Inflation	5,760	4,842	5,500	5,500
Core Grants (incl Public Health)	(40,522)	(4,266)	9,074	1,540
Earmarked Reserves (Directorates)	(530)	(804)	0	0
Contribution to/from Reserves	766	(1,498)	732	0
Total Funding Requirement	<u>295,732</u>	<u>293,933</u>	<u>311,545</u>	<u>326,204</u>
Government Funding	(150,670)	(122,580)	(86,595)	(69,271)
Retained Business Rates	(100,800)	(102,816)	(104,872)	(106,970)
Council Tax	(63,343)	(66,396)	(67,392)	(68,402)
Collection Fund Surplus	(1,645)	0	0	0
Total Funding	<u>(316,458)</u>	<u>(291,792)</u>	<u>(258,859)</u>	<u>(244,643)</u>

Detailed analysis of the Medium Term Financial Plan by service area 2013/14 to 2016/17

Service	Total	Savings		Growth	Adjustments	Total	Savings		Growth	Adjustments	Total	Savings		Growth	Adjustments	Total
	2013-14 £'000	Approved £'000	New £'000	£'000		2014-15 £'000	Approved £'000	New £'000	£'000	£'000	2015-16 £'000	Approved £'000	New £'000	£'000	£'000	2016-17 £'000
Education, Social Care and Wellbeing	195,442	(2,010)	0	1,105	(7,005)	187,532	0	0	138	(272)	187,398	0	0	1,111	0	188,509
Communities, Localities and Culture	79,471	(350)	0	1,654	(1,591)	79,184	0	0	1,235	(73)	80,346	0	0	910	(199)	81,057
Development & Renewal	19,648	(1,534)	0	(2,062)	(1,365)	14,687	0	0	261	(150)	14,798	0	0	339	0	15,137
Resources	6,795	(230)	0	19	(36)	6,548	0	0	0	0	6,548	0	0	0	0	6,548
Chief Executives	9,760	0	0	13	(381)	9,392	0	0	0	0	9,392	0	0	0	0	9,392
Public Health	29,982	0	0	0	0	29,982	0	0	0	0	29,982	0	0	0	0	29,982
Net Service Costs	341,098	(4,124)	0	728	(10,378)	327,324	0	0	1,634	(495)	328,463	0	0	2,360	(199)	330,624
Other Net Costs																
Capital Charges	9,444	0	0	1,845	0	11,289	0	0	0	0	11,289	0	0	0	0	11,289
Levies	1,661	0	0	0	0	1,661	0	0	0	0	1,661	0	0	0	0	1,661
Pensions	14,393	0	0	2,599	0	16,992	0	0	2,000	0	18,992	0	0	1,500	0	20,492
Other Corporate Costs	(6,230)	(2,568)	0	1,447	4	(7,347)	0	0	(1,328)	0	(8,675)	0	0	3,759	0	(4,916)
Total Other Net costs	19,268	(2,568)	0	5,891	4	22,595	0	0	672	0	23,267	0	0	5,259	0	28,526
Public Health Grant	(31,382)	0	(879)	0	0	(32,261)	0	0	0	0	(32,261)	0	0	0	0	(32,261)
Core Grants	(23,452)	(3,408)	(2,265)	2,286	0	(26,839)	(3,000)	529	11,545	0	(17,765)	0	1,540	0	0	(16,225)
Reserves																
General Fund (Corporate)	0	0	0	0	0	0	0	0	(766)	0	(766)	0	0	0	0	(766)
Earmarked (Directorate)	(9,799)	0	0	(239)	9,809	(229)	0	0	0	495	266	0	0	0	199	465
General Fund (Smoothing)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Inflation	0	0	(1,500)	6,342	0	4,842	0	(1,500)	7,000	0	10,342	0	(1,500)	7,000	0	15,842
Total Financing Requirement	295,732	(10,100)	(4,644)	15,008	(565)	293,933	(3,000)	(971)	20,085	0	311,545	0	40	14,619	0	326,204
Government Funding	(150,670)	0	(82)	28,172	0	(122,580)	0	(119)	36,104	0	(86,595)	0	(139)	17,463	0	(69,271)
Retained Business Rates	(100,800)	0	(2,016)	0	0	(102,816)	0	(2,056)	0	0	(104,872)	0	(2,098)	0	0	(106,970)
Council Tax	(63,343)	0	(3,053)	0	0	(66,396)	0	(996)	0	0	(67,392)	0	(1,011)	0	0	(68,402)
Collection Fund Surplus	(1,645)	0	0	1,645	0	0	0	0	0	0	0	0	0	0	0	0
Total Financing	(316,458)	0	(5,151)	29,817	0	(291,792)	0	(1,115)	36,104	0	(258,859)	0	(1,150)	17,463	0	(244,643)

**LONDON BOROUGH OF TOWER HAMLETS
COUNCIL 26th FEBRUARY 2014
BUDGET & COUNCIL TAX STATUTORY CALCULATIONS**

SETTING THE AMOUNT OF COUNCIL TAX FOR THE COUNCIL'S AREA

1. That the revenue estimates for 2014/2015 be approved.
2. That it be noted that, at its meeting on 8th January 2014, Cabinet calculated 74,979 as its Council Tax base for the year 2014/2015 [Item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended (the "Act")]
3. That the following amounts be now calculated by the Council for the year 2014/2015 in accordance with Section 31 to 36 of the Local Government Finance Act 1992 as amended and the Local Authorities (Alteration of Requisite Calculations) (England) Regulations 2011:
 - (a) £1,184,928,000 Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of The Act. [Gross Expenditure]
 - (b) £1,118,532,000 Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of The Act. [Gross Income]
 - (c) £66,396,000 Being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council, in accordance with Section 31A(4) of The Act, as its council tax requirement for the year. (Item R in the formula in Section 31B of The Act). [Council Tax Requirement]
 - (d) £885.52 Being the amount at 3(c) above (Item R), all divided by Item T (2 above), calculated by the Council, in accordance with Section 31B(1) of The Act, as the basic amount of its Council Tax for the year. [Council Tax]

**LONDON BOROUGH OF TOWER HAMLETS
COUNCIL 26th FEBRUARY 2014
BUDGET & COUNCIL TAX STATUTORY CALCULATIONS**

(e)	VALUATION BAND	LBTH £
	A	590.35
	B	688.74
	C	787.13
	D	885.52
	E	1,082.30
	F	1,279.08
	G	1,475.87
	H	1,771.04

Being the amount given by multiplying the amount at 3(d) above by the number which, in the proportion set out in Section 5(1) of The Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of The Act, as the amount to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

4. That it be noted that for the year 2014/15 the Greater London Authority has stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of the dwellings shown below:-


VALUATION BAND	GLA £
A	199.33
B	232.56
C	265.78
D	299.00
E	365.44
F	431.89
G	498.33
H	598.00

**LONDON BOROUGH OF TOWER HAMLETS
COUNCIL 26th FEBRUARY 2014
BUDGET & COUNCIL TAX STATUTORY CALCULATIONS**

5. That, having calculated the aggregate in each case of the amounts at 3(d) and 4 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of Council Tax for the year 2014/15 for each of the categories of dwellings shown below:-

VALUATION BAND	TOTAL COUNCIL TAX £
A	789.68
B	921.30
C	1,052.91
D	1,184.52
E	1,447.74
F	1,710.97
G	1,974.20
H	2,369.04

6. New government regulation now requires a local authority to conduct a referendum where if compared with the previous year, they set council tax increases that are “excessive”. Under current legislation and in accordance with principles approved under Section 52ZB Local Government Finance Act 1992, the Council tax set by the London Borough of Tower Hamlets for 2014/15 is not deemed to be excessive.

Cabinet 5th February 2014 (Amended)	 TOWER HAMLETS
Report of: Chris Holme, Interim Corporate Director of Resources	Classification: Unrestricted
General Fund Capital and Revenue Budgets, Medium Term Financial Plan 2014-2017 and Strategic Plan 2014-15	

Lead Member	Cllr Alibor Choudhury (Cabinet Member for Resources)
Originating Officer(s)	Chris Holme, Interim Corporate Director of Resources Louise Russell, Service Head, Corporate Strategy and Equality
Wards affected	All
Community Plan Theme	One Tower Hamlets
Key Decision?	Yes

NOTE – This report as presented to Council on 26 February has been amended to include the additional proposals and amendments accepted at the Cabinet meeting of 5 February 2014.

1. SUMMARY

1.1. This report sets out proposals which form part of the draft Medium Term Financial Plan (MTFP) covering the three year period from 2014-2015 to 2016-2017. It includes a revised assessment in each of the next three years of the General Fund, Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and the Capital Programme including:

- the financial resources available to the Council;
- the cost of providing existing services; and,
- the overall level of savings that have been and still need to be identified to give a balanced, sustainable budget over the medium term financial planning period.

A summary of the projected General Fund budget for each of the three years is shown in Appendix 1 with a more detailed service analysis in Appendix 2.

1.2. It also contains outline proposals for the 2014-2015 Strategic Plan which will be delivered within the resources identified for the 2014-2015 budget.

- 1.3. The latest version of the Council's MTFP was agreed by Cabinet at its meeting in October 2013 and considered the impact of the Spending Round announced by Government in June 2013.
- 1.4. The 2014-2015 local government provisional finance settlement was announced on the 18th December 2013 following the Chancellor's Autumn Statement. The outcome of the settlement is reflected in the report.
- 1.5. Despite recent signs of a more positive economic position, the economic climate remains extremely challenging. Since the Spending Review by the Government in 2010, the Government has made it clear that their austerity programme is likely to continue until, at the least, the end of the decade. The United Kingdom's budget deficit will continue to exist regardless of the political party that is in power which will mean that local government budgets will continue to reduce for the foreseeable future. The Council forecasts that cuts to its grant, increases due to inflation and demographic pressures, over the next three year period from 2014-2015 to 2016-2017 will result in a budget shortfall of £67.176m.
- 1.6. As reported to Cabinet in October 2013, the savings agreed to date represent the largest reduction in spending ever experienced by this authority, some 24% and this has been achieved through a series of efficiencies with the aim of minimising impact on service delivery. The Council has continued to deliver on its priorities despite the achievement of significant savings. The Outline Strategic Plan 2014/15 appended to this report outlines how the council will continue to deliver on key priorities over the coming year.
- 1.7. The Mayor has set the following principles in this Medium Term Financial Plan, which builds on the priorities set in the previous three budgets:
 - Protecting the vulnerable and the services residents rely on
 - Reducing the cost of living for residents
 - Creating growth and regeneration
 - Be a lean, flexible and citizen centred Council
- 1.8. The MTFP, of necessity, includes a number of key planning assumptions which will need to be closely tracked as part of the Council's established financial and performance monitoring process. This will ensure that any significant variances are quickly identified together with appropriate mitigating actions

2. RECOMMENDATIONS

The Mayor in Cabinet is recommended to:

- 2.1. Agree a General Fund Revenue Budget of £293.933m and a Council tax (Band D) at £885.52 for 2014-2015 be referred to Full council for consideration.
- 2.2. Consider and comment on the following matters -

a. Budget Consultation

The results of the feedback for the budget consultation are being collated but could not be completed prior to publication of this report as the second budget roadshow took place on the 27th January 2014. The results will be presented as an addendum to this report.

b. Funding

The funding available for 2014-2015 and the indications and forecasts for future years set out in Section 8.

c. Base Budget 2014-2015

The Base Budget for 2014-2015 as £295.732m as detailed in Appendix 1.

d. Growth and Inflation

The risks identified from potential inflation and committed growth arising in 2014-2015 and future years and as set out in Section 9 and in Appendix 3.

e. General Fund Revenue Budget and Medium Term Financial Plan 2014-2015 to 2016-2017

The initial budget proposal and Council Tax for 2014-2015 together with the Medium Term Financial Plan set out in Appendix 1 and the budget reductions arising.

f. Savings

Previously agreed savings items to be included in the budget for 2014-2015 and the strategic approach for future savings to be delivered are set out in Section 10, Appendix 4 and paragraph 7.13 of the report.

g. Capital Programme

The capital programme to 2016-2017; including the proposed revisions to the current programme as set out in section 14 and detailed in Appendices 8.1, 8.2 & 8.3.

h. Dedicated Schools Grant

The position with regard to Dedicated Schools Grant as set out in Section 12 and Appendices 6.1 & 6.2.

i. Housing Revenue Account

The position with regard to the Housing Revenue Account as set out in Section 13 and Appendix 7.

j. Financial Risks: Reserves and Contingencies

Advise on strategic budget risks and opportunities as set out in Section 11 and Appendices 5.1, 5.2 and 5.3.

k. Reserves and Balances

The position in relation to reserves as set out in the report and further detailed in Appendices 5.1 and 5.3

l. Mayor's Priorities

An initiative to be included in the budget for 2014-15 is set out in paragraphs 8.29 to 8.36 of this report and a detailed proforma in Appendix 3.

3. REASONS FOR THE DECISIONS

- 3.1. The Council is under an obligation to set a balanced budget for the forthcoming year and to set a Council Tax for the next financial year by 7th March 2014 at the latest. The setting of the budget is a decision reserved for Council. The Council's Budget and Policy Framework requires that a draft budget is issued for consultation with the Overview & Scrutiny Committee following this meeting to allow for due process.
- 3.2. The announcements that have been made about Government funding for the authority require a robust and timely response to enable a balanced budget to be set.
- 3.3. In deciding its budget, the Council needs to have regard to the key priority activities for delivery as set out in the Outline Strategic Plan.

4. ALTERNATIVE OPTIONS

- 4.1. The authority is bound to respond to the budget reductions to Government funding of local authorities and to set an affordable Council Tax and a balanced budget, while meeting its duties to provide local services. This limits the options available to Members. Nevertheless, the authority can determine its priorities in terms of the services it seeks to preserve and protect where possible, and to a limited extent the services it aims to improve further, during the period of budget reductions.

5. BACKGROUND

- 5.1. The Council's integrated financial and business planning process is the key mechanism for reviewing plans and strategies to ensure priorities are being met and that resources are allocated effectively to underpin their achievement. The process culminates in changes to the budget and medium term financial strategy that delivers a revised Community Plan and Strategic Plan.

- 5.2. The refresh of the Medium Term Financial Plan (MTFP) presented to Cabinet on 9th October 2013 showed that the budget was balanced for 2014-2015. The report also projected forward a further two years and it indicated that further budget reductions in the region of £71m would be required for the period 2015-2016 to 2016-2017.

- 5.3. The main body of the report is in eleven Sections:

Strategic Approach (Section 6)
Medium Term Financial Plan & Proposed Budget (Section 7)
Financial Resources (Section 8)
Budget Growth Pressures (Section 9)
Budget Process and Savings Proposals (Section 10)
Risks and Opportunities (Section 11)
Schools Funding (Section 12)
Housing Revenue Account (Section 13)
Capital Programme (Section 14)
Treasury Management Strategy (Section 15)
Consultation (Section 16)

- 5.4. The key planning assumptions that support the draft MTFP are set out below and in the attached appendices listed in Section 24. Those planning assumptions have taken account of the Autumn Statement announced by the Chancellor of the Exchequer in early December and the subsequent local government provisional finance settlement that was published on the 18th December 2013.

6. STRATEGIC APPROACH

- 6.1. The Council has a well-embedded approach to strategic and resource planning (SARP). Key priorities are agreed with residents and partners in the Community Plan 2020 and these are reflected in a set of strategic objectives in the Council's three year Strategic Plan, which is annually refreshed.
- 6.2. The Strategic Plan sets out the Council's approach to delivering the key Community Plan priorities of achieving:
- A Great Place to Live
 - A Healthy and Supportive Community
 - A Prosperous Community
 - A Safe and Cohesive Community; and
 - One Tower Hamlets
- 6.3. Notwithstanding the need to manage within a very challenging financial context, the Council remains focused on delivering these key priorities. Specifically the Mayor has made clear those priorities that he wishes to see reflected in the allocation of Council resources, namely:
- Improving the condition of social housing
 - Increasing the supply of affordable social housing (particularly family sized housing)
 - Maintaining the provision of services for young people
 - Delivering programmes of skills development, employment and enterprise activity
 - Maintaining support to vulnerable adults
 - Minimising the impact on resident household budgets
 - Protecting investment in activity that promotes community safety
- 6.4. In addition to this, the Mayor has also asked officers to fundamentally challenge how the council delivers its business so that the following principles are embedded in the way we work:
- Employ a workforce that fully reflects the community it serves
 - Ensure its staff are never paid below the London living wage
 - Minimise job losses and promote career development
 - Fully open its supply chain to local suppliers
 - Support the work of our community partners in the delivery of services
- 6.5. This year the Mayor has set the following principles, which builds on the priorities set in the previous three budgets:

- Protecting the vulnerable and the services residents rely on, through:
 - Maintaining all our children’s and youth centres
 - Delivering high quality day services and activities for older and disabled residents
 - Keeping our Libraries and Ideas Store open
 - Ensuring residents can access services through One Stop Shops, on the telephone and online
 - Creating enough schools places to meet the growing demand
- Reducing the cost of living for residents, through:
 - The ongoing freeze of Council Tax
 - Protecting the Council Tax Benefit Scheme
 - Continuing the Mayor’s Education Award and University Grant
 - The continued use of the Preventing Homelessness Fund and Mayor’s Temporary Accommodation support fund
 - Continuing to provide Free Home Care
 - Delivering the Tower Hamlets Energy Co-operative
- Creating Growth and regeneration, through:
 - Delivering the Whitechapel Vision, Ocean Estate and Robin Hood Regeneration Scheme

6.6. Key proposed activities for 2014/2015 include:

- Ongoing delivery of affordable family housing and decent Council homes
- Regeneration and improvement in Robin Hood Gardens, Whitechapel and Poplar
- Ensuring access to affordable fuel through the Tower Hamlets Energy co-operative
- Improving parks, open spaces, leisure centres and play facilities
- New initiatives to enhance resident engagement, particularly at local ward and neighbourhood level
- Expanding free early education for 2 year olds and raising attainment in early years
- Continuing to increase the number of young people getting 5 good GCSEs and going on to university
- Maintaining investment in youth services and provision for young people
- Maximising adoption opportunities for children in care
- Assisting more people into work, including through our in-house temporary agency and through use of our planning and procurement activity
- Working with partners to maintain and improve community safety and reduce anti-social behaviour
- Working with the health service to join up health and social care to improve outcomes for our most vulnerable residents

- Maximising incomes for local people through implementing key recommendations of the Fairness Commission and continuing to mitigate the impact of welfare reform
- Reducing the number of council homes that fall below a decent standard
- Increasing household waste sent for re-use, recycling and composting
- Supporting local businesses and further improving our markets and town centres
- Supporting sustainable local transport, including cycle improvements
- Working in partnership to improve our public realm

6.7. These are included within the Outline Strategic Plan presented with this report, demonstrating key activities to continue to drive forward the delivery of key priorities within the context of ongoing savings imperatives. The Outline Plan will be the subject of further development before the Strategic Plan is presented to Cabinet for approval in the new municipal year.

6.8. Since 2010-2011 the Council has used five key strands to deliver savings which have been developed through the budget process:

- A leaner workforce: with a particular focus on rationalising senior management; stripping out duplication and bureaucracy; and creating a flatter, more generic operational structure designed both to enable the progression of talented employees and to be more acutely focused on serving the needs of our residents.
- Smarter Working: with a particular focus on the vacation of Anchorage House in 2013; more localised patterns of working; better use of new technology to enable council officers to do their jobs more effectively and at less cost and; opening up opportunities for residents to access our services in ways that reflect the realities of their lives be that in their homes, on-line, over the phone or in our offices and one stop shops.
- Better utilisation of our assets: with a particular focus on underutilised buildings being put to better use and, where not possible, disposed of to support the council's capital programme and a root and branch review of our treasury management and capital planning arrangements.
- Income Optimisation: with a particular focus on ensuring that charges are set fairly and in a manner that protects our most vulnerable residents; ensuring money owed to us is collected in a timely and efficient manner; and on a review of our commercial charges.

- Better Buying: with a particular focus on supporting local businesses to access the council's supply chain, ensuring a continuing role for the third sector in the delivery of services and ensuring that private sector contractors give value for money and deliver efficiency savings where appropriate, whilst working within the values and ethos of the council.

6.9. A summary of the savings agreed to date through each of these streams is shown below:

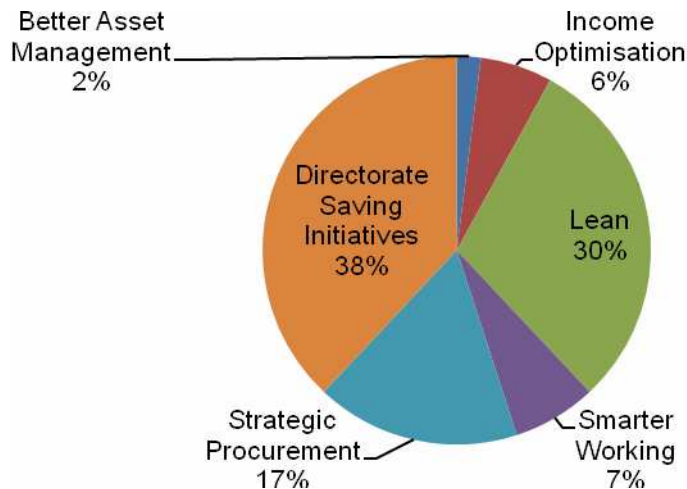


Chart 1 – Savings since 2010-2011 by theme

6.10. Given the scale of the financial challenge facing the Council in the coming years it has also been necessary to consider cost reduction and resource prioritisation proposals. This was and will continue to be done having regard to the needs of service users and residents more generally.

Accordingly public engagement and consultation have been undertaken so that views and opinions can be canvassed and debated and used to inform the final decisions of Council as detailed in Section 16 of this report.

7. **MEDIUM TERM FINANCIAL PLAN & PROPOSED BUDGET**

7.1. The revised Medium Term Financial Plan is set out at [Appendix 1](#), and the detail by service area at [Appendix 2](#). The detailed figures and assumptions incorporated in these tables are explained in detail in this report. The figures assume a Council budget requirement of £293.933m for 2014-2015 and a Council Tax at Band D of £885.52.

Spending Round – June 2013

- 7.2. As reported to Cabinet in October 2013, following the Spending Round in June 2013 the Government's austerity programme will continue for the foreseeable future.
- 7.3. The 2013 Spending Round was announced on 26th June 2013 and set out expenditure limits for individual Government departments for 2015-2016. Subsequently a number of consultations have been issued by the Department for Communities and Local Government, providing further detail and clarity on a number of elements referred to in the announcement.
- 7.4. The announcement and subsequent consultations identify there will be a 9.8% reduction in the local government Revenue Distribution Expenditure Limit in 2015/2016 and not specifically from revenue support grant which was the expectation in the previous medium term financial plan. The revenue support grant decreases by 28.9% and although retained business rates increased by 1.0% the settlement funding assessment element of overall Revenue Distribution Expenditure Limit decreased by 14.6%.
- 7.5. Given that Tower Hamlets relies more on government funding, the cut in revenue support grant results in a 28.9% loss compared to 27.6% nationally. Revenue Support Grant will reduce from approximately £150m in 2013/2014 to less than £90m from 2015.

Autumn Statement – December 2013

- 7.6. The Chancellor set out his Autumn Statement at the beginning of December and reaffirmed spending reduction assumptions for local authorities as outlined in the summer Spending Round. The Autumn Statement also confirmed that for 2015/16, £70m (approx. 35%) of New Homes Bonus will be transferred from London boroughs to the GLA. This is a London only transfer of grant. It was further announced that business rate increases would be capped at 2% rather than the September 2013 inflation rate of 3.2%.
- 7.7. Subsequent to this, on the 18th December the provisional 2014/15 Local Government Finance Settlement was announced by the Secretary of State, along with an "illustrative" local authority figures for 2015/16. This report incorporates officers' consideration of the provisional settlement implications for the Borough. Overall the position is broadly as outlined in the report to Cabinet in October.

Use of Reserves

- 7.8. The Council's strategy of using reserves to smooth the delivery of savings provides time to develop and implement savings proposals which will reduce costs while doing as much as possible to preserve services. This strategy needs to be kept under review but remains affordable. The MTFP set out in Appendix 1 assumes the use of general reserves over the review period 2014-2015 to 2016-2017 of £39.552m. Further detail on reserves can be found in Appendix 5.1.

The Updated Council's Medium Term Financial Plan

7.9. The Council's updated MTFP is summarised in the table below:

Summary Draft Medium Term Financial Plan 2013-17				
	2013-14	2014-15	2015-16	2016-17
	£'000	£'000	£'000	£'000
Net Service Costs	292,004	295,732	293,933	311,545
Growth (Incl Public Health)	40,566	6,619	2,306	7,619
CLG Grants transferring into baseline	23,717	0	0	0
Savings				
Approved	(26,029)	(6,692)	0	0
New		0	0	0
Inflation	5,760	4,842	5,500	5,500
Core Grants (incl Public Health)	(40,522)	(4,266)	9,074	1,540
Earmarked Reserves (Directorates)	(530)	(804)	0	0
Contribution to/from Reserves	766	(1,498)	732	0
Total Funding Requirement	295,732	293,933	311,545	326,204
Government Funding	(150,670)	(122,580)	(86,595)	(69,271)
Retained Business Rates	(100,800)	(102,816)	(104,872)	(106,970)
Council Tax	(63,343)	(66,396)	(67,392)	(68,402)
Collection Fund Surplus	(1,645)	0	0	
Total Funding	(316,458)	(291,792)	(258,859)	(244,643)
Budget Gap (excl use of Reserves)	(20,726)	2,141	52,686	81,560
Unallocated Contingencies		0	0	0
Budgeted Contributions to Reserves	(766)	(1,034)	0	0
General Fund Reserves	21,492	(1,107)	(24,310)	(14,135)
Unfunded Gap	0	0	28,376	67,425
Savings to be delivered in each year			(28,376)	(39,049)
	31/03/2014	31/03/2015	31/03/2016	31/03/2017
Balance on General Fund Reserves (£000s)	59,552	58,445	34,135	20,000

Table 1 – Summarised MTFP for 2014-2015 to 2016-2017

- 7.10. As set out in the table above and in detail in Appendix 2 the Council has a balanced budget in 2014-2015 which is in line with the planning assumption reported to the Budget Council in 2013. The MTFP identifies a budget shortfall of £28.376m and £39.049m to be achieved in 2015/2016 and 2016/2017 respectively.
- 7.11. There has been a movement in the MTFP presented to Cabinet in October 2013, due to:
- A review of growth and Inflation requirement
 - Update of the Council tax base assessment
 - Autumn statement update on settlement
 - Underspend in the corporate budget in 2012-13
- 7.12. There have been a number of changes being made to the report submitted to Cabinet in January 2014 due to:
- Specific grant update announced
 - Growth provision for loss of grant funding
 - Approved growth and inflation requirement for 2013-2014 awarded to directorates.

Budget Reduction Opportunities for 2015-2016 Onwards

- 7.13. The Mayor is working with the Corporate Management Team to devise a strategy to manage the budget gap from 2015-2016 onwards. CMT has established a programme of work to review and consider future budget reduction opportunities. Work is progressing on three specific fronts. The focus of these will be through the following principles:
- Working up a set of proposals which build on the Lean, Flexible and Citizen Centred principles of our existing savings programme looking at how we can be more efficient in areas such as rationalisation and alignment of services and functions and further improving and consolidating procurement
 - Service by service challenge to ensure that each service is delivering or contributing to priority outcomes as effectively as possible; and
 - Establishment of a Think Tank to focus on longer term approaches which might enable the authority to continue to deliver key priorities for local people with a reduced budget.

Think Tank approach

The Think Tank has established a broad framework for thinking about opportunities to maintain our priorities and deliver for local people, maintaining our commitment to One Tower Hamlets and reducing inequality, with reduced funding.

Within this broad framework, the Think Tank is progressing a number of work streams as follows:

- *Understanding and projecting the local population* – Gain a better understanding of what services our local residents will require from us going forward, how and whether demographic change will impact on need and expectations.
- *Harnessing economic growth* – assessing the contribution that economic growth within the borough might make towards offsetting the savings target, particularly in the light of business rate retention, Council Tax growth, the New Homes Bonus and Community Infrastructure Levy - plus the potential for increased private sector funding or upfront investment to fund social outcomes.
- *Prevention and Meeting Needs* - considering how new targeted investment in key preventative services could reduce the need for intensive, more expensive care and support.
- *Resident-centred Service Re-design* – considering how we re-design and streamline how we serve residents.
- *New Delivery Models* – following on from the above themes, which will help provide greater focus on **what** the Council will deliver, this theme will consider in more detail alternative, more cost-effective ways of delivering this, where there are clear savings and this does not undermine the ability to deliver core outcome objectives.
- *Asset Management* – progressing current work on the corporate landlord model, driving out duplication and greater potential for efficiencies including updating the asset management strategy, clarifying the buildings we need and costs and opportunities for more efficient use or disposal.
- *Workforce efficiency* - In addition, underpinning these themes of work, the Think Tank is exploring how we best deploy our valuable workforce resource. This includes the potential to offer staff more flexible working options including the opportunity to take voluntary redundancy, retire early, retire flexibly through working reduced hours in the last years of employment, and work more flexibly in terms of different hours and

develop their careers more easily through greater generic working and competency based approaches to recruitment and promotion. We are, for example, looking at the Timewise model, promoted by the Timewise Foundation and currently being adopted by some other London Boroughs which seeks to enable organisations to offer more flexible working options to employees and to yield social, economic and business benefits as a result.

- 7.14. Officers will undertake the work bearing in mind the priorities and principles established by the Mayor and these will be developed over the coming months with a view of being presented in sufficient time to ensure that officers are able to put in place the necessary arrangements to meet the budget shortfall of £28.376m for 2015/2016 on the 1st April 2015.

8. **FINANCIAL RESOURCES**

- 8.1. Financial resources are continuing to reduce year-on-year as a result of Government austerity measures.

- 8.2. The Council has five main streams of financial resources:

- Retained Business Rates and Revenue Support Grant (RSG)
- Core Grants
- Council Tax
- Fees and Charges
- One-off use of Reserves

Retained Business Rates and RSG

- 8.3. As outlined in the budget report for 2013/2014, the needs-related Formula Grant, which was the main non-ringfenced grant supporting the General Fund, was abolished from 1st April 2013. In its place, the Local Government Finance Act 2012 introduced a system whereby future increases in funding will be governed by the Council's own performance in generating business rates income.

- 8.4. The current MTFP assumes that income over the next three year period through RSG and retained business rates will be as follows:

	2014/2015	2015/2016	2016/2017	Total
	£'m	£'m	£'m	£'m
Revenue Support Grant	122.551	86.595	69.271	278.417
Retained Business Rates	102.816	104.872	106.970	314.658

Table 2 – Assumed RSG and retained business rates income from 2014-2015 to 2016-2017

- 8.5. It is estimated that by the end of the current financial year the Council will have received £100.800m through business rates which is inline with the budget set by Council for 2013/2014. For 2014/15, a 2% cap has been assumed as per recent government announcements.
- 8.6. The variance over each of the next three years between the Government assumed business rate income versus the projected income by the Council is summarised in the table below:

	2014/2015 £'m	2015/2016 £'m	2016/2017 £'m	Total £'m
Government Estimate of Retained Business Rates Income for LBTH	99.321	102.062	104.879	306.262
Forecast Retained Business Rates Income	102.816	104.872	106.970	314.658
Variance	(3.495)	(2.810)	(2.091)	(8.396)

Table 3 – Variance between Government estimated retained business rates income for LBTH against assumed retained income in the MTFP

- 8.7. Clearly the surplus income of £8.396m over the MTFP period is not guaranteed and depends upon collection performance, economic conditions and decisions of the Valuation Office and therefore provision for these risks have been factored into the calculation. In the longer term, it is hoped that significant development, including in Canary Wharf, City Fringe and Spitalfields, Blackwall Reach and the Lea Valley will continue to give us a larger share of the money that was available than Formula Grant would have done. The next revaluation by the Valuation Office is due to take place in 2017.
- 8.8. However the Department of Communities and Local Government will review and reset the base line funding for the business rates retention scheme in 2020 for all local authorities. At this time the government estimate of retained business rates for the Council will be reviewed and is likely to be more aligned with the actual level of business rates being received.

Core Grants

- 8.9. The Council will be in receipt of a number of specific or special grants in addition to main funding allocation. These are categorised between those which are ring-fenced and those that can be used to fund any Council Service. For the most part, the Council accounts for service specific grants on the expectation that any movements in this grant funding are either applied or mitigated by the service concerned. Table 2 under paragraph 8.4 sets out the Core Grants and the projected level of funding over the next three years.

Residual Core Grants -Non Ringfenced

8.10. The table below sets out the remaining non-ringfenced core grants the Council is expected to receive in 2014/2015, together with forecast figures for later years. Non-ringfenced grants are those that the authority can utilise on any purpose within the General Fund.

	2013/14 Allocation £'m	2014/15 Indicative £'m	2015/16 Indicative £'m	2016/17 Indicative £'m
Council Tax Freeze Grant	0.846	0.884	0.884	-
New Homes Bonus	16.070	19.478	15.478	15.478
Local Lead Flood	0.128	0.128	-	-
Settlement Funding Assessment	-	1.054	-	-
Council Tax Support - One off Implementation grant	0.540	-	-	-
Housing Benefits Administration	4.012	4.210	4.210	4.210
TOTAL NON-RINGFENCED	21.596	25.754	20.572	19.688

Table 4 – Non Ringfenced Grants

Council Tax Freeze Grant

8.11. For the last three financial years the Council has accepted the Government's Council Tax freeze grant which was equivalent to a 1% Council tax increase in each of the years and therefore hasn't increased Council tax during these years. For 2014-2015 the Council will receive £0.884m which is equivalent to a 1% rise in Council tax. The table below summarises the Council tax freeze grant received since 2012/2013 with a forecast for 2014/2015:

	2012/2013 Actual £'m	2013/2014 Actual £'m	2014/2015 Forecast £'m	Total £'m
Council Tax Freeze Grant 2012-2013	1.968	0.846	0.884	3.698

Table 5 – Council Tax Freeze Grant received since 2012-2013 and forecast for 2014/2015

New Homes Bonus (NHB)

- 8.12. The principle behind the New Homes Bonus is to reward those authorities who increase the housing stock either through new build or bringing empty properties back into use. Each additional band D equivalent property attracts grant funding equivalent to the band D tax rate and the funding lasts for six years.
- 8.13. The MTFP formerly assumed additional grant of £3.000m per annum from 2014-2015 onwards over and above the 2013-2014 allocation of £19.070m.
- 8.14. As part of the 2013 Spending Round the Government have stated that the NHB national funding pot will be top sliced by 35% in 2015/2016, with the money being channelled through regional and sub-regional Local Enterprise Partnerships as part of the Single Local Growth Fund, for reinvestment at a regional level. This was unexpected and means that the Council is likely to lose 35% of its whole allocation from 2015 onwards - a loss of almost £7.000m of grant per annum. The decrease in NHB could have a greater adverse impact on Tower Hamlets than any other local authority in the country given the Borough's continued success in delivery new homes.
- 8.15. The updated MTFP assumes NHB receivable for 2014-2015 to 2016-2017 of £50.434m. The table below summarised the movement from the former to the current MTFP:

	2014/2015 £'m	2015/2016 £'m	2016/2017 £'m	Total £'m
Previous MTFP	19.070	22.070	25.070	66.210
Revised MTFP	19.478	15.478	15.478	50.434
Movement	0.408	(6.592)	(9.592)	(15.776)

Table 6 – Movement in New Homes Bonus

- 8.16. Members have previously set aside £11.000m of NHB received by the Authority to support investment in the Decent Homes Backlog Programme. The balance of the anticipated and received to date NHB supports the ongoing delivery of general fund services.

Residual Core Grants – Ringfenced

- 8.17. In addition there are a number of remaining ringfenced grants which the Government has retained. These are normally announced one year at a time.

	2013/2014 Allocation £'m	2014/2015 Indicative £'m
Support for Social Care Benefiting Health (from the NHS)	5.243	5.500
Integration Transition Fund Planning		1.200
Public Health	31.382	32.261
Dedicated Schools Grant	312.560	315.061
TOTAL RINGFENCED	349.185	354.022

Table 7 – Ringfenced Grants

NHS Better Care Fund (BCF)

- 8.18. The Spending Round in June 2013 announced an investment of £3.8bn to provide better integration of funding between health and social care. The funding is an opportunity to improve the lives of some of the most vulnerable people in our society, providing them with control by placing them at the centre of their own care and support, therefore providing them with a better service and better quality of life.
- 8.19. The BCF will include funding to be transferred to Local Authorities from existing NHS funds and also replace a number of funding streams that are already in existence between health and social care. The investment will be utilising the following existing funding streams which equate to £3.800bn:
- £1,880m – Existing funding already allocated across NHS and Social Care for integration
 - £900m – General Section 256 Funding
 - £200m – Integration Transformation Funding
 - £130m – Carers Breaks
 - £300m – Clinical Commissioning Group Reablement Funding
 - £130m – Social Care Capital
 - £220m – Disabled Facilities Grant Capital
 - £15,900m – Additional Funding from NHS Allocations
 - £1,000m – Performance Related
 - £900m – Demographic Pressure and Care Bill Costs

- 8.20. The existing funding streams include funding to support demographic pressures in adult social care and some of the costs associated with the Care Bill. £1bn of this funding will be performance related to meet local and national targets.
- 8.21. Of the existing funding streams none are currently funding recurring expenditure and therefore there is limited risk to the MTFP. Due consideration will need to be given to the non-recurrent activities funded through these sources if funding is not invested in these areas in future years.
- 8.22. The Council's share of the national allocation of £3.8bn and the full detail of how the funding will work in practice is yet to be received from the Government or NHS England. However, we are developing a local plan which will be finalised by March 2014. The plan will need to set out how the funding will be used and the ways in which national and local targets for the performance related funding will be met. The plan will also set out how any transitional funding will be utilised for 2014/2015.
- 8.23. Plans for the funds are currently being developed by the Council in partnership with the Local Clinical Commissioning Group. They will need to be signed off by the Health and Wellbeing Board and will also be subject to an assurance review by NHS England. The Health and Wellbeing Board are due to consider the 2014/15 plan in February 2014.
- 8.24. There may be opportunities to utilise a proportion of the Tower Hamlets allocation to redistribute existing mainstream funding and this will be considered during 2014-2015. The MTFP does not currently make any assumptions regarding this.

Public Health

- 8.25. A ring-fenced grant of £31.382m was provided to fund activities in 2013/14 following the transfer of the Public Health function to the local authority from the NHS on the 1st April 2013. In the long term the MTFP has been constructed on the basis that the costs of public health services will be contained within that sum. In 2013/2014 £3.1m of the grant was earmarked to cover commitments on the free school meals initiative (£1.3m) and any risk associated with volume driven contract/services.
- 8.26. In the long term it is hoped that there will be on-going financial benefits from the transfer of public health, but the scale of this will only become clear with time and will be reviewed and ascertained during 2014-2015.
- 8.27. The grant settlement that was announced was for two years and it is not known what the longer term prospects for funding will look like. The grant allocation for 2014/2015 is £32.261m and it is anticipated that £2.7m of this allocation will be held to cover risk contingencies as in 2013/2014.

- 8.28. In September 2013, the government announced that free school meals will be provided for all children in the first three years of primary school from September 2014. The mechanism for how this funding will be made available is yet to be announced. As a result of this, assumptions are being made to reinvest this allocation to the mayoral priority for 2014-15 detailed below.

Budget Growth Opportunities for 2014/15: Working Start for Women in Health and Childcare

- 8.29. In accordance with the principles, set out in paragraph 6.5, the Mayor has proposed to allocate additional funding to the following initiative in the year 2014/15
- 8.30. Following the government's announcement in September 2013 that they will fund Free School Meals for Key Stage 1, the £1.3m public health funding set aside to fund Free School Meals in 2014/15 is no longer required
- 8.31. The terms of the public health grant require investment whose primary purpose is to improve the health and wellbeing of the local population. The findings of the Tower Hamlets Joint Strategic Needs Assessment highlight the importance of early years for future health and relatively poorer health of 0-5 year olds in the borough. This age group have amongst the highest levels of obesity by age 5, higher levels of tooth decay, a lower proportion have good levels of cognitive development and a higher proportion of babies have low birth weight. We know there are issues around smoking in pregnancy, maintaining breast feeding and healthy weaning. It is a major priority of the Health and Wellbeing Strategy to address health in early years.
- 8.32. In order to build on existing work in these areas, the Mayor proposes to use this money to create a programme to identify and train local women in the skills required to support the health and wellbeing of 0-5 years as an opportunity to pursue future careers in public health and healthcare. This will develop and support the creation of local skilled and available workforce that can have a significant impact in addressing the health needs of young children. The roles will included support to the work of local public health and health care professional working in early years and could lead to professional career pathways including health visiting, child care, midwifery, nursing, and social care.
- 8.33. The programme will be targeted at women over 25 years of age, with qualifications below degree level who are not eligible for either Council or central government apprenticeship or training. These could also include women with caring responsibilities or those returning to the workplace
- 8.34. The programme will fund the equivalent of 50 full time roles or 100 part time roles, but with an emphasis on part time and flexible work and training hours, as well as the opportunity to undertake the programme over a two year period.

- 8.35. This will work towards the council's programme to improve the support for women into employment and mitigate the impact of welfare reform, as well as towards our key public health outcomes of improving maternal and early years' health.
- 8.36. Officers from Economic Development and Public Health have been tasked to develop a full proposal to be considered in February Cabinet

Dedicated Schools Grant

- 8.37. The largest single grant received by the authority is Dedicated Schools Grant (DSG), which is ringfenced to fund school budgets and services that directly support schooling. Further detail on the DSG is set out in Section 12.

Reserves

- 8.38. The Council holds a number of reserves which can be categorised as follows:
- General (Non-earmarked) Reserve - these are held to cover the net impact of risks and opportunities and other unforeseen emergencies
 - Earmarked (Specific) Reserves - these are held to cover specific known or predicted financial liabilities.
 - Other Reserves - these are reserves which relate to ring-fenced accounts which cannot be used for general fund purposes (e.g. Housing Revenue Account and Schools)
- 8.39. A summary of the Council's reserves and associated risk analysis is attached in appendices 5.1, 5.2 & 5.3. This also shows the projected movement on the reserves for both the current financial year 2013/2014 and then 2014/2015 to 2016/2017.
- 8.40. It is projected that the Council will have non-earmarked General Fund Reserves of £59.552m as at 31st March 2014. This is greater than projected in the Medium Term Financial Plan previously reported due to budget contingencies not being required in 2013/2014 to cover off additional spending, and a net overspend on Directorate budgets as reported in the quarter two monitoring report (£0.151m).
- 8.41. The level of General Fund Reserves over the 2014/2015 to 2016/2017 will reduce to £20.000m. The strategy established in previous budget years to utilise general reserves to smooth the impact of savings remains valid, subject to the level of

reserves never falling below the minimum level. The MTFP has been designed to achieve this but spending and income levels will need to be constantly scrutinised to ensure this strategy remains achievable.

- 8.42. There are no budgeted contributions to reserves from 2014/2015 onwards and therefore all risks and costs arising will need to be met from existing reserves or from approved budgets. This position will need to be kept under review as we move forward and it is possible that officers will recommend further allocations to reserves if budget risks increase. In the event that General Fund Reserves fall below the recommended minimum value, prompt action would be required to increase the level of reserves to a safe level. This will need to be kept under review.

9. BUDGET PRESSURES

Service Demand and Unit Cost Pressures

- 9.1. The Council's budget monitoring reports over the first six months of 2013/2014 have highlighted a net overspend on Directorate budgets of £0.151m. This is predominantly due to the non-closure of one of the Council's One Stop Shops which was approved as a saving in a previous budget setting period. Unless the decision is taken to proceed with the closure, a budget pressure of £0.252m will continue over the financial planning period and therefore will need to be reflected in the new base budgets against which savings decisions will be considered.
- 9.2. A schedule detailing the budget pressures in each service area is attached as [Appendix 3](#). Over the three year planning period the growth pressures excluding inflation total some £14.847m. The pressures for 2014/2015 which are in line with those highlighted in the previous budget setting process are as follows:
- Demographic Pressures in Adult Social Care (£1.4m) – a higher demand for services, including in learning disabilities with children transitioning into adult social care.
 - Communities, Localities and Culture (£1.03m) – resulting from the increased cost of waste disposal to landfill sites and the escalating cost of the government's Freedom Pass Scheme.
 - Investment Income (£0.8m) – reflecting a reduction in investment income due to lower interest rates and a projected reduction in cash balances going forward.

9.3. Additional budget pressures which will need to be reviewed and costed once further detail is available include:

- Care and Support Bill, including the introduction of a cap on contributions toward care costs and assessments and services for carers. It is proposed that the NHS Better Care Fund (see paragraph 8.18 to 8.24) will support this in part or full.
- Children and Families Bill, expected to become law in 2014 and will extend the Local Authority's responsibility to ensure access to education for young people with special education needs (SEN), from the current age limit of 19, upto the age of 25.
- New government guidance being consulted on in early 2014 regarding parking enforcement changes may have a negative impact on revenue collected.

Inflation

9.4. In addition to the specific service demand pressures the other single most significant financial risk facing the Council is the impact of inflation.

9.5. The Government's projections for Consumer Price Index (CPI) inflation which are reflected in the MTFP is 2.0% throughout the review period. Most of the Council's contracts for goods and services which span more than one year contain inflation clauses and although service directorates have been successful in negotiating annual increases which are below inflation this will be a difficult position to maintain, especially if inflation remains at its current level for a long period.

9.6. The inflation budget for 2013/2014 was set at £5.760m, which was split 30% for pay inflation and 70% for non-pay inflation.

Pay Inflation

9.7. The Council remains part of the National Joint Council for Local Government Services for negotiating pay award arrangements. For 2013/2014 a 1% pay award was agreed with effect from 1st April 2013, this was not agreed for senior officers on chief officer payscales. The MTFP anticipates that staffing costs will increase by 1% in each year of the three year plan. Provision has been made for the payment of the London Living Wage to Council staff.

10. SAVINGS

10.1. In previous years' budget processes the Council has already approved a number of revenue investments and savings for 2013/14 and 2014/15 sufficient to balance the budget in these two financial years. These total £33.4m. A

schedule of the savings approved by Full Council in February 2012 and March 2013 is detailed in Appendix 4.

11. RISKS AND OPPORTUNITIES

- 11.1. When setting the draft MTFP, Service Directors have provided their best estimate of their service costs and income based on the information currently available. However there will always be factors outside of the Council's direct control which will vary the key planning assumptions that underpin those estimates.
- 11.2. There are a number of significant risks that could affect either the level of service demand (and therefore service delivery costs) or its main sources of funding. In addition there are general economic factors, such as the level of inflation and interest rates that can impact on the net cost of services.
- 11.3. Similarly there are opportunities either to reduce costs or increase income which will not, as yet, have been fully factored into the planning assumptions. The main risks and opportunities are summarised below.

Risks

General Economic Factors

- Higher than projected levels of inflation
- A general reduction in debt recovery levels
- Lower than planned investment income
- Further reductions in Third Party Funding
- Further reductions in grant income
- Reductions in the level of income generated through fees and charges
- Increase in fraud

Increases in Service Demand

- Children's Service including an increase in the number of looked after children
- Housing (and homelessness in particular)
- General demographic trends
- Impact of changes to Welfare Benefits
- Support to people trying to get back into employment

Efficiencies and Savings Programme

- Impact of the governments' Local Government Resource Review
- Slippage in the savings programme
- Non-delivery of some proposals

Opportunities

- New freedoms and flexibilities
- Public Health (see paragraph 8.25)

- NHS Better Care Fund (see paragraph 8.18 to 8.24)
- Growth in local Taxbase for both housing and businesses

11.4. In addition to the above there is a risk that the combined impact of some of these factors will adversely impact on service standards and performance.

11.5. An assessment of the possible impact of these risks and opportunities is shown in the risk analysis in appendix 5.2. This will form the basis of an on-going review of Reserves and Contingencies and indicates a net financial impact between £20m and £39m over the planning period. This has therefore been reflected in the recommended level of unearmarked General Fund Reserves that need to be maintained and equates to between 5% and 7.5% of gross expenditure (excluding schools and housing benefit payments).

12. SCHOOLS FUNDING

12.1. Schools funding is principally provided via Dedicated Schools Grant, Education Funding Agency (EFA) grant to post 16 and Pupil Premium. Funding is ringfenced to schools and its allocation is largely based on the decisions of the Schools Forum. Appendices 6.1 & 6.2 set out the details of the expected schools settlement for 2014/2015.

13. HOUSING REVENUE ACCOUNT

13.1. HRA Self-Financing has now been in force since April 2012, when £236.200m of our housing debt was redeemed. Under Self-Financing, we now retain all rental income, but must finance all costs relating to council housing – both revenue and capital.

13.2. Indicative modelling of the HRA over 30 years indicates that the Authority will be able to finance the projected capital programme - including Decent Homes - but will need to borrow up to its debt cap of £184m, and use the revenue surpluses forecast to be generated in the early years of Self-Financing.

13.3. When valuing each authority's housing business prior to the start of Self-Financing, the government assumed that authorities would continue with rent restructuring, aiming to achieve rent convergence in 2015-2016. It was also assumed that post 2015/2016, authorities would increase rents by RPI + 0.5% each year.

13.4. In October 2013, the government issued a consultation entitled 'Rents for Social Housing from 2015-2016' which proposed to move from rent increases of RPI + 0.5% to increases of CPI + 1% and end rent convergence a year early. The consultation also clarified that the proposed rent policy does not apply to social

tenant households with an income of over £60,000. Further details are provided in the HRA Budget report elsewhere on this agenda.

- 13.5. There are a number of risks to the HRA in the short to medium term; the reinvigorated Right to Buy (RTB) scheme has led to an increased number of applications and sales; since the changes were made in April 2012 there have been 50 sales, and over 1,000 applications have been made. Although the Authority retains part of each RTB sale receipt, on its own this is insufficient to replace the number of properties sold. In addition, there is a risk to rental income from the various forthcoming Welfare Reforms, although some of the implementation dates have slipped so the effect may be later than previously anticipated. The HRA Budget report elsewhere on this agenda provides more details on these risks.
- 13.6. Appendix 7 shows an indicative summary of the HRA medium-term financial plan for 2014/2015 to 2016/2017. Details of the 2014/15 HRA budget are contained within the HRA Budget report elsewhere on this agenda.

14. CAPITAL PROGRAMME

Civic Centre

- 14.1. The current capital programme is set out at Appendix 8. The programme has been amended during the year to take account of decisions taken by the Council, Mayor and officers, including the application of additional grant resources that have become available.
- 14.2. During the coming financial year, the Council through its Asset Management Board will review the asset and capital strategy in the context of significant demographic, service and financial changes that are likely between now and 2020. The capital strategy was last updated in February 2011 and sets out priorities and objectives for using capital resources in the context of rapid population growth but in an environment of reducing resources. Increasingly all capital investment decisions are reliant on local funding, be that through generation of capital receipts, prudential borrowing (funded through local taxes and rents) or development agreements, as government grants reduce.
- 14.3. A key driver of any revised asset strategy is a requirement to consider the long term location of the Town Hall. The current Town Hall is not owned by the Council and costs around £6m a year in rent and service charges. The current lease will expire in March 2020 and officers have for some time been reviewing possible options for the Council at termination with regard to remaining in place or moving to a new Civic Centre. Furthermore the landlord has been consulting on outline plans for redevelopment of the East India Dock Estate. This could mean that the Council will have no choice other than to relocate come September 2019.

- 14.4. In December Cabinet 2013 the Council adopted the Whitechapel Vision Supplementary Planning Document, which identified the following key benefits to be delivered through the Masterplan: 3,500 new homes by 2025, including substantial numbers of local family and affordable homes; 5,000 new jobs; the transformation of Whitechapel Road; 7 new public squares and open spaces.

The Vision document also identified the old Royal London Hospital Site as ideally suited for the development of a new Civic Centre for Tower Hamlets. It could enable the Council to capitalise on the arrival of Crossrail in 2018, bring the new Civic Centre into the heart of the borough and create a catalyst for the regeneration of the Whitechapel area.

This proposed new Civic Centre is an Invest to Save opportunity for the Council which will create an asset owned by the Council and residents of Tower Hamlets, able to serve the borough for many years to come.

- 14.5. The Council is now in negotiations with The Barts Health Trust to secure the site. In order to progress these negotiations it is proposed that capital programme provision, using unallocated prudential borrowing, agreed in 2012 be allocated for the purchase of this site. Any further costs would be dependent on disposal of surplus assets.

Business planning and feasibility work demonstrate that once acquired, a new Civic Centre would be more affordable to the Council and result in an overall reduction in ongoing costs. Officers have prepared a separate report to be presented to this Cabinet meeting.

15. TREASURY MANAGEMENT STRATEGY

- 15.1. The Treasury Management Strategy Statement was recently revised by Audit Committee and Full Council in accordance with the CIPFA Treasury Management Code of Practice. The Statement sets out the proposed strategy with regard to borrowing, the investment of cash balances and the associated monitoring arrangements.
- 15.2. The key factor underpinning the current strategy is that short term interest rates are expected to remain very low for at least the next twelve months in contrast to medium and long term rates. This means that there will be a “cost of carry” if funds are borrowed in advance of capital expenditure being incurred. Therefore the Council anticipates continuing to run a strategy of keeping cash balances low and investing short term, so only borrowing when required.
- 15.3. Some limited amendments to the Council’s lending limits, the period over which monies could be placed on deposit and the type of investment ‘product’ that can be used were agreed in order to provide some further investment capacity and

increase the return on investment without any increase in risk. These proposals were put forward having taken advice from the Council's treasury management advisers and were deemed prudent enough to ensure the credit rating of approved counterparties are commensurate with the level and term of investments

- 15.4. The proposed prudential indicators set out in the Treasury Management Strategy are based on the capital programme as detailed in Section 14 above and Appendix 8. Prudential indicators may need to be revisited subject to Government capital funding announcements and decisions relating to the capital programme and if necessary revised. Any revisions to the indicators will need to be approved by Full Council.

16. CONSULTATION

- 16.1. It is a statutory requirement, and good practice, to consult and engage service users, residents, staff, unions and elected council members during the Council's budget setting process. Elected council members are consulted and engaged in line with the Council's Budget and Policy Framework and through the work of the Overview and Scrutiny Committee.

Public and Partnership Consultation

- 16.2. The views of local partners are key elements to include when seeking to deliver a budget that meets the needs and aspirations of Tower Hamlets. A Budget congress will be held with local partners and the outcome will be reported to the next cabinet meeting.

Resident Engagement

- 16.3. Residents have been offered an opportunity to engage in the budget setting process through two public events which were communicated through the Council's communication routes. The first was on Tuesday 21st January 2014 at Bow Idea Store and the second on Monday 27th January 2014 at Whitechapel Idea Store.
- 16.4. The events were promoted via My Tower Hamlets, engaging in the region of 7000 residents and; Twitter which has approximately 4,300 followers. The events were advertised in East End Life and the East London Advertiser and on the Council's website.
- 16.5. The purpose of the events was to engage residents in the budget setting process for 2014-2015 by providing an overview of the Council's medium term financial plan and saving opportunities being considered.

- 16.6. The events were presented by the Mayor, Deputy Mayor, and Lead Member for Resources along with the Corporate Director of Resources and appropriate Service Head. Turnout was significantly higher than previous years and resident responses are being collated. An addendum report on these will be published for Cabinet as soon as possible after it has been completed.

Budget and Policy Framework

- 16.7. The Council's Budget and Policy Framework, as set out in its constitution, requires the Cabinet to submit initial budget proposals to the Chair of Overview and Scrutiny Committee and to allow 10 working days for a response before considering final proposals.
- 16.8. The decisions taken by Cabinet in January constituted its initial proposals for the purposes of consultation. These were considered by the Overview and Scrutiny Committee at a meeting on 20 January 2014.
- 16.9. The report to January Cabinet was presented to Overview and Scrutiny and a separate report setting out the deliberations of the Overview and Scrutiny committee will be presented elsewhere in the agenda.
- 16.10. Any further results of consultation or feedback received subsequent to consideration by Cabinet will be reported to the Council meeting.

17. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 17.1. The comments of the Chief Financial Officer have been incorporated into this report of which he is the author.

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

- 18.1. The Council is required each year to set an amount of council tax. The obligation arises under section 30 of the Local Government Finance Act 1992 ("the 1992 Act") and must be done by 11 March each year for the following year. In order to set council tax, the Council must calculate the budget requirement in accordance with section 32 of the 1992 Act. This requires consideration of estimated revenue expenditure in carrying out Council functions, estimated payments into the general fund, allowances for contingencies and required financial reserves, amongst other things.
- 18.2. Both the setting of council tax for a financial year and calculation of the budget requirement are matters that may only be discharged by the full council. This is specified in section 67 of the 1992 Act. The Council's Constitution reflects the statutory requirement. Article 4 of the Council's Constitution specifies that approving or adopting the budget is a matter for Full Council. The Budget and Policy Framework Procedure Rules in Part 4 of the Constitution specify the procedure to be followed in developing the budget.

- 18.3. Before calculating the budget requirement, the Council is required by section 65 of the 1992 Act to consult with persons or bodies who the Council considers representative of persons who are required to pay non-domestic rates under the Local Government Finance Act 1988. The procedure in the Budget and Policy Framework Procedure Rules requires the Executive to publish its timetable for making proposals for adoption of the budget and its arrangements for consultation. There must be consultation with the Overview and Scrutiny Committee. The report sets out proposals for the budget consultation for consideration by the Mayor in Cabinet.
- 18.4. In circumstances where the Council is calculating the budget requirement, the chief finance officer (the Corporate Director of Resources) is required by section 25 of the Local Government Act 2003 to report on the following matters: the robustness of the estimates made for the purposes of the calculations; and the adequacy of the proposed financial reserves. The Council is required to have regard to the chief finance officer's report before calculating the budget requirement. This report provides information from the chief finance officer about these matters.
- 18.5. The Council is obliged by section 151 of the Local Government Act 1972 to make proper arrangements for the management of its financial affairs. It is consistent with sound financial management and the Council's obligation under section 151 of the Local Government Act 1972 for the Council to adopt and monitor a medium term financial plan. The medium term financial plan informs the budget process and may be viewed as a related function.
- 18.6. The report provides information about risks associated with the medium term financial plan and the budget. This is consistent with the Council's obligation to make proper arrangements for the management of its financial affairs. It is also consistent with the Council's obligation under the Accounts and Audit (England) Regulations 2011 to have a sound system of internal control which facilitates the effective exercise of the Council's functions and which includes arrangements for the management of risk. The maintenance and consideration of information about risk, such as is provided in the report, is part of the way in which the Council fulfils this duty.
- 18.7. The report provides details of the revised capital programme. The capital program does not form part of the determination of the budget requirement for the purposes of section 32 of the Local Government Finance Act 1992, but is nevertheless a closely related matter and it is appropriate for information to be provided about it at this time. Before the capital programme is agreed, there will be a need to ensure that projects are capable of being carried out within the Council's statutory functions and that any required capital finance will meet the requirements of Part 1 of the Local Government Act 2003 and the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003.

- 18.8. The report deals with the application of the dedicated schools grant (DSG). The financing of maintained schools is dealt with in Chapter IV of Part II of the School Standards and Framework Act 1998. The Council is required to allocate a budget share to every maintained school and this is progressively calculated by a prescribed process that requires determination of the LEA budget, the Council's schools budget, the individual schools budget and the maintained schools' budget share. For the financial year commencing 1 April 2014, detailed provision is to be made in new Regulations dealing with School and Early Years Finance ("the 2014 Regulations"). At the date of preparing this report, the 2014 Regulations had been the subject of consultation, but had not yet been made. Officers will need to ensure that the proposed application of the DSG complies with the 2014 Regulations when made.
- 18.9. The report proposes that the Mayor in Cabinet adopts an outline strategic plan, which is set out in Appendix 9. It is understood that the outline plan would be the subject of later development to create the Council's Strategic Plan, which would be brought forward for adoption by Cabinet in the new municipal year. The Council's 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 will specify how the Council will prioritise delivery of its functions and thus ranges across the council's statutory powers and duties. The development of the Strategic Plan, delivery of the Plan and monitoring should help the Council to discharge its best value duty under section 3 of the Local Government Act 1999 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".
- 18.10. The Equality Act 2010 requires the council in the exercise of its functions to have due regard to the need to avoid discrimination and other unlawful conduct under the Act, the need to promote equality of opportunity and the need to foster good relations between people who share a protected characteristic and those who do not. The report proposes that the council's Single Equality Framework will be incorporated into the Strategic Plan which the medium term financial plan and budget will help to deliver. It is also relevant to consider that the Community Plan was the subject of equality analysis during its preparation. Further equality analysis will likely be required in the preparation of the final Strategic Plan and for delivery of actions under the Strategic Plan to ensure the council complies with its equality duty. The budget has been the subject of consultation which is to be reported in an addendum and should address whether any further equality analysis is required prior to presentation to Full Council.
- 18.11. One of the growth schemes outlined in the appendices to this report is to target unemployed women returning to the labour market. The Council is permitted under the Equality Act 2010 to take positive action in relation to people sharing a protected characteristic (in this case women) in specified circumstances. One such circumstance is that the Council reasonably thinks that participation in an activity (in this case employment) is disproportionately low. The Council may in

such circumstances, take proportionate action to enabling or encouraging women to participate in employment. This does not extend to giving women preference in recruitment or employment, but it is understood this is not the intention of the programme. There is information in the relevant Appendix concerning the identified lower participation and it will be for the Council to be satisfied that the proposed programme is a proportionate means of addressing that deficit.

19. ONE TOWER HAMLETS CONSIDERATIONS

19.1. The Mayor's priorities to support vulnerable people; delayer management; develop a workforce that more closely reflects our community and; tackle the issues which drive inequality in the Borough, including poor housing, employment and community safety, have shaped the approach officers have taken to identifying the saving principles. Throughout the process of developing saving principles, officers have and will continue to assess the potential for these proposals to affect equality between people, both residents and staff, through:

- Completing an initial screening assessment of all savings proposals to identify those which are likely to have a direct impact on services received by residents or on the number or grade of staff in a specific service
- Undertaking an equality analysis of those savings proposals which the screening suggested could have an impact on residents or staff to identify the effect of the proposed changes on equality between people from different backgrounds

19.2. The steps outlined above have been adopted to ensure that the Council's commitment to tackling inequality informs decision making throughout the budget review process and to support transparency.

19.3. The Outline Strategic Plan indicates how the Council's Single Equality Framework will be incorporated into the final Strategic Plan. It demonstrates how equality objectives consistent with the Council's public sector equality duty will be built into the day to day work of the Council. This may be the subject of further development and analysis prior to adoption of the Strategic Plan in the new municipal year.

20. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

20.1. The sustainable action for a greener environment implications of individual proposals in the budget are set out in the papers relating to those proposals.

21. RISK MANAGEMENT IMPLICATIONS

21.1. Managing financial risk is of critical importance to the Council and maintaining financial health is essential for sustaining and improving service performance.

Setting a balanced and realistic budget is a key element in this process. Specific budget risks are set out in Section 10 of this report.

22. CRIME AND DISORDER REDUCTION IMPLICATIONS

22.1. The crime and disorder implications of individual proposals in the budget are set out in the papers relating to those proposals.

23. EFFICIENCY STATEMENT

23.1. The Council is required to consider the value for money implications of its decisions and to secure best value in the provision of all its services. It is important that, in considering the budget, Members satisfy themselves that resources are allocated in accordance with priorities and that full value is achieved. The information provided by officers on committed growth and budget options assists Members in these judgments.

24. APPENDICES

Appendix 1	Summary of the Medium Term Financial Plan
Appendix 2	Detailed analysis of the Medium Term Financial Plan by Service Area
Appendix 3	Detailed analysis of projected budget revenue growth resulting from increased service demand and higher unit costs
Appendix 4	Approved savings schedule 2013-15
Appendix 5.1	Reserves and Balances
Appendix 5.2	Risk Evaluation
Appendix 5.3	Projected Movement in Reserves
Appendix 6.1	Schools Funding Report
Appendix 6.2	Schools Budget Allocation (2014-15)
Appendix 7	The Housing Revenue Account Medium Term Strategy
Appendix 8.1	Current Capital Programme (2013-14 to 2015-16)
Appendix 8.2	Indicative schemes to be funded from external sources 2014-15 to 2016-17
Appendix 8.3	Summary of Proposed Capital Programme 2013-14 to 2016-17
Appendix 9	Outline Strategic Priorities 2014-15

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

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

Brief description of "Background Paper"

None Chris Holme, London E14 2BG. 0207 7364 4262

SUMMARY OF MTFP

Summary Draft Medium Term Financial Plan 2013-17

	2013-14 £'000	2014-15 £'000	2015-16 £'000	2016-17 £'000
Net Service Costs	292,004	295,732	293,933	311,545
Growth (Incl Public Health)	40,566	6,619	2,306	7,619
CLG Grants transferring into baseline	23,717	0	0	0
Savings				
Approved	(26,029)	(6,692)	0	0
New		0	0	0
Inflation	5,760	4,842	5,500	5,500
Core Grants (incl Public Health)	(40,522)	(4,266)	9,074	1,540
Earmarked Reserves (Directorates)	(530)	(804)	0	0
Contribution to/from Reserves	766	(1,498)	732	0
Total Funding Requirement	<u>295,732</u>	<u>293,933</u>	<u>311,545</u>	<u>326,204</u>
Government Funding	(150,670)	(122,580)	(86,595)	(69,271)
Retained Business Rates	(100,800)	(102,816)	(104,872)	(106,970)
Council Tax	(63,343)	(66,396)	(67,392)	(68,402)
Collection Fund Surplus	(1,645)	0	0	
Total Funding	<u>(316,458)</u>	<u>(291,792)</u>	<u>(258,859)</u>	<u>(244,643)</u>
Budget Gap (excl use of Reserves)	(20,726)	2,141	52,686	81,560
Unallocated Contingencies		0	0	0
Budgeted Contributions to Reserves	(766)	(1,034)	0	0
General Fund Reserves	21,492	(1,107)	(24,310)	(14,135)
Unfunded Gap	0	0	28,376	67,425
Savings to be delivered in each year			(28,376)	(39,049)
Balance on General Fund Reserves (£000s)	31/03/2014 59,552	31/03/2015 58,445	31/03/2016 34,135	31/03/2017 20,000

DETAILED ANALYSIS MTFP BY SERVICE

Detailed analysis of the Medium Term Financial Plan by service area 2013/14 to 2016/17

Service	Total	Savings		Growth	Adjustments	Total	Savings		Growth	Adjustments	Total	Savings		Growth	Adjustments	Total
	2013-14 £'000	Approved £'000	New £'000	£'000		2014-15 £'000	Approved £'000	New £'000	£'000		2015-16 £'000	Approved £'000	New £'000	£'000		2016-17 £'000
Education, Social Care and Wellbeing	195,442	(2,010)	0	1,105	(7,005)	187,532	0	0	138	(272)	187,398	0	0	1,111	0	188,509
Communities, Localities and Culture	79,471	(350)	0	1,654	(1,591)	79,184	0	0	1,235	(73)	80,346	0	0	910	(199)	81,057
Development & Renewal	19,648	(1,534)	0	(2,062)	(1,365)	14,687	0	0	261	(150)	14,798	0	0	339	0	15,137
Resources	6,795	(230)	0	19	(36)	6,548	0	0	0	0	6,548	0	0	0	0	6,548
Chief Executives	9,760	0	0	13	(381)	9,392	0	0	0	0	9,392	0	0	0	0	9,392
Public Health	29,982	0	0	0	0	29,982	0	0	0	0	29,982	0	0	0	0	29,982
Net Service Costs	341,098	(4,124)	0	728	(10,378)	327,324	0	0	1,634	(495)	328,463	0	0	2,360	(199)	330,624
Other Net Costs																
Capital Charges	9,444	0	0	1,845	0	11,289	0	0	0	0	11,289	0	0	0	0	11,289
Levies	1,661	0	0	0	0	1,661	0	0	0	0	1,661	0	0	0	0	1,661
Pensions	14,393	0	0	2,599	0	16,992	0	0	2,000	0	18,992	0	0	1,500	0	20,492
Other Corporate Costs	(6,230)	(2,568)	0	1,447	4	(7,347)	0	0	(1,328)	0	(8,675)	0	0	3,759	0	(4,916)
Total Other Net costs	19,268	(2,568)	0	5,891	4	22,595	0	0	672	0	23,267	0	0	5,259		28,526
Public Health Grant	(31,382)	0	(879)	0	0	(32,261)	0	0	0	0	(32,261)	0	0	0	0	(32,261)
Core Grants	(23,452)	(3,408)	(2,265)	2,286	0	(26,839)	(3,000)	529	11,545	0	(17,765)	0	1,540	0	0	(16,225)
Reserves																
General Fund (Corporate)	0	0	0	0	0	0	0	0	(766)	0	(766)	0	0	0	0	(766)
Earmarked (Directorate)	(9,799)	0	0	(239)	9,809	(229)	0	0	0	495	266	0	0	0	199	465
General Fund (Smoothing)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Inflation	0	0	(1,500)	6,342	0	4,842	0	(1,500)	7,000	0	10,342	0	(1,500)	7,000	0	15,842
Total Financing Requirement	295,732	(10,100)	(4,644)	15,008	(565)	293,933	(3,000)	(971)	20,085	0	311,545	0	40	14,619		326,204
Government Funding	(150,670)	0	(82)	28,172	0	(122,580)	0	(119)	36,104	0	(86,595)	0	(139)	17,463	0	(69,271)
Retained Business Rates	(100,800)	0	(2,016)	0	0	(102,816)	0	(2,056)	0	0	(104,872)	0	(2,098)	0	0	(106,970)
Council Tax	(63,343)	0	(3,053)	0	0	(66,396)	0	(996)	0	0	(67,392)	0	(1,011)	0	0	(68,402)
Collection Fund Surplus	(1,645)															
Total Financing	(316,458)	0	(3,135)	28,172	0	(291,792)	0	(1,115)	36,104	0	(258,859)	0	(1,150)	17,463		(244,643)

GROWTH

Summary of Growth Bids - 2014/15 - 2016/17

REF	Education Social Care & Well Being	2014/15	2015/16	2016/17	Total	2014/15 - 2016/17
		£000's	£000's	£000's		£000's
GRO ESCW 1-14	Demographic Pressures in Adult Social Care	1,413	1,456	1,501		4,370
GRO ESCW 2-14	Home – School Transport	-31	-180	-390		-601
GRO ESCW 3-14	Discretionary Awards Post-16	-138	-272	0		-410
	Earmarked Reserves	138	272	0		410
		1,382	1,276	1,111		3,769

REF	Communities, Localities & Culture	2014/15	2015/16	2016/17	Total	2014/15 - 2016/17
		£000's	£000's	£000's		£000's
GRO CLC 1-14	Freedom Pass	563	570	573		1,706
GRO CLC 2-14	Transportation, treatment and disposal of waste (including recycle materials)	465	1,425	337		2,227
		1,028	1,995	910		3,933

REF	Development & Renewal	2014/15	2015/16	2016/17	Total	2014/15 - 2016/17
		£000's	£000's	£000's		£000's
GRO D&R 1-14	Carbon Reduction Commitment	201	261	339		801
	Corporate Cost	-201	-261	-339		-801
		0	0	0		0

REF	Corporate Costs	2014/15	2015/16	2016/17	Total	2014/15 - 2016/17
		£000's	£000's	£000's		£000's
	Capital Charges	1,000	0	0		1,000
	Pension Costs	2,000	2,000	1,500		5,500
	Auto Enrolment - Pension Fund	800	0	0		800
	Welfare Benefit Reform Contingency	-1,000	0	0		-1,000
	Investment Income	845	0	0		845
	Civic Centre	1,000	-1,000	0		0
	Inflation	4,842	5,500	5,500		15,842
		9,487	6,500	7,000		22,987
	Total Growth Bids (All directorates)	11,897	9,771	9,021		30,689

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2014/15- 2016/17**

Item Ref. No:
GRO/ESCW/01/14

TITLE OF ITEM: Demographic Pressures in Adult Social Care

DIRECTORATE: Education, Social Care & Wellbeing

SERVICE AREA: Adult Social Care

LEAD OFFICER:
John Rutherford

FINANCIAL INFORMATION:

	Contingency / Budget allocation	Bid (Base is 2013/14 Budget)			
		2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000
Employees (FTE)					
Employee Costs					
Other Costs	54,529	1,413	1,456	1,501	
Income					
To Reserves					
TOTAL	54,529	1,413	1,456	1,501	

*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

DESCRIPTION & JUSTIFICATION

Growth Calculation: [Use this box to illustrate the empirical assumptions built into this bid and how they relate to historic/ developing trends]

The growth calculation assumes that increases in population, combined with other demographic factors detailed below will lead to more clients needing social care support for longer. The estimated average rate of growth per client group is different and is influenced by a number of factors such as age, ethnicity, deprivation and other such demographic factors. It is also assumed that this will lead to additional cost pressures in within homecare, day care, meals service, direct payments and residential and nursing care.

Client Group	Budgets 2013/14 (£'000)						Estimated Growth Rate	Estimated Growth Requirement
	Homecare	Day care	Meals	Direct Payments	Residential/ Nursing care	Total Budget		
PD	8,799	209	714	2,070	2,149	13,941	1.0%	139
LD	2,730	63	-	2,501	10,534	15,828	2.4%	380
OP	2,553	3,452	-	1,083	11,341	18,429	3.8%	704
MH	477	-	-	261	5,593	6,331	3.0%	190
TOTAL	14,559	3,724	714	5,915	29,617	54,529		1,413

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2014/15- 2016/17**

**Item Ref. No:
GRO/ESCW/01/14**

Predicted population growth in Tower Hamlets will inevitably bring an increase in the number of people who need adult social care services. Tower Hamlets has high levels of deprivation, which in turn is associated with poor mental and physical health. Deprivation levels may be further exacerbated by welfare reform. An increase in the number of people living for longer with poor health is also a factor driving an increase in demand for adult social care across all client groups.

There is likely to be an increased demand for adult social care from all sections of the population as it continues to expand. Based on the latest GLA projections, the borough's population is expected to grow by 10% over the next five years (2013 to 2018), equating to an average annual population growth rate of 2%. A 20% increase is expected by 2023, equating to 320,200 residents. The projected growth is mainly in the lower working age range (people aged 30 to 44) who account for 53 per cent of the growth in the next five years and 46 per cent of the growth in the next 10 years. A proportion of this group will require support and services from adult social care.

High levels of deprivation are strongly linked to poor mental and physical health. Tower Hamlet is the 7th most deprived local authority in England out of the 326 local authorities. There is also a link between some learning disabilities and poverty. Possible explanations include poor nutrition and low uptake of screening programmes and antenatal care, which increase the prevalence of learning disabilities. Levels of deprivation may be further worsened by welfare reform changes which are starting to come into effect. It is likely that this may have an impact on demand, due to the evidence that high levels of deprivation are a driver for increased need for social care services. Further, Demos analysis suggests that the welfare reform changes will have particularly negative economic consequences for disabled people, with significant knock-on effects.

Trends show that increases in healthy life expectancy have not kept pace with improvements in total life expectancy. If the extra years from increased longevity are mostly spent in disability and poor health, there will be an increase in demand for social care across all client groups.

Older people in Tower Hamlets have worse health in many areas compared to England averages. In addition, a higher than average proportion of older people in the borough live alone. Older people who live alone are significantly more likely to have a social care need than those who do not live alone.

Survival rates of young people with profound and multiple learning disabilities are improving and this cohort is now coming through to adult hood. Tower Hamlets is a young borough and there is considered to be a higher rate of learning disabilities in the school-age population. Due to a complex set of reasons, there are higher prevalence rates of profound and multiple learning disabilities in children of a Bangladeshi ethnic background. Tower Hamlets has a significant Bangladeshi community.

The Tower Hamlets Mental Health Strategy Needs Assessment lists a number of "risk factors" and "protective factors" in relation to mental health. On some of these, Tower Hamlets has been shown to face a greater

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2014/15- 2016/17**

**Item Ref. No:
GRO/ESCW/01/14**

challenge than the rest of London (carers, older people, drug and alcohol misuse) but all need attention because of the specific risks they pose to mental health or because all are linked to the high levels of deprivation which exist in the borough. One of the most significant drivers of demand in mental health is the high population turnover in Tower Hamlets.

The introduction of the Care Bill and the predicted rise in the number of adults requiring adult social care is likely to result in an increased demand for carer assessments and carer services.

This bid uses estimated growth rates from the Department of Health sponsored systems 'Projecting Adult Needs and Service Information' (PANSI) and 'Projecting Older People Population Information' (POPPI) systems. These systems combine population projections with benefits data and research on expected prevalence rates to produce projections of the likely future demand on social care and health services. Projections from POPPI and PANSI for previous years have proven to be reasonably accurate and we are satisfied that these are the most robust figures available for calculating projections of future growth.

1. RISKS AND IMPLICATIONS:

Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demanded provide details of the increase in client numbers and the basis of any projections.

Older People

There has been a progressive increase in services provided to older people since 2009/10. Spend on commissioned older people's services has increased by 19.1% over the past five years. Due to the health and demographic factors, demand for adult social care services from older people is predicted to continue to increase between now and 2020. Assuming an annual average growth rate of 3.82%, **growth requirement in 2014/15 for Older People Services is estimated at £704k.**

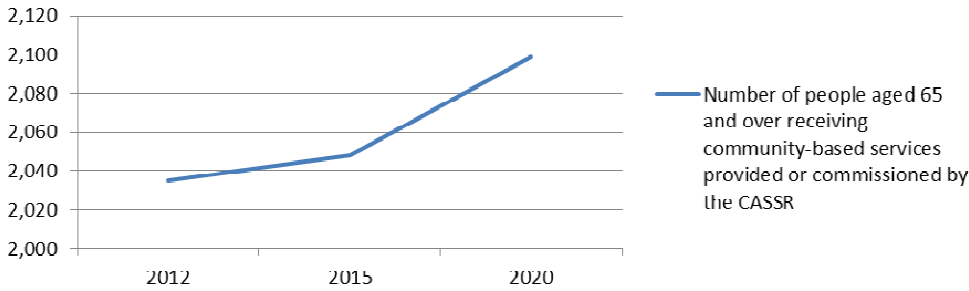
Home care, which is particularly heavily used by older people in Tower Hamlets, is expected to continue to be under growing pressure over the next 8 years. The charts below uses POPPI projections, applied to Tower Hamlets RAP returns from 2008/9-2011/12, to forecast the projected increase in demand for community-based, residential and nursing care services.

The chart below shows the number of older people aged 65 and over predicted to need community-based services between now and 2020.

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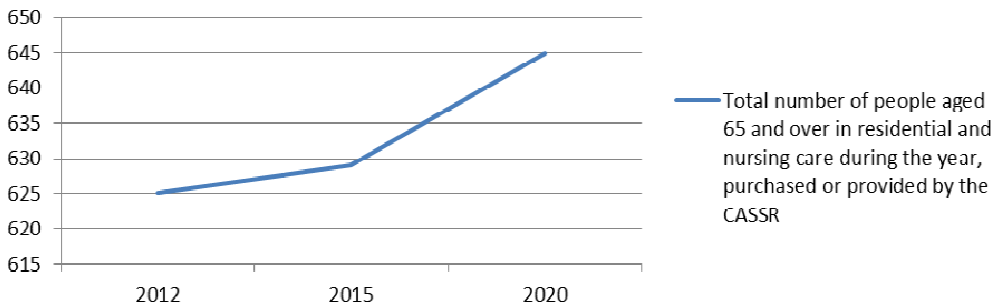
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Number of people aged 65 and over receiving community-based services provided or commissioned by the CASSR



The chart below shows the number of people aged 65 and over predicted to need residential and nursing care services between now and 2020.

Total number of people aged 65 and over in residential and nursing care during the year, purchased or provided by the CASSR



Clients with Learning Disabilities

A great deal of national and local research indicates that we can expect a significant increase in demand for support from adult social care for adults with a learning disability over the next five years. However, local evidence suggests that this may be at a slow and steady rate, rather than the relatively high increase rates predicted in 2011.

The Tower Hamlets JSNA used Emerson and Hatton's prevalence estimates for 2011 and 2021 to estimate existing and future numbers of people with severe and moderate learning disabilities in Tower Hamlets. The table below shows the estimated numbers of people with a severe or moderate learning disability in Tower Hamlets in 2011 and 2021 based on UK prevalence rates adjusted for age groups.

This equates to a 24% increase overall, and an average increase of 2.4% for each year, which indicates an **estimated annual growth requirement of £380k for LD client services.**

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Age range	% in 2011	% in 2021	Number of people in 2011	Number of people in 2021
15-19	0.68%	0.68%	81	98
20-24	0.60%	0.61%	111	116
25-29	0.53%	0.53%	169	174
30-34	0.45%	0.54%	152	190
35-39	0.61%	0.61%	167	189
40-44	0.62%	0.63%	120	170
45-49	0.56%	0.49%	78	126
50-54	0.48%	0.49%	50	80
55-59	0.55%	0.55%	44	66
60-64	0.43%	0.43%	27	38
65-69	0.36%	0.36%	17	24
70-74	0.34%	0.34%	15	17
75-79	0.23%	0.23%	8	8
80+	0.18%	0.18%	9	11
Total			1,049	1,307

Projecting Adult Needs and Services Information (PANSI) uses the same Emerson and Hatton prevalence estimates and Office of National Statistics figures to come up with predictions for adults aged 18 to 64 with a moderate or severe learning disability. It is noticeable that demand is expected to be proportionately higher in Tower Hamlets compared to our neighbours:

The table below shows data from PANSI on people in Tower Hamlets aged 18-64 predicted to have a severe or moderate learning disability and hence be likely to receive services

	2012	2014	2016	2018	2020
Tower Hamlets	1046	1114	1180	1236	1290
Tower Hamlets cumulative % increase	0%	6%	13%	18%	23%
Newham cumulative % increase	0%	3%	6%	8%	10%
Hackney cumulative % increase	0%	2%	5%	7%	9%

Mental Health Clients

Evidence suggests there has been a steady increase in the number of adults who have a mental health problem and who are eligible to receive support from adult social care.

The table below shows that whilst the number of community referrals made to mental health services has decreased, demand has increased in other areas. This includes the number of Mental Health Act assessments, the use of mental health voluntary sector services, and the number of adults aged 18 to 64 years old with mental health as their “primary client group” receiving mental health services from adult social care:

Mental Health Service usage 2008-9 to 2012-13

	2008-9	2009-10	2010-11	2011-12	2012-13
Community referrals	12,764	13,751	13,410	11,234	-
Number of Mental Health Act assessments	427	500	572	564	-
Number of adults 18-64 receiving a mental health service from ASC	-	-	538	643	682

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The number of adults aged 18 to 64 years old with mental health as their “primary client group” receiving mental health services from adult social care has increased by 19% between 2010-11 and 2011-12 and then 6% between 2011-12 and 2012-13, a total of 27% in the last three years, equating to an average annual increase of 9%.

However, Projecting Adult Needs and Services Information (PANSI) has a number of future predictions for mental health prevalence rates amongst working-age adults in Tower Hamlets. This information is categorised according to mental health condition, and does not give an indication as to who might be eligible for adult social care.

PANSI predictions for Tower Hamlets – Number of adults aged 18-64 with a common mental disorder 2012-16

	2012	2014	2016
Number of adults 18-64 with a common mental disorder	30,461	32,295	33,888

This shows a 6% increase between 2012 and 2014, and a 5% increase between 2014 and 2016. There is an average annual increase of 3%.

Thus the real growth requirement within MH services is likely to be between 3%-9%. On the basis that the 9% based on LBTH average is likely to be skewed by the 19% in 2011-12, it has been assumed that the PANSI rate of 3% may represent a more realistic, steady state estimate. A 3% increase in demand for MH services is likely to lead to **growth requirement of £190k per annum**.

Clients with Physical Disabilities

Projecting Adult Needs and Services Information (PANSI) has a number of future predictions for physical disability and sensory impairment prevalence rates amongst working-age adults in Tower Hamlets. This information is categorised according to health condition, and does not give an indication as to who might be eligible for adult social care. The below table is therefore intended for illustration purposes only:

PANSI predictions for Tower Hamlets – Number of adults aged 18-64 with a moderate or severe physical disability 2012-16

	2012	2014	2016
Number of adults 18-64 with a moderate physical disability	11,302	12,011	12,716
Number of adults 18-64 with a severe physical disability	2708	2886	3088
Total	14,010	14,897	15,804

This shows a 6% increase between 2012 and 2014, and a 6% increase between 2014 and 2016. There is an average annual increase of 3%.

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In contrast, Tower Hamlets local evidence suggests that there has been no increase in demand in the number of working-age adults who have a physical disability or sensory impairment and who are eligible to receive support from adult social care. There are no strong indications from past trends that suggest we can expect an increased demand in future.

However, in light of the PANSI predictions for Tower hamlets and the fact that care package costs for PD clients can be very high, a prudent 1% provision for growth is recommended. This would equate to an **annual growth requirement of £139k for PD client services.**

2 | VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/inspection judgements

The amounts required for growth is intended to pay for homecare, day care, meals, direct payments and residential and nursing care services.

Commissioning arrangements are regularly reviewed to ensure rates paid by Tower Hamlets are competitive and represent value for money. However, as most contracts now contain a requirement to pay the London living wage to staff directly providing services, this is likely to impact on the competitiveness of rates paid by Tower Hamlets compared to other local authorities.

There has been a more dramatic increase in the number of adults with a learning disability receiving home care, day care and direct payments. However, the average cost of a care package has reduced over the last three years. This may be partially explained by the overall decrease in the number of adults in long-term residential or nursing care placements as more clients are offered cheaper, more flexible customer centred supported accommodation options. Efficiency initiatives such as the 2012 domiciliary care retender may also have contributed to keeping costs down.

Framework-I commissioning budget report on the average care package cost over the last three years for adults with a learning disability indicates that the average of care packages have reduced by over 1%.

Year	Average cost of care package (per person)
2010/11	£37,150
2011/12	£39,605
2012/13	£36,772

Compared to other London authorities, we are a low user of institutional care as we seek to offer choice to our service users and focus on them maximising their independence in their community.

The development of extra care sheltered housing (ECSH) as an alternative to institutional care, at an average annual cost of £9,676 per service user against £28,600 per institutional placement, is another efficiency driver. There are now six ECSH schemes in Tower Hamlets, providing 161 apartments for rent. This includes two new ECSH schemes opened in the borough in 2012 providing 57 additional flats.

Day Services across all client groups are currently being reviewed with a view to delivering further efficiencies and the success of these initiatives will help manage demand and reduce costs.

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TITLE OF ITEM:	Home – School Travel		
DIRECTORATE:	Education Social Care and Wellbeing		
SERVICE AREA:	G78 Pupil Support	LEAD OFFICER:	Terry Bryan

FINANCIAL INFORMATION:

	Contingency / Budget allocation	Bid (Base is 2013/14 Budget of £0.910m)		
	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000
Employees (FTE)		0	0	0
Employee Costs		0	0	0
Other Costs	+98	-31	-180	-390
Income		0	0	0
To Reserves				
TOTAL	+98	-31	-180	-390

*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

DESCRIPTION & JUSTIFICATION

Growth Calculation:

The current budget for home-school travel is £0.910m for direct transport only. The pro-forma for 2013/14 had a higher figure of £0.993m, including associated costs of bus passes and reimbursement of parent's travel costs. The spending 2013/14 is running higher than the budget of £0.910m for this reason.

The figures have been reassessed for the next three year period on the basis of the snapshot of provision in November 2013 and the expected change in numbers at current rates.

The initial rise in spending is based on the existing demand for school places, given that available places do not correlate to the areas where demand is greatest. The LA's commitment to continue the existing transport arrangements for current recipients is being honoured; although under review as per the LA's revised Travel Assistance policy and families are increasingly being offered other forms of travel assistance where possible. Demand for places remains high, but new admissions policies will assist in getting more pupils in local schools. This is a complex situation and uncertainties remain about whether strategies for managing the expected demand will be entirely successful (i.e. whether new school places will be built; whether the new admissions arrangements will promote a better correlation between pupils and places). Therefore it is likely that there may be further demand on local school places and this will impact on the need for travel assistance beyond those identified in this report.

The current number of families being provided with travel assistance is 318 (248 children receiving school bus transport and 70 families receiving other forms of assistance such as a Travelcard or bus pass issued to the parent/child) with current annual cost of £0.945m. When considering the different forms of assistance it is important to note that school transport is the only provision where we are able to provide a cost per child. With the other forms of assistance such as a bus pass, whilst the average cost of is £714.75 per year, this is issued to the parent but in effect means that the LA is providing travel assistance for all the eligible children in that family.

Therefore, the addendum to Table 4 provides a further breakdown to indicate the **numbers** of children who are

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receiving each form of travel assistance.

It is projected that by the spring of 2014 the number of children that will require school bus transport will increase by an additional 8 Reception aged children (see table 1), which would increase the total spend to £1.008m for 2013/14. The number of reception children requiring travel assistance will not rise as significantly compared to previous years due to the introduction of the priority catchment areas which has enabled families to access local school places.

Table 1 shows further breakdown of children requiring school places by area and the projected increase is due to the shortage of places in the Isle of Dogs and Poplar area. Evidently, if the Authority is unable to successfully continue its strategy of providing places in the areas where this is most needed; these projections will need be revised and the cost is likely to increase.

Table 1 – Projected number of reception aged children that will require school bus transport by spring 2014

Area	No of Children out of School	Vacancies	Variance
Bethnal Green		24	24
Bow North	1	4	3
Bow South	2	1	-1
Isle of Dogs	5	0	-5
Poplar	4	2	-2
Stepney		6	6
Wapping		6	6
Grand Total	12	43	31

Table 2 summarises the current and revised MTFP position arising from this refreshed analysis.

Table 3: Provides a snapshot of the current unit cost of school bus transport at £17.66 per child per school day. This cost has been determined by applying a formula based on number of children; schools; size and cost of the transport vehicles. (See **Table 3** at the end of this pro forma)

Table 4: Provides a snapshot of the current unit cost per day for the following forms of assistance

- School bus transport
- Travelcard
- Bus pass
- Private Escort
- Refund of Travel Costs
- Direct payment (Petrol)
- Post 16 Bursary

It also provides a breakdown of the other associated cost consisting of reimbursements and salary (See **Table 3** at the end of this pro forma)

Table 5: Estimated number of pupils likely to require Travel Assistance from 2013/14 through to 2016/17 School Year (See **Table 5** at the end of this pro forma)

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Table 2: Projected cost for the next four (financial) years. The total annual cost projection is based on a current average of cost £3461.61 per pupil in receipt of school bus transport, plus £865.85 per pupil/parent in receipt of a school travel card and £714.75 per pupil/parent in receipt of a school bus pass.

Table 2: Four Year Cost Projections

Financial Year	MTFP Profile 2012	Revised Forecast Cost (2013)	Difference from 2012 MTFP Profile	Difference from 2013-14 Budget
2013-14*	£0.910m	£1.008m	£0.098m	£0.098m
2014-15**	£0.890m	£0.879m	-£0.011m	-£0.031m
2015-16**	£0.800 m	£0.730m	-£0.070m	-£0.180m
2016-17**	£0.699m	£0.520m	-£0.179m	-£0.390m

Due to the differences between the financial year and the school year, a yearly forecast will consist of the Summer term of the current school year and the Autumn and Spring term of the following school year, for example:

**Projection for 2013-14 is based on the actual spends for Summer term of the 2012/13 school year (April to August at £359,583) and the projected costs for the Autumn & Spring term of 2013/14 school year.*

***Projection for 2014-17 is based on one thirds of academic year and two third of the next.*

1. RISKS AND IMPLICATIONS:

Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.

Projections can be revised, based on the impact of the Council's revised travel assistance policy and the increase in school place provision in areas where there has been a higher demand such as the north east of the borough for example Bonner (Mile End), CET, Woolmore, Canary Wharf College and (possibly) Seven Mills. This expansion will lead to a reduction in the numbers of families having to travel to a school place over 2miles and hence, requiring travel assistance. Furthermore, as a result of the revised policy, the LA is also carrying out a review of all those receiving travel assistance, so it is expected that there will be a further reduction in the overall cost of travel assistance. Although, there may be a subsequent increase in the numbers of families receiving other forms of assistance.

The actual spending for this year has exceeded the projected figures forecasted in 2012 (by 98k) and it is expected that this trend will continue in the next financial year as a result of the Reception aged children requiring assistance as well as the large numbers of children who are arriving in the borough and require school places, which may not be available locally. It is therefore difficult to produce accurate medium term projections.

However, the overall spending is expected to then decrease from 2014/15 as the LA's admission policies continue to improve access to local school places, further school expansion continues in areas with a high demand for school places and the on-going review will also have an impact.

The LA has a **statutory duty** to provide travel assistance (Education Act 1996, Sections 508A, 508B and 508C) and if funding is not approved, then it will mean that families are unable to access school provision and education, especially those that are vulnerable or hard to place and it will mean that the LA is not fulfilling its statutory duty.

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As mentioned earlier in table 3, the revised per pupil cost of £3461.61 on school bus is 15% higher than the rate of £2950.18 per pupil determined for 2012/13. The average cost of travel pass is £865.85 per pupil and £714.75 per pupil for school bus pass.

2 | VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements

It would ideally be better value for money if school places were available in the right parts of the borough and such journeys were not required at all.

The introduction of the priority catchment areas is expected to reduce the need for this support, but this will only happen over time.

Furthermore, the revised travel assistance policy has meant that a growing proportion of the families receiving travel assistance are now being provided with forms of assistance other than school transport which are much more cost effective. In all instances of applications for travel assistance, the LA seeks to provide the most appropriate and cost effective form of assistance.

The travel assistance review will also ensure that value for money principles are taken into consideration when continuing with any forms of travel assistance.

Spending money on school transport continues to be the largest expense of the Transport budget and whilst this may be considered a generous arrangement, this is under review and needs to be managed and balanced in association with the adverse impact on children, families and schools. Furthermore, the withdrawal/cancellation of school transport for any family is subject to an appeal process during which provision must continue so any change in the costs will not be immediate.

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Table 3 – Snapshot of school bus transport recipients (November 2013)

School	Number Children	Number of Vehicles	Cost per Day	Estimated Annual Cost (196 school days)	Average cost per child per day
Bangabandhu	2	1	£ 64.00	£ 12,544.00	£ 32.00
Bangabandhu	5	1	£ 88.00	£ 17,248.00	£ 17.60
Ben Johnson	4	1	£ 88.00	£ 17,248.00	£ 22.00
Canon Barnett	6	1	£ 152.00	£ 29,792.00	£ 25.33
Canon Barnett	24	2	£ 172.00	£ 67,424.00	£ 14.33
Cayley School	2	1	£ 64.00	£ 12,544.00	£ 32.00
Christ Church	5	1	£ 88.00	£ 17,248.00	£ 17.60
Christ Church	7	1	£ 152.00	£ 29,792.00	£ 21.71
Christ Church	24	2	£ 172.00	£ 67,424.00	£ 14.33
Columbia	2	1	£ 64.00	£ 12,544.00	£ 32.00
Elizabeth Selby / Lawdale	12	1	£ 172.00	£ 33,712.00	£ 14.33
Globe	3	1	£ 64.00	£ 12,544.00	£ 21.33
Hague	1	1	£ 64.00	£ 12,544.00	£ 64.00
Harry Gosling	11	1	£ 172.00	£ 33,712.00	£ 15.64
Hermitage	6	1	£ 152.00	£ 29,792.00	£ 25.33
Hermitage	12	1	£ 172.00	£ 33,712.00	£ 14.33
John Scurr	4	1	£ 88.00	£ 17,248.00	£ 22.00
Manorfield / Lansbury Lawrence	4	1	£ 88.00	£ 17,248.00	£ 22.00
Malmesbury/ Bonner	3	1	£ 64.00	£ 12,544.00	£ 21.33
Mowlem	1	1	£ 64.00	£ 12,544.00	£ 64.00
Osmani	13	1	£ 172.00	£ 33,712.00	£ 13.23
Shapla	2	1	£ 64.00	£ 12,544.00	£ 32.00
Smithy School	3	1	£ 64.00	£ 12,544.00	£ 21.33
Smithy School	4	1	£ 88.00	£ 17,248.00	£ 22.00
St Anne's / St John's	3	1	£ 64.00	£ 12,544.00	£ 21.33
Globe / St John's	3	1	£ 64.00	£ 12,544.00	£ 21.33
St Matthias	3	1	£ 64.00	£ 12,544.00	£ 21.33
St Matthias	10	1	£ 172.00	£ 33,712.00	£ 17.20
St Pauls Whitechapel	5	1	£ 88.00	£ 17,248.00	£ 17.60
St Peter's	1	1	£ 64.00	£ 12,544.00	£ 64.00
Stewart Headlam	5	1	£ 88.00	£ 17,248.00	£ 17.60
Stewart Headlam	12	1	£ 172.00	£ 33,712.00	£ 14.33
Thomas Buxton	7	1	£ 152.00	£ 29,792.00	£ 21.71
Thomas Buxton	26	2	£ 172.00	£ 67,424.00	£ 13.23
William Davis	13	1	£ 172.00	£ 33,712.00	£ 13.23
Total	248	38	£ 3,864.00	£ 858,480.00	£ 17.66

** Schools may be listed more than once, due to the different costs associated to the size of the vehicle.

Average Cost per Pupil - £3461.61

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Table 4 – Snapshot of Travel Assistance Recipients (November 2013)

Form of assistance	Number*	Cost per Day (Adult/Child)	Cost per Term (Adult/Child)	Estimated Annual Cost per Adult/Child (196 school days)	Projected Total Spend on Provision
School transport	248	£ 17.66	£ 1,324.60	£ 3,461.61	£ 858,480.00
Bus Pass *	45	£ 3.65	£ 273.50	£ 714.75	£ 32,163.60
Travel card (Child & Adult) *	16	£ 4.42	£ 331.32	£ 865.85	£ 13,853.59
Private Escort *	2	£ 35.00	£ 2,625.00	£ 5,250.00	£ 5,250.00
Refund of Travel Costs *	4	£ 2.20	£ 165.00	£ 431.20	£ 1,724.80
Direct payment (Petrol) *	1	£ 1.50	£ 112.50	£ 294.00	£ 294.00
Post 16 Bursary	2	£ 1.33	£ 100.00	£ 300.00	£ 300.00
Total	318	£ 64.43	£ 4,931.92	£ 11,017.41	£ 912,065.99
Other Costs (Reimbursement)	n/a	n/a	n/a	£ 500.00	£ 500.00
Salary	1	£ 165.51	£ 12,413.08	£ 32,439.52	£ 32,439.52
Total	1	£ 165.51	£ 12,413.08	£ 32,939.52	£ 32,939.52
Total Cost of LA's Travel Assistance Policy					£ 945,005.51

*Please note that these figures represent the number of families receiving this form of assistance and not the number of children. See table below for a further breakdown

Form of Assistance	Number of Families	Number of Children	As % of total No of children receiving travel assistance
School transport	248	248	71.47%
Bus Pass	45	67	19.31%
Travel card (Child & Adult)	16	20	5.76%
Private Escort	2	3	0.86%
Refund of Travel Costs	4	6	1.73%
Direct payment (Petrol)	1	1	0.29%
Post 16 Bursary	2	2	0.58%
Total Travel Assistance	318	347	100%

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Table 5: Estimated number of pupils likely to require Travel Assistance from 2013/14 through to 2016/17 School Year

Year Group	Snapshot - November 2013				2013/14 (1st Apr - 31st Mar)				2014/15 (1st Apr - 31st Mar)				2015/16 (1st Apr - 31st Mar)				2016/17 (1st Apr - 31st Mar)			
	Bus Transport	Travel Card	Bus Pass	Total Receiving Transport	Bus Transport	Travel Card	Bus Pass	Total Receiving Transport	Bus Transport	Travel Card	Bus Pass	Total Receiving Transport	Bus Transport	Travel Card	Bus Pass	Total Receiving Transport	Bus Transport	Travel Card	Bus Pass	Total Receiving Transport
Year 6 Pupils - 1 term from previous academic year					10	1		11	13	1	1	15	14	2	2	18	22	1	2	25
Reception	6	1	3	10	14	1	3	18	0	0	0	0	0	0	0	0	0	0	0	0
Year 1	16	3	14	33	16	3	14	33	14	1	3	18	0	0	0	0	0	0	0	0
Year 2	25	2	3	30	25	2	3	30	16	3	14	33	14	1	3	18	0	0	0	0
Year 3	52	2	13	67	52	2	13	67	25	2	3	30	16	3	14	33	14	1	3	18
Year 4	67	2	5	74	67	2	5	74	52	2	13	67	25	2	3	30	16	3	14	33
Year 5	43	2	4	49	43	2	4	49	67	2	5	74	52	2	13	67	25	2	3	30
Year 6	39	2	3	44	39	2	3	44	43	2	4	49	67	2	5	74	52	2	13	67
Year 10		1		1		1		1												
Year 11		1		1		1		1		1		1								
Total	248	16	45	309	266	17	45	328	230	14	43	287	188	12	40	240	129	9	35	173
Total Cost	£ 858,480.00	£ 13,853.59	£ 32,163.60	£ 904,497.19	£ 920,789.03	£ 14,719.44	£ 32,163.60	£ 967,672.08	£ 796,170.97	£ 12,121.89	£ 30,734.11	£ 839,026.97	£ 650,783.23	£ 10,390.20	£ 28,589.87	£ 689,763.29	£ 447,701.94	£ 7,504.03	£ 24,777.88	£ 479,983.85
Other Form of Assistance	£ 2,522.93	£ 2,522.93	£ 2,522.93	£ 7,568.80	£ 2,522.93	£ 2,522.93	£ 2,522.93	£ 7,568.80	£ 2,522.93	£ 2,522.93	£ 2,522.93	£ 7,568.80	£ 2,522.93	£ 2,522.93	£ 2,522.93	£ 7,568.80	£ 2,522.93	£ 2,522.93	£ 2,522.93	£ 7,568.80
Other Costs (Reimbursement & Salary)	£ 10,979.84	£ 10,979.84	£ 10,979.84	£ 32,939.52	£ 10,979.84	£ 10,979.84	£ 10,979.84	£ 32,939.52	£ 10,979.84	£ 10,979.84	£ 10,979.84	£ 32,939.52	£ 10,979.84	£ 10,979.84	£ 10,979.84	£ 32,939.52	£ 10,979.84	£ 10,979.84	£ 10,979.84	£ 32,939.52
Total Projection				£ 945,005.51				£ 1,008,180.40				£ 879,535.29				£ 730,271.61				£ 520,492.17
Cost per term (Three terms)	£ 290,660.92	£ 9,118.79	£ 15,222.12	£ 315,001.84	£ 311,430.60	£ 9,407.41	£ 15,222.12	£ 336,060.13	£ 269,891.25	£ 8,541.56	£ 14,745.63	£ 293,178.43	£ 221,428.67	£ 7,964.32	£ 14,030.88	£ 243,423.87	£ 153,734.90	£ 7,002.27	£ 12,760.22	£ 173,497.39

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2014/15- 2016/17**

Item Ref. No:
GRO/ESCW/03/14

TITLE OF ITEM:	Discretionary Awards Post 16		
DIRECTORATE:	Children, Schools and Families		
SERVICE AREA:	G26 School Improvement Secondary	LEAD OFFICER:	Di Warne

	Contingency / Budget allocation	Bid (Base is 2013/14 Budget)		
	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000
Employees (FTE)				
Employee Costs				
Other Costs	410	-138	-272	
Income				
To Reserves	-410	+138	+272	
TOTAL	0	0	0	

*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

DESCRIPTION & JUSTIFICATION

Growth Calculation: In May 2013, Cabinet agreed to extend the Mayor's Educational Allowance from its original planned two academic year duration for a third year. This takes the initiative through to the summer term of 2014 and into 2014/15 financial year.
The costs are on the basis of the estimated take-up for 2 payments of £200 per academic year, plus £40k admin per year as set out below.

Financial year	2011/12		2012/13		2013/14		2014/15		Total
Year	Jan-12 Actual 11/12 ay	Apr-12 Actual 11/12 ay	Jan-13 Provisional 12/13 ay	Apr-13 Estimated 12/13 ay	Jan-14 Estimated 13/14 ay	Apr-14 Estimated 13/14 ay	Jan-15 Estimated		
Total eligible	650	889	1,050	1,050	1,750	1,750			
Admin cost	£0.020m	£0.020m	£0.020m	£0.020m	£0.020m	£0.020m			
Total cost (ie eligible x £200 per instalment)	£0.150m	£0.198m	£0.230m	£0.230m	£0.350m	£0.350m			
Revised Financial Year cost	£0.150m	£0.428m		£0.502m		£0.272m		£1.352m	

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2014/15- 2016/17**

**Item Ref. No:
GRO/ESCW/03/14**

1.	RISKS AND IMPLICATIONS:
Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.	
<p>Educational attainment has risen to above national averages at GCSE. Improvements at post 16 have reached national norms. The reduction in the government's funding support post-16 will have a further detrimental effect on the ability of young people to remain in education. Without Discretionary Funding students from low income families struggle to support their needs for basic subsistence, travel, and ability to purchase learning materials and specialist equipment.</p> <p>Educational improvement at all levels and the ability to secure employment in the future is a Strategic Priority</p> <p>The decision of central government to end the EMA scheme and replace it with a targeted support scheme will have a serious financial impact on students in school sixth forms and FE colleges who could have expected an EMA of £30 per week in the 2011/12 academic year.</p> <p>Transitional arrangements have been put into place by the Young Peoples Learning Agency (YPLA) to compensate students who received an EMA in 2009/10 of any value or an EMA of £30 in the 2010/11 academic. These students will continue to receive a weekly payment in lieu of their EMA, but this ceases from the start of academic year 2012/13.</p> <p>On the financial risks, the costs are driven by the numbers of eligible students. Overall numbers of eligible students cannot be guaranteed from year to year. Original estimates of eligible students have proven to be too generous in the first year. Improvements or changes to the attendance criteria (95%) would mean that many more individuals would be eligible for payment.</p>	
2	VALUE FOR MONEY/EFFICIENCY
Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements	
<p>The 16-19 FE Award would be a grant scheme aimed at long term residents of Tower Hamlets who would have received a £30 EMA if the scheme had continued and who are not eligible for a weekly payment under the YPLA's transitional arrangements for continuing students.</p> <p>Students would be required to be settled in the UK/EEA and to have lived in Tower Hamlets for three years before the start of the course.</p> <p>The 16-19 FE Award will only be considered where a student's household income is less than £20,871 in the 2010/11 financial year.</p> <p>The award will consist of two payments of £200 paid to the student in the Spring and Summer terms. The supposition is that students will receive any YPLA support they are entitled to in the Autumn term.</p> <p>The release of payments will be triggered by a positive indication from a school or college that a student has reached accepted levels of attendance, and progress towards their targets.</p>	

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2014/15- 2016/17**

Item Ref. No:
GRO/CLC/01/14

TITLE OF ITEM:	Freedom Pass		
DIRECTORATE:	Communities, Localities and Culture		
SERVICE AREA:	Public Realm	LEAD OFFICER: Jamie Blake	

	Contingency / Budget allocation	Bid (Base is 2013/14 Budget)		
	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000
Employees (FTE)				
Employee Costs				
Other Costs	8,402	563	570	573
Income				
To Reserves				
TOTAL	8,402	563	570	573

*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

DESCRIPTION & JUSTIFICATION

The Freedom Pass scheme provides free travel on public transport for pass holders over 60 and registered as disabled throughout London. The scheme is administered by London Councils and decisions on apportioning the costs of the scheme between boroughs are made by Members of London Councils' Transport & Environment Committee.

London Councils manage the negotiation of the Freedom Pass settlement with TfL and the allocation process between all the London Boroughs of their respective budget contributions to TfL. The methodology for this is as follows :-

1. TfL state the overall Freedom Pass cost for London
2. London Councils receive a DfT grant towards Freedom Passes (about 11% of total cost)
3. The DfT grant is then deducted from the total cost to calculate the deficit remaining

London Councils has in the past apportioned the deficit to boroughs based on usage data (bus and underground) in proportion to Relative Needs Formula.

On 12th December 2013 London Councils' Transport & Environment Committee are due to discuss a revised method of apportionment that will move away from the 'Relative Needs Formula' to one based wholly on usage.

The schedule produced by London Councils shows that the re-based contribution required by LBTH in 2014/15 will be £ 8.965m, an increase of £ 0.563m on the 2013/14 figure. The figures currently model the impact of population growth on freedom pass usage to determine contributions by local authorities over the next three years. The figure for 2015/16 and 2016/17 are indicative and based on London Councils' current information.

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2014/15- 2016/17**

**Item Ref. No:
GRO/CLC/01/14**

Growth Calculation:

Calculations are based on the schedule of contributions provided by London Councils which reflect the factors highlighted in the section above. In addition future years growth bids incorporate inflation at a rate of 2.5%.

1. RISKS AND IMPLICATIONS:

Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demanded provide details of the increase in client numbers and the basis of any projections.

The Council is bound to pay a contribution to the Freedom Pass scheme and may not legally withdraw from the scheme. The apportionment methodology is determined by the Boroughs working through London Councils.

An indicative settlement was received by the Authority on 25th November 2013 indicating that the Authority's 2014/15 contribution will be £ 9.021m (based on a 1% fare increase above RPI (3.1%). However, more recent correspondence from London Councils states that a decision is expected to be made by the Mayor of London (early in December) that proposes a 0% increase on fares, which will then bring LBTH's contribution in line with the level used in this bid.

Other work currently being undertaken on demographic and social changes within the Borough indicate that the Authority has an increasing population which may mean an increased demand for freedom passes. It should be noted therefore that further re-basing exercises undertaken by London Councils moving away from RNF to usage could mean that the Authority's contributions will again rise (comparative to other local authorities) in future years.

Inflation is not incorporated into the London Councils' base figures. For the purpose of the current growth bid LBTH's own inflation figure of 2.5% has been used – especially given that London Councils are stating RPI at 3.1%. Should actual inflation be higher or lower than the 2.5% figure then the requirement will change.

2 VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/inspection judgements

The Authority has no individual control over the amount of money levied upon it to fund the Freedom Pass scheme. Arguably the Freedom Pass scheme represents value for money in offering enhanced mobility to traditionally less mobile members of the community and enhances sustainable travel by encouraging the use of public transport.

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2014/15- 2016/17**

Item Ref. No:
GRO/CLC/02/14

TITLE OF ITEM:	Waste Collection and Treatment		
DIRECTORATE:	Communities, Localities and Culture		
SERVICE AREA:	Public Realm	LEAD OFFICER: Jamie Blake	

FINANCIAL INFORMATION:				
	Contingency / Budget allocation	Bid (Base is 2013/14 Budget)		
	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000
Employees (FTE)				
Employee Costs				
Other Costs	15,045	465	1,425	337
Income				
To Reserves				
TOTAL	15,045	465	1,425	337

*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

DESCRIPTION & JUSTIFICATION

In the 3 year period 2014/15 to 2016/17 waste collection and treatments costs will increase due to growth in the quantity of Municipal Waste brought about by the economic recovery gaining momentum along with the anticipated growth in the housing stock within the borough (and associated growth in the population).The details are set out below:

Growth in Waste Treatment and Disposal Costs
The Council currently has contracts in place for the treatment and disposal of waste and recyclable materials that utilise spare operating capacity at existing waste facilities within and around London. The Council's residual Municipal Waste and Other wastes (organic and healthcare waste) are managed through a contract with Veolia, which will run until 2017.

The sorting of the Council's dry recyclable material is managed through a contract with Viridor which will run until the end of January 2015.

These services are charged on a unit rate basis per tonne of waste treated or disposed of.

The budget provision for 2013/14 has been calculated on the basis of the quantity of waste that is to be treated and disposed of during 2013/14.

There are two main factors that influence the quantity of Municipal Waste generation, economic prosperity and growth in the housing stock within an area. The economic recovery has already started to influence increases in waste generation in Tower Hamlets and will continue to do so as the economy recovers further and GDP rises over the coming years.

In relation to housing stock growth, the 2011 Census data and Tower Hamlets Planning for

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BUDGET 2014/15- 2016/17**

**Item Ref. No:
GRO/CLC/02/14**

Population Growth Model indicate that in the 10 year period from 2011 to 2021, the number of housing units within the borough will increase by 32%. This increase, and associated population growth, will add to the waste growth brought about by the economic recovery. As a result, additional budget provision will be required to manage the increasing tonnages of Municipal Waste produced.

Set out below is a breakdown of the cost elements for these 3 main fractions of the Municipal Waste:

Municipal Residual Waste:

The estimated tonnage of residual waste in 2013/14 is 89,518 tonnes

Year	Estimated Residual Waste Growth (Tonnes)	Cost per Tonne (£)	Cost of Growth (£)
2014/15	2864	£102	£292,128
2015/16	2956	£104	£307,424
2016/17	3050	£106	£323,300

Dry Recycling:

In 2011/12 the Council was paying £19 per tonne for the dry recycling to be processed. A new contract commenced in Feb 2012 through which the Council has received an income for the dry recycling. The contract will expire on 31st January 2015 at which time it is expected that the Council will again be required to pay for the processing of the recycling.

Year	Tonnage	Cost per Tonne (£)	Cost of Growth (£)
2014/15 (Feb and March)	2000	£83	£166,500
2015/16 (includes 3.2% waste growth)	10382	£83	£861,706
2016/17 (growth on previous year only)	396	£19	£7,528

Other Wastes (Organic wastes and healthcare waste):

Year	Tonnage (combined)	Cost of Growth (£)
2014/15	65.5	£6150
2015/16	67.6	£6478
2016/17	69	£6737

Additional Cost of Waste Collection

From 2015/16 the increase in the quantity of municipal waste requiring collection will be greater than the capacity provided by the existing collection arrangements. In order for the Council to continue to discharge its statutory obligations as a waste collection authority it will be necessary to implement an additional collection round (vehicle and labour).

1 x additional collection round £250,000

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Growth Calculation: [Use this box to illustrate the empirical assumptions built into this bid and how they relate to historic/ developing trends]

A number of assumptions have been made in calculating the funding required:

- that the Council's expectation of having zero waste direct to landfill from 2014/15, incurring no additional costs for the increase in Landfill Tax, will be realised
- the additional residual waste will be managed through Veolia waste treatment facilities
- that the growth in the number of housing units and the economic recovery will be linear and thus the growth in Municipal Waste will also be linear (the anticipated 3.2% growth is consistent with the level of waste growth that is being experienced in 2013/14).
- it is known that the markets for recyclable materials have dropped significantly since the Council current MRF contract was put in place and that Local Authorities are once again being charged a processing fee for dry recyclable materials.
- that the gate fee price for processing the Council's dry recycling upon the expiry of the current contract will be at a no higher price than was previously being paid (£19 per tonne)

1. RISKS AND IMPLICATIONS:

Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.

The Council has a statutory obligation to treat and dispose of the Municipal Waste that is generated within the borough and the quantity of Municipal Waste will increase year on year with the growth in the number of housing units and associated population increase. Because the services for waste treatment and disposal are charged for on a per tonne basis the cost associated with the growth in the quantity of Municipal Waste is inescapable.

There are a number of variables that could have an impact on the waste treatment and disposal budget:

- the scale of the economic recovery increases the average amount of waste produced per property beyond the level that has been anticipated for the calculations
- that Veolia owned waste treatment facilities do not have sufficient spare capacity to accommodate the additional waste and Veolia need to seek alternative 3rd party facilities at a higher gate fee price.
- the gate fee for processing the Council's dry recycling may be high than the £19 per tonne used in the growth estimate. Processing costs will be influenced by increases in labour, fuel and utility costs.
- the Council continuing to use landfill from 2014/15 incurring additional costs for landfill tax.

2 VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2014/15- 2016/17**

**Item Ref. No:
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The Council has made significant strides in mitigating the costs of waste treatment and disposal by diverting waste from landfill disposal to other forms of waste treatment and reducing exposure to the increases in Landfill Tax with the cost per tonne for alternative treatment in 2014/15 being £102 per tonne. The current equivalent per tonne cost for residual waste to landfill (including Landfill Tax) within the Veolia contract is £153.50. This would rise to £161.50 in 2014/15 with the additional £8 per tonne increase in Landfill Tax.

In addition, the Council's contracts for waste treatment and disposal services have been procured through open competition under OJEU and through partnership working with the Council's contractors competitive gate fee prices have been secured at a range of existing waste treatment facilities within and around London.

The predicted growth in the number of housing units within the borough and the associated growth in population will however lead to a growth in the amount of Municipal Waste that will be generated within the borough, the additional cost of which will be inescapable

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2014/15- 2016/17**

Item Ref. No:
GRO/D&R/01/14

TITLE OF ITEM:	Carbon Reduction Commitment Energy Efficiency Scheme		
DIRECTORATE:	Development and Renewal		
SERVICE AREA:	Energy Services	LEAD OFFICER:	Sian Pipe

FINANCIAL INFORMATION:				
	Contingency / Budget allocation	Bid (Base is 2013/14 Budget)		
	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000
LBTH Buildings	Nil (See note below)	121	157	204
Street Lighting	n/a	80	104	135
TOTAL	Nil	201	261	339

*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

Note: The current year costs are being met from Corporate Reserves but there is no on-going budgetary provision.

DESCRIPTION & JUSTIFICATION

Growth Calculation:

The CRC Energy Efficiency Scheme (formerly known as the Carbon Reduction Commitment) is a mandatory carbon emissions reporting and pricing scheme to cover all organisations in the UK using more than 6,000MWh per year of electricity.

The scheme requires participants to buy allowances for every tonne of carbon they emit (relating to electricity and gas), as reported under the scheme.

Participants are required to buy allowances from Government each year to cover their reported emissions. This means that organisations that decrease their emissions can lower their costs under the CRC.

Carbon tax for the Carbon Reduction Commitment is set by the Treasury. It was capped at £12 per tonne in phase 1 of the scheme, with the Government now raising the tax to £15.60 per tonne for the second phase from 2014/15. There has been no announcement of future costs for 2015/16 onwards but it has been assumed that the annual increase may be 30% in line with the European carbon market.

The Council's total liability for 2013-14 is £358,000, however this includes state funded schools. These

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2014/15- 2016/17**

**Item Ref. No:
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will no longer be included within the scheme from April 2014, so this growth bid solely relates to the anticipated liability falling on the Council.

Liability for the Council buildings is estimated at £121,000 in 2014-15, however there is a possibility that both dynamic and passive electricity supplies will be included in phase 2 of the scheme. If so, this will include the borough's street lighting. An initial provision of £80,000 has therefore been included in 2014/15 for the street lighting element.

1. RISKS AND IMPLICATIONS:

Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demanded provide details of the increase in client numbers and the basis of any projections.

The tax is mandatory; failure to pay will result in major penalties both civil and criminal.

It is impossible to determine the exact amount of tax as the consumption of sites varies during the compliance year. The amount of tax can only be calculated once the annual consumption figures have been received (end of May each year).

Site numbers and occupation will affect the amount of tax paid, reduction or the increase of registered sites needs to be considered along with carbon reduction measures and ongoing energy efficiency.

2 VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements

There is no alternative to the CRC.

Savings can be made by introducing effective energy efficiency and carbon reduction measures.

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2014/15- 2016/17**

Item Ref. No:
GRO/RES/01/14

TITLE OF ITEM: Pension Fund Auto-Enrolment

DIRECTORATE: Resources

SERVICE AREA: Corporate Finance

LEAD OFFICER: Paul Thorogood

FINANCIAL INFORMATION:

	Contingency / Budget allocation	Bid (Base is 2013/14 Budget)		
	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000
Employees (FTE)				
Employee Costs	21,700	800	0	0
Other Costs				
Income				
To Reserves				
TOTAL	21,700	800	0	0

*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

DESCRIPTION & JUSTIFICATION

A growth bid of £1.2m was submitted last financial year to fund the anticipated increase in pension related cost as a result of the Council auto-enrolling all staff into the Pension Fund in June 2013. The provision that was made in the budget was based on an overall increase in LGPS participation of 20% (£100k per month = £1.2m annually).

Growth Calculation: The cost will depend upon take-up, estimated as follows;

	100% Take Up (per month)	50% Take Up (per month)	20% Take Up (per month)
LGPS (General Fund)	£515,200	£257,600	£103,040
LGPS (Schools)	£285,800	£142,900	£57,160
Teachers Scheme	£148,700	£74,350	£29,740
Tower Hamlets Homes	£58,600	£29,300	£11,720

Auto-enrolment was duly implemented by the Council on 1 June 2013. The exercise was far more successful than was originally anticipated, so that over 20% of staff have opted to stay in the LGPS after auto-enrolment. Therefore, additional provision is required. The below table sets out details of increase in spend by directorate.

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BUDGET 2014/15- 2016/17**

Item Ref. No:
GRO/RES/01/14

Directorate	May	October	Monthly Variance	10 Month Impact (Impact on 13-14)	Annual Impact
Chief Executive	103,872.45	108,237.69	4,365.24	43,652.40	52,382.88
Communities Localities and Culture	458,981.92	504,478.76	45,496.84	454,968.40	545,962.08
Development & Renewal	267,395.45	285,076.10	17,680.65	176,806.50	212,167.80
Education Services	39,725.40	44,696.97	4,971.57	49,715.70	59,658.84
Education, Social Care & Wellbeing	1,011,563.84	1,098,376.22	86,812.38	868,123.80	1,041,748.56
Resources	271,112.31	284,843.70	13,731.39	137,313.90	164,776.68
TOTAL	2,152,651.37	2,325,709.44	173,058.07	1,730,580.70	2,076,696.84

It is anticipated that more staff will opt out of the scheme taking the required amount to £2m per annum - £1.2m has already been provided for in the 2013/14 budget on an ongoing basis.

1. RISKS AND IMPLICATIONS:

Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.

It is a statutory requirement for the Council to automatically enrol eligible staff in its occupational pension scheme and to make employers contributions in accordance with the scheme for each employee who joins.

2 VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements

The Local Government Pension Scheme remains a high quality occupational scheme and the availability of the scheme is an important staff benefit that attracts applicants for Council jobs and affords a measure of financial security for staff who remain members for a significant period.

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2014/15- 2016/17**

Item Ref. No:
GRO/RES/02/14

TITLE OF ITEM:	Investment Income		
DIRECTORATE:	Resources		
SERVICE AREA:	Corporate Finance	LEAD OFFICER:	Paul Thorogood

FINANCIAL INFORMATION:				
	Contingency / Budget allocation	Bid (Base is 2013/14 Budget)		
	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000
Employees (FTE)	0			
Employee Costs	0			
Other Costs	0	845	0	0
Income To Reserves	(2,545)			
TOTAL	(2,545)	845	0	0

*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

DESCRIPTION & JUSTIFICATION
<p>Following the credit crisis, there was a squeeze on credit facilities and a lowering of interest rates to encourage lending which resulted in record low interest rates. The Bank of England (BoE) base rate currently stands at 0.50% compared to a high of 5.75% in July 2007. The BoE lowered the rate to 0.50% in March 2009 and it has been at this level for the past four years and more. The new BoE governor has stated that interest rate will not go up until unemployment rate dips below 7%. Current estimates suggest that this will not happen until early 2016.</p> <p>The Investment Strategy was reviewed in 2011/12 to increase flexibility and allow the Council to maximise returns from government owned banks that were at the time offering rates that were 1% above the average market rate. Savings totalling £495k (£445k in 2012/13 and £150k in 2013/14) were programmed into the budget on the back of these and raised level of cash balances. These preferential rates are no longer available from government owned banks and there has been a further squeeze on interest rates in the money markets since mid-2013.</p> <p>This pressure on interest rates and a projected reduction in cash balances going forward means that the Investment Strategy will not be able to deliver the current budgeted level of income. It is deemed that the current credit criteria set out in the Investment Strategy recommended for approval conforms to CIPFA/CLG guiding principles that prioritises the security and liquidity of cash above returns. The Strategy has been flexed over the past 2 years and it is advised that the credit criteria is relaxed any further so as not to expose the Council to undue risk and potential loss of invested principal amounts.</p> <p>It is projected that the Council will be able to achieve an average return on balances of 0.80% (0.83% year to date in 2013/14; 1.24% in 2012/13) on an average cash balance of £200m in 2014/15.</p>

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2014/15- 2016/17**

Item Ref. No:
GRO/RES/02/14

1. RISKS AND IMPLICATIONS:

Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.

The 2014/15 Investment Strategy that will be approved by Council specifically sets out the credit criteria under which officers are to invest Council's surplus cash balances. Under these criteria and current market conditions it is envisaged that the likely maximum return that will be generated from accumulated surplus cash and reserves is £1.6m. Investing in line with the approved Strategy will result in a budget overspend of £845k if this growth is not approved.

It is anticipated that cash balances and interest invested amounts will average out at £200m and 0.80% respectively giving the projected income of £1.6m

2 VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/inspection judgements

This is an uncontrollable budget pressure that is largely dictated by the Council's Investment Strategy. A more flexible and greater appetite for 'risky' investments could generate additional income, but this must be weighed up against the security of invested cash. Investing in line with approved Strategy will guard against undue risk and prevent potential loss of invested amount.

**GROWTH PROPOSAL – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:
ACC/D&R/01**

**PART 1: REQUIRED BY 19 JANUARY – TO INFORM REPORT TO CABINET BUDGET PROPOSALS
5th FEBRUARY 2014**

TITLE OF GROWTH INITIATIVE:	Working Start for Women in Health and Childcare <i>Providing placements for unemployed women into Skills and Employment in the Health and Childcare sectors; to impact on employment rates for women and public health indicators within Tower Hamlets</i>
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COMMUNITY PLAN THEMES:	A prosperous community & A healthy and supportive community
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PRIORITY: (identify which)	<ul style="list-style-type: none">• Support more people into work;• Supporting residents impacted by welfare reform• Helping people to live healthier lives
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LEAD DIRECTORATE:	Development and Renewal (in partnership with Public Health)
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SERVICE AREA:	Economic Development	LEAD OFFICER:	Andy Scott
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SHORT DESCRIPTION OF ACTIVITY PROPOSED:

This growth bid is to support the delivery of a new employment programme to target unemployed women in the borough who are returning to the labour market. The programme will offer suitable access to training and skills in the health sector; particularly focused on Maternity and Early Years areas of work, and offer paid work experience placements to 100 Women with a mix of full time and part time positions.

Rationale

Skills and employment

Women’s unemployment is significantly higher than that of men, and women returning to work face difficulties in up-skilling and accessing new opportunities, as they could have been disengaged from training and the labour market for several years; on seeking to return they often find that the required skill sets have changed. Additionally Tower Hamlets’ employment strategy identifies *returners to work* and particularly *women* as disadvantaged groups.

It is expected that up-skilling and re-skilling local residents in general is a key strand of the employment strategy delivery, as statistics suggest that over 20% of the Tower Hamlets population still have either low or no accredited qualifications (below NVQ level1). The strategy identifies the need to develop sector based ‘Routeways to Work’ and the council has been successful in doing this for particular target groups such as young people, and across specific sectors such as security, administration, construction and hospitality. The programme will target women returning to the labour market and offer work experience in a real job alongside appropriate training in the health and childcare field, which will identify progression opportunities for suitable participants - into further training or a job in the sector.

By offering a mixture of full time and part roles, the programme can engage and prepare women with specific personal barriers to employment; the most common being the care of pre-school age and school age children, or other caring responsibilities. The programme will also offer the opportunity to target, with jobs and training opportunities, women significantly affected by the Government’s Welfare Reform agenda and thereby mitigate the impacts of the housing benefit cap.

**GROWTH PROPOSAL – CABINET KEY PRIORITIES
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Health Sector

The health sector has a higher turnover of staff than other sectors; there is a shortage of trained people to facilitate the business need in several areas of this work. Up-skilling local residents in this area of work will not only provide a skilled and available workforce, it will also prepare for the changes to the health sector provision; for example, to contribute to the recruitment volumes for the health sector contained in the Memorandum of Understanding between the Council and the Bart's and London Trust. The health trust have approximately 1,500 vacancies per year across a spectrum of health and clinical areas of work. It is particularly interested in supporting a more community reflective workforce particularly in the Maternity and early years area and additionally when the *health visiting* service comes back into the council in 2015. This sector in Tower Hamlets currently has a particular staffing shortage in critical services such as Midwifery and Health Visiting, which are essential for supporting early child development. The programme will assist in addressing local workforce to reflect the community objectives as well as impacting on key health indicators which meets the requirements of the funding provision. While participants would have to undertake further basic nursing training before they could move into these roles the programme would play an important role in strengthening our local workforce in these areas in the longer term; and, through working in support roles during their work placements, would increase wider capacity in the short term. There are a number of local voluntary schemes in health and childcare settings (e.g. Maternity Mates and Healthy Families Parent Ambassadors) and this programme would provide a valuable 'stepping stone' from voluntary roles into paid employment.

The programme - Working Start for women in health and childcare

This additional trainee workforce can offer capacity to the existing workforce both internally and externally in the sector and create new job activity for 100 individuals. All these factors have an impact on the unemployment and employment rates for women by focusing on health and early years childcare services, and will contribute towards improving a range of public health and child development indicators (see below).

This programme will potentially impact on health and wellbeing in two ways. Firstly by increasing the incomes, skills and longer term opportunities of the women taking up the new employment opportunities it will have a direct positive impact on the health and well-being of their families. Secondly, by focusing on supporting local people into careers in health and childcare, it will have a wider longer term impact on the health and well-being of the community. The Marmot Review into Health Inequalities identified Pregnancy and Early Years (0-5 years) as a critical period for virtually every aspect of human development, with lifelong effects on health and well-being. By increasing local capacity to support pregnant women, children and families in areas such as early attachment and communication, home based learning, active play and child nutrition we will be able to support healthy physical, emotional, social and cognitive development and contribute towards improving a range of public health and child development indicators, for example: infant mortality, smoking in pregnancy, exclusive breastfeeding rates, child development (2/2.5 years), child obesity in 4-5 year olds, dental decay in 5 year olds, admissions due to unintentional and deliberate injuries (0-5 years) and Early Years Foundation Stage.

Placements will be sought with a range of agencies working with children and families including primary care, Bart's Health NHS Trust (particularly Health Visiting and Midwifery), Children's Centres and the voluntary and community sector.

The programme will introduce a minimum of 100 local unemployed residents into economic activity, thus addressing Community Plan priorities of :

Prosperous Communities :

- Supporting more people into work
- Supporting residents through national welfare reform
- improving educational aspiration and attainment

**GROWTH PROPOSAL – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

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A Healthy and Supportive Community

- Reducing overall mortality and the burden of disease
- Promoting healthy lifestyles
- Keeping vulnerable children, adults and families safer, minimising harm and neglect

This economic activity and skills development will address economic strategy objectives of:

- Obj2: Engage those workless residents detached from the labour market and complement the work of the mainstream.
- Obj3: Encourage and support increased aspiration toward engaging with the labour market, particularly for inactive groups.
- Obj4: Ensure economic investment is co-ordinated and focused.
- Obj5: Capture employment opportunities for Tower Hamlets residents within the Borough and wider London labour market through a range of measures including development and procurement opportunities.

Equally investment in the skills sets and labour force of the health and childcare sector will capacity-build teams and organisations that are impacting on the health commitments of:

- Tackling public health inequalities including child nutrition, obesity and dental decay, smoking in pregnancy and at home, emotional health and wellbeing and early cognitive development, Improving access to health and supportive services for all our communities;
- Supporting carers to care safely and improve their health and well-being.

The programme will link to key strategic work across the borough and amongst its' partners including through the:

- Employment Strategy;
- Lifelong learning;
- Health and Wellbeing Strategy and Children and Families Plan with a particular focus on the joint priority of Maternity and Early Years
- Family Wellbeing Model;

Council's Strategic Plan

The programme will generate a Strategic plan activity where progress will be monitored quarterly:

- Develop and implement Women and Health employment programme focusing on the joint priority of Maternity and Early Years'

Working Start for Women in Health and Childcare Programme Delivery

The delivery of the programme will be through the council's current Working Start team within the Economic Development Service in close partnership with Public Health services.

The current Working Start model offers paid placements to young people across all sectors and introduces them to current job opportunities and experience placements, both internally and externally of the council. Working Start currently has over 70% success rate in progressing work experience placements into sustainable employment.

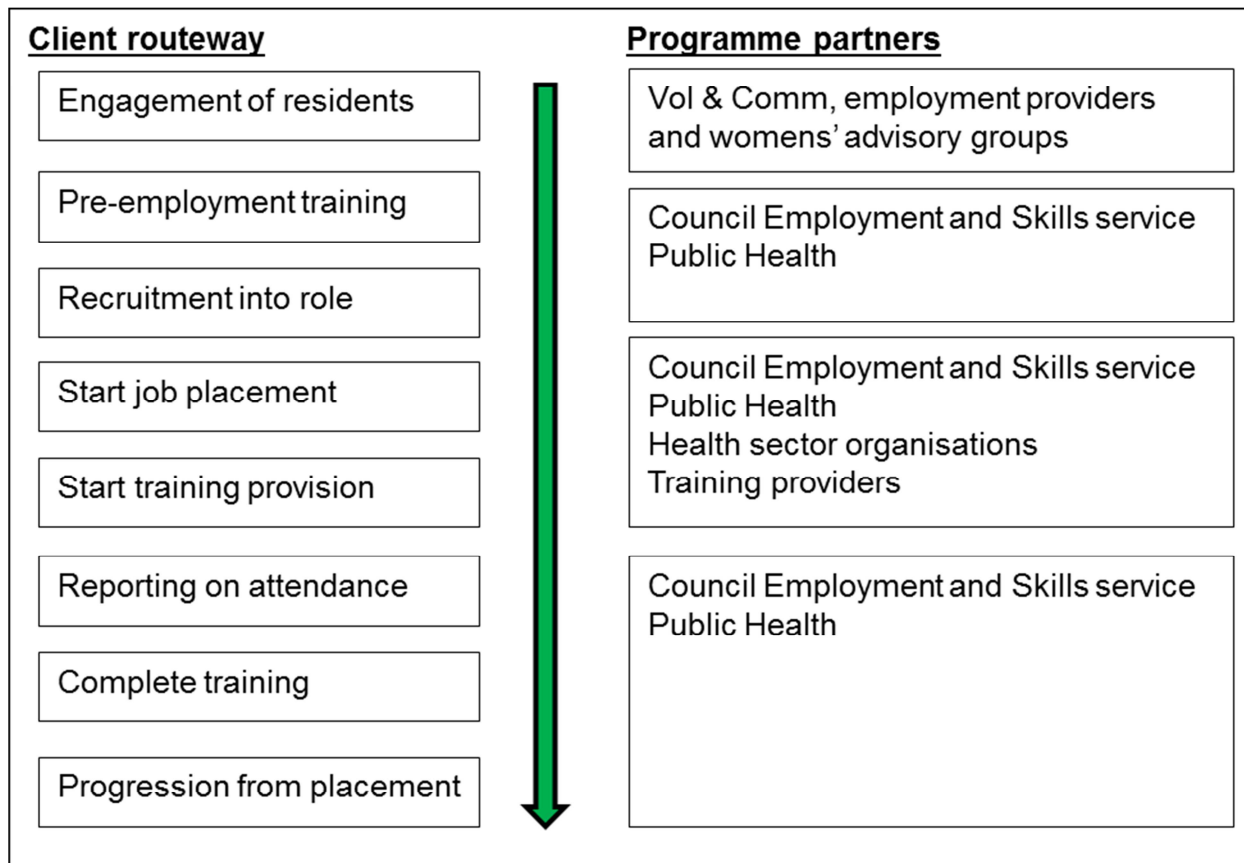
A programme steering group will be introduced immediately to complete the design and implementation of the model consisting of officers from:

- Public Health
- Economic Development
- Workforce Development

**GROWTH PROPOSAL – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

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Client Journey through the programme



For a role in the health sector there is a need for specific sector related training and a series of statutory checks to be made for personnel. The programme will engage with around 240 women and, using a sifting and selection process, select 100 women to progress into either a full time or part time placement. Those who are not successful at this stage will be further supported with a personal action plan which will enable them to focus on the next step in looking to upskill and find appropriate employment. The recruitment process will be staged in several phases across a 6 month period between May 2014 and October 2014, which allows for suitable individual learning and skills plans to be developed and sector placements to be identified and prepared. It is expected that the roles will be focused on part time working placements to open up opportunities for those residents who require more flexible arrangements to fulfill their potential.

The lead-in period offers the opportunity for all of these individuals to have all necessary CRB checks and go through a preparation course to ensure they are available and can manage their attendance at the placement and the training course. Training will be accredited toward NVQ level (level 2 or 3) and lead the participants toward the next step for employment in the sector. Individuals may wish to pursue various different avenues within the sector and ongoing assessments of aspirations will take place to maximise the opportunity for sustained progression.

Health organisations and/or teams will be engaged to take the placement participants to learn on-the-job skills and understand the delivery of the organisation in real terms. This will give them real practical experience whilst studying the formal qualifications or certification. The businesses will need to provide suitable support and work planning/supervision arrangements which will be clearly set out and agreed within a 'hosting agreement' with the council.

GROWTH PROPOSAL – CABINET KEY PRIORITIES ONE OFF SPENDING PROPOSALS

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The council will be the lead employer and the programme will monitor the clients' progress through continuous contact with host organisations. Training and delivery of impacts on the health agenda will be monitored through the same process with colleagues from Public Health, working in partnership to design training/placements and monitor activity against key indicators of work.

Approaching the end of the placement, participants will be matched to currently available vacancies in the sector and/or further training to achieve their employment within the specific area of health they have an aspiration to join. There are a wide variety of roles across the health sector including Maternity, Health visiting, Early years, childcare and the opportunities to progress through the Bart's and London Trust vacancies which will place people within a further learning and development environment to achieve a sustainable long term role in the sector. This programme is the entry point for residents into sector and will provide the basis of learning which will act as a prelude and will prepare suitably qualified local residents for the wide variety of jobs available in the health sector from April 2015 and also link to the obligations placed on local providers and contractors in employing local residents as part of the council's procurement policy where skills and experience has previously been a hurdle to achieving these commitments.

Finance

The model will utilise £1.3m in public health funding to design, implement, manage and monitor the programme.

Key elements of the funding profile are highlighted later in this document but will consist of :

- Placement salary
- Programme management
- Training costs
- Personnel checks and client support

Contingency for any additional specialist training and/or additional placements (depending on the full time/part time split in client take-up) can be supported by the existing Working Start project and supplemented if appropriate, by the existing health and social care training provision delivered by the Workforce development team, who can draw down Skills Funding Agency funds external to the council.

IMPACTS

Economic:

A potential decrease of 0.85% in the overall unemployment rate and 2.5% decrease in the unemployment rate for women. (This assumes a static labour market with no other changes and is based on latest statistics).

Health:

Impact on health outcomes for healthier lives - additionality and impact levels cannot be outlined at this time until the specific sectors of work and placements, based on the aspirations of the engaged client group, have been assessed. However it is expected that the placements will impact on areas of work within health and childcare including: General Health and Social Care, Health visiting and Midwifery, Childrens Social Care, Nursing and Child health, Maternity and Midwifery. This focus would be on supporting work with children and families (0-5 years) including early attachment and communication, home based learning and active play, infant feeding and nutrition, accident prevention and minor childhood ailments.

By upskilling and introducing local residents to these roles the programme will assist both the council and the Health Trust to fulfil its objectives of recruiting from the local community and to meet its workforce representing the local customer and community base.

**GROWTH PROPOSAL – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

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FINANCIAL INFORMATION:

Please give an indication of financial requirements to deliver the proposed programme. If this will be delivered within existing budgets, please indicate 'nil'.

	Resource requirements	
	2014//2015 £000	2015/2016 £000
	Revenue	
- Public Health reserve	790	510
- General Fund		
- HRA		
Capital		
	790	510

KEY DECISIONS ON MOBILISATION : Please indicate proposed approach to decision making on mobilisation of new initiative

Cabinet Decision (Only required for 2014/15 expenditure proposals and those requiring early decision in order to be implemented in 2015/16).	Y
Add-on to existing service or contract	Y – Add on to adapted 'Working Start' programme budget within D&R Economic Development Service area
Participatory Budgeting exercise	N
Other	Describe: Approval decision for programme discretions required at D&R Spending Review Panel and Corporate Peoples Board for process of placement creation.

**GROWTH PROPOSAL – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:
ACC/D&R/01**

OUTLINE TIMESCALE FOR DELIVERY

Decision and/or resource allocation by:	March 2014
Mobilisation – initiative underway by:	April 2014
Key delivery milestones	
By June 2014	Appointment of programme manager and administrative officer
By June 2014	First intake of placements recruited (Job ready clients)
By January 2015	100 placements started
By January 2015	100 training courses started
July 14 – Dec 15	Ongoing monitoring of client progress
By Jan 2016	Close of programme

DELIVERY RISKS Please indicate any risks which may delay or prevent delivery and mitigating measures to be taken

Risk identified	Mitigating action
Insufficient numbers of suitable women in the targeted group to reach the placement numbers	Wide marketing of the opportunities across third sector, volunteering and community organisations to achieve a 2.5:1 ratio of interest. Additionally approaching all women who are currently being significantly affected by Welfare Reform.
Insufficient time to develop and commission bespoke training programmes to address early years public health priorities	Early agreement and design of core training programmes involving cross departmental steering group and training delivery partners
Insufficient work placements across the sector to sustain the numbers engaged on the programme	Engagement of existing council contractors and stakeholder groups from outset of delivery to identify placements and strengthen the sector.
Any Economic downturn may have a significant effect on progression from the programme into sustainable employment.	Analysis of the sector need alongside the introduction of employment through council procurement will oblige local recruitment from council contractors which can sustain the numbers associate with this programme.
Participants cannot be placed in organisations that have an impact on health outcomes	Sector organisations will be identified from the outset both internally and externally which can return impacts on health indicators identified.

**GROWTH PROPOSAL – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:
ACC/D&R/01**

**PART 2: REQUIRED BY 19 JANUARY – TO INFORM REPORT TO CABINET BUDGET
PROPOSALS 5th FEBRUARY 2014**

Only required if additional resources required

NB FOR CAPITAL EXPENDITURE SCHEMES, A CAPITAL TEMPLATE SHOULD ALSO BE PROVIDED

ADDITIONAL OUTPUTS TO BE DELIVERED – these must be additional to those already planned for delivery with existing budgets

Description of Output (New homes, Security Cameras, Youth Workers)	Additional by end March 2015	Additional by Sept 2015	Additional by March 2016
Pre placement courses completed	100	-	-
Placements Started	100	-	-
Health Businesses/teams engaged	40	-	-
Training courses started	100	-	-
Training courses completed	0	55	45

OUTCOMES IN PRIORITY AREAS Describe what outcomes this expenditure would achieve in relation to the priority area and set out the uplift which can be expected in key targets

Description of outcomes proposed:

- Increased awareness of the health sector as a growing sector with increasing need for a local skilled and available workforce.
- Increase in the skills base for local unemployed women who are a key target group for council employment policy.
- Women's unemployment is significantly higher than that of male counterparts.
- The programme will increase employment for women by 100 individuals.
- Increased household income for 100 women and any dependents, which will have a statistically improved impact on the individuals' family health

The volume associated with the programme will have an impact on overall rates as current claimant rates are 9,500 in total and 3,750 for women. This means a potential decrease of 0.85% in the overall unemployment rate and 2.5% decrease in the unemployment rate for women. (This assumes a **static** labour market with no other changes and is based on latest statistics).

Impact on health outcomes for healthier lives - additionality and impact levels cannot be outlined at this time until the specific sectors of work, based on the aspirations of the engaged client group, have been assessed. However it is expected that the placements will impact on areas of work within health and childcare including: General Health and Social Care, Health visiting and Midwifery, Childrens Social Care, Nursing and Child health, Maternity and Midwifery. This focus would be on supporting work with children and families (0-5 years) including early attachment and communication, home based learning and active play, infant feeding and nutrition, accident prevention and minor childhood ailments.

**GROWTH PROPOSAL – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:
ACC/D&R/01**

Strategic Indicator (Council Strategic Indicator)	Current target 2014/15	Target with 13/14 additional spend	Current target 2014/15	Target 14/15 with additional spend
LBTH Unemployment rate	Additional 100 women into employment = 0.85% decrease impact in overall employment rate (Assumes a <u>static</u> labour market)			
<i>Women unemployment rate</i>	Decrease of unemployed women by additional 100 = 2.5% decrease impact in women's unemployment rate (Assumes a <u>static</u> labour market)			
<i>Health impacts</i>	TBC- following sector assessment and placements			

VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money, e.g.

- unit cost comparisons of proposed provision

Where existing provision is being extended

- cost/performance benchmarking of existing provision which is to be extended
- internal/external evaluation of existing provision to be extended

Where proposed provision is new /innovative

- evidence/rationale for effectiveness and value for money of approach proposed

This is an innovative project specifically targeting unemployed women in the labour market and designed to build on the success of the current Working Start programme of work placements and the programme of training in health and social care delivered by the council's Workforce Development team.

Current cost of a placement for a full time worker at 24-35 hours is maximum £17,836, and for a part time worker (@16 Hours) it is £8,154. This expenditure is based on current London Living Wage policy to which the council is committed. Costs of training are standard costs of £2,700 for NVQ qualification, part of which may be drawn down from external funding sources into the council through the Skills Funding Agency. The costs are the same as current benchmarked costs within the Working Start programme, Workforce Development and governed by the LLW council policy.

The cost of an unemployed person in the borough has significant effect on the council's budgets, including managing claimant involvement with welfare benefits, housing costs and council tax relief. Additionally, with the programme targeting those affected by the governments welfare reform agenda, any employment opportunity offers the individual a release from the benefit capping structure and more financial independence which will reduce clients' use of the Mayor's Housing fund.

It is statistically proven that parents in work achieve better social cohesion, provide a better diet for themselves and their family, and that general family health is improved. Children achieve better in school; there is less potential of criminal behaviour and for those with a criminal record there is a 55% less chance of re-offending.

Additionally, up-skilling local residents in the health sector offers the opportunity to strengthen the capacity of the health sector locally and thus deliver better quality outcomes for the council.

**ACCELERATING DELIVERY – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:
GRO/RES/01**

**PART 1: REQUIRED BY 7th FEBRUARY – TO INFORM REPORT TO CABINET BUDGET PROPOSALS
26th FEBRUARY 2014**

TITLE OF ACCELERATED DELIVERY INITIATIVE:	Award of discretionary discount for council tax 2014/15		
COMMUNITY PLAN THEME:	A Prosperous Community		
PRIORITY: (identify which)			
DIRECTORATE:	Resources		
SERVICE AREA:	Revenue Services	LEAD OFFICER:	Roger Jones
SHORT DESCRIPTION OF ACTIVITY PROPOSED:			
<p>The proposal is to award a further Council Tax Discount of £25.00, to support low income households who are entitled to partial council tax support, increasing the existing localised Council Tax Support Scheme. This would result in a one-off cost of £575k to the Council in the 2014/15 financial year. This will be funded out of general reserves in 2014/15 which will be replenished via savings in 2015/16 and 2016/17.</p> <p>Calculations have been based on the number of households who have partial entitlement to the Local Council Tax Reduction Scheme in Tower Hamlets, which is currently 23,000 households.</p> <p>Those who will benefit from the scheme include pensioners, Disabled residents and those on low income. There is a clear legal power to reduce a person's liability to Council Tax. Additionally, a discount compared to other options would be relatively cheap and straightforward to administer.</p>			

FINANCIAL INFORMATION:	Please give an indication of financial requirements to deliver the proposed acceleration. If this will be delivered within existing budgets, please indicate 'nil'.		
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	Resource requirements	
	2014/2015 £000	2015/2016 £000
Revenue		
- General Fund	575	0
- HRA		
Capital		
	575	0

**ACCELERATING DELIVERY – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:
GRO/RES/01**

KEY DECISIONS ON MOBILISATION : Please indicate proposed approach to decision making on mobilisation of new initiative

Cabinet Decision (Only required for 2014/15 expenditure proposals and those requiring early decision in order to be implemented in 2015/16).	Y/N N/A – Cabinet decision has been made
Add-on to existing service or contract	No
Participatory Budgeting exercise	No
Other	Describe: N/A

OUTLINE TIMESCALE FOR DELIVERY

Decision and/or resource allocation by:	Cabinet February 2014
Mobilisation – initiative underway by:	April 2014
Key delivery milestones	The milestones below are based on a discount applied to 2014/15 Council Tax
By March 2014	Delivery mechanism and communications planned for annual billing in early March 2014, depending on agreement by Full Council.
By March 2015	A reduction of £25.00 to the council tax liability of 23,000 households that are entitled to partial council tax support at annual billing
By September 2016	N/A
By March 2016	N/A

DELIVERY RISKS Please indicate any risks which may delay or prevent delivery and mitigating measures to be taken

Risk identified	Mitigating action
Programmes need to be written and tested to identify entitlements with little time	Recruitment of additional staff for specific period to manually carry the exercise.

**ACCELERATING DELIVERY – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:
GRO/RES/01**

PART 2: REQUIRED BY 19 JANUARY – TO INFORM REPORT TO CABINET BUDGET PROPOSALS 5th FEBRUARY 2014

Only required if additional resources required

NB FOR CAPITAL EXPENDITURE SCHEMES, A CAPITAL TEMPLATE SHOULD ALSO BE PROVIDED

ADDITIONAL OUTPUTS TO BE DELIVERED – these must be additional to those already planned for delivery with existing budgets

Description of Output (New homes, Security Cameras, Youth Workers)	Additional by end March 2015	Additional by Sept 2015	Additional by March 2016
None	None		

OUTCOMES IN PRIORITY AREAS Describe what outcomes this expenditure would achieve in relation to the priority area and set out the uplift which can be expected in key targets

Description of outcomes proposed:

The aim of this proposal is to provide additional financial help for lower income households. This would be by way of a £25.00 reduction to all council taxpayers who are entitled to partial council tax support but who still have at least £25.00 to pay in the 2014/2015 financial year.

Strategic Indicator (Council Strategic Indicator)	Current target 2014/15	Target with 14/15 additional spend	Current target 2015/16	Target 15/16 with additional spend

VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money, e.g.

- unit cost comparisons of proposed provision

Where existing provision is being extended

- cost/performance benchmarking of existing provision which is to be extended
- internal/external evaluation of existing provision to be extended

Where proposed provision is new /innovative

- evidence/rationale for effectiveness and value for money of approach proposed

Unit cost comparisons are difficult to make for a scheme of this nature. However, a discount, compared to other options, would be relatively cheap and straightforward to administer.

**ACCELERATING DELIVERY – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:
GRO/CLC/01**

**PART 1: REQUIRED BY 7th FEBRUARY – TO INFORM REPORT TO CABINET BUDGET PROPOSALS
26th FEBRUARY 2014**

TITLE OF ACCELERATED DELIVERY INITIATIVE: An additional police officer in every ward

COMMUNITY PLAN THEME: Community Safety

PRIORITY: (identify which) Community Safety

DIRECTORATE: Communities, Localities and Culture

SERVICE AREA: Safer Communities **LEAD OFFICER:** Andy Bamber

SHORT DESCRIPTION OF ACTIVITY PROPOSED:

On January 17th, the details of the new MOPAC funding deal for Councils wishing to purchase additional police were confirmed. An excellent partnership relationship has already been established through two partnership police deals which have introduced an additional 35 police officers on to the streets of Tower Hamlets. Community Safety remains the top priority for residents of this borough, as detailed in this year's Annual Residents Survey.

It is proposed to retain PTF1 for a further 17 months and continue PTF2 both at their current levels and add an additional 20 officers under a new and separate section 92 Agreement. These new officers would be placed into the electoral wards to increase the numbers of officers at ward level because the MPS have reduced ward officers to create larger neighbourhood teams at 4 locations. This will create a total of 55 additional police officers at an annual cost of £1,288m for the period of October 2014 to September 2015. This is based on the new MOPAC transitional charges being applied for 2014/15 year to a renegotiated PTF1 which replaces the existing cost sharing and match funding scheme. MOPAC costs of £36k each per PC (which is a lower rate than currently agreed PTF1 costs of £41k). It is also based on PTF2 being extendable at currently agreed PTF2 rates. The new agreement covering the 20 officers would run for three years from October 2014.

These additional police officers will be tasked with tackling drug dealing and anti-social behaviour. Officers placed in each ward will be supported by the existing management structure for SNTs within the 4 Neighbourhood Teams of the local policing model.

This proposal would demonstrate the Council's continued commitment to addressing residents' key concerns around crime and ASB while counteracting cuts to local policing levels imposed at regional level. Resources are available from the Employment and other Corporate Initiatives reserve to fund the £212,000 cost of the additional 20 police officers for the following two years.

FINANCIAL INFORMATION: Please give an indication of financial requirements to deliver the proposed acceleration. If this will be delivered within existing budgets, please indicate 'nil'.

	Resource requirements	
	2014/2015 £000	2015/2016 £000
Revenue		
- General Fund		
- HRA	13	199
Capital		
	13	199

**ACCELERATING DELIVERY – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:
GRO/CLC/01**

KEY DECISIONS ON MOBILISATION : Please indicate proposed approach to decision making on mobilisation of new initiative

Cabinet Decision (Only required for 2014/15 expenditure proposals and those requiring early decision in order to be implemented in 2015/16).	Y/N N/A : Cabinet decision made.
Add-on to existing service or contract	No
Participatory Budgeting exercise	No
Other	Describe: N/A

OUTLINE TIMESCALE FOR DELIVERY

Decision and/or resource allocation by:	See above.
Mobilisation – initiative underway by:	June –August recruitment.
Key delivery milestones	
By December 2014	Additional trained officers arriving in Borough. Estimate 20 additional at this time. Subject to the above a total of 55 funded Police Officers in the borough
By March 2015	As above.
By September 2015	PTF 2 ends
By March 2016	N/A

DELIVERY RISKS Please indicate any risks which may delay or prevent delivery and mitigating measures to be taken

Risk identified	Mitigating action
Ability of MPS to recruit and train additional police officers quickly.	None
MOPAC move the goal posts	None

**ACCELERATING DELIVERY – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:
GRO/CLC/01**

PART 2: REQUIRED BY 19 JANUARY – TO INFORM REPORT TO CABINET BUDGET PROPOSALS 5th FEBRUARY 2014

Only required if additional resources required

NB FOR CAPITAL EXPENDITURE SCHEMES, A CAPITAL TEMPLATE SHOULD ALSO BE PROVIDED

ADDITIONAL OUTPUTS TO BE DELIVERED – these must be additional to those already planned for delivery with existing budgets

Description of Output (New homes, Security Cameras, Youth Workers)	Additional by end March 2015	Additional by Sept 2015	Additional by March 2016
Higher profile of uniformed policing	55 funded Police Officers		
Impact on annual residents survey	TBC (subject to discussions with Borough Commander)		
Reduced ASB	As above		

**ACCELERATING DELIVERY – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:
GRO/CLC/01**

OUTCOMES IN PRIORITY AREAS Describe what outcomes this expenditure would achieve in relation to the priority area and set out the uplift which can be expected in key targets

Description of outcomes proposed:

- The core outcomes are subject to further detailed negotiation with the Borough Commander. However some of the higher level outcomes are set out below.
- Additional policing will be welcomed by residents and address, if communicated appropriately, perception of how the Council and partners deal with crime and ASB.
- The initiative will further integrate police delivery with local priorities and promote closer joint working.
- It will demonstrate clear political commitment to addressing community safety concerns.
- May possibly result in a slightly higher profile of uniformed policing, provided safeguards are put in place to ensure officers cannot be drawn to duties elsewhere across the MET area.
- Depending on nature of the deal struck with the Borough Commander the additional resource could help tackle mid-level drug dealing, an issue that may otherwise not a priority for the police.
- This proposal could be linked to the mobile police station proposal by negotiating the staffing of the police station as part of the agreement to fund police officers.

Strategic Indicator (Council Strategic Indicator)	Current target 2014/15	Target with 14/15 additional spend	Current target 2015/16	Target 15/16 with additional spend
	TBC (subject to discussions with Borough Commander)			
Annual Residents Survey	As above.			

VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money, e.g.

- unit cost comparisons of proposed provision
- Where existing provision is being extended
 - cost/performance benchmarking of existing provision which is to be extended
 - internal/external evaluation of existing provision to be extended

Where proposed provision is new /innovative

- evidence/rationale for effectiveness and value for money of approach proposed

The MOPAC subsidy arrangements allow the Council to secure additional police at reduced rates this provides value for money. In addition, the 20 police officers which will be delivered in October 2014, are at a further reduced cost to previous GLA funding arrangements.

That said the initiative does require the Council to fund the Police Service, which has formerly been solely funded by the GLA.

However the MET police is the sole provider of policing services so there is no alternative option to increase the police presence on the street, which is a key priority for residents.

APPROVED SAVINGS

Ref No.	Directorate	Current Name	2013/14 Year 3 £'000	Revised 2013/14 Year 3 £'000	2014/15 Year 4 £'000	TOTAL £'000
AHWB/1	Education Social Care & Well Being	Promoting Independence and reducing demand for domiciliary care through Reablement	100	100	0	100
AHWB/2	Education Social Care & Well Being	Better use of Supported Housing	940	940	0	940
AHWB/3	Education Social Care & Well Being	Modernising Learning Disability Day Services	600	600	0	600
AHWB 1 (2012)	Education Social Care & Well Being	Physical Disability Day Opportunities Budget efficiency	20	20	0	20
AHWB 2 (2012)	Education Social Care & Well Being	Mental Health Supported Accommodation	200	200	600	800
AHWB 3 (2012)	Education Social Care & Well Being	Use of Telecare	0	0	300	300
AHWB 4 (2012)	Education Social Care & Well Being	Reorganisation of Children Schools and Families & Adults Health and Wellbeing	150	150	0	150
AHWB 5 (2012)	Education Social Care & Well Being	LD residential and supported living efficiencies via collaborative work with neighbouring Boroughs	100	100	0	100
AHWB 7 (2012)	Education Social Care & Well Being	Improving the quality of the hostels sector and managing reduction of the number of bed spaces	690	690	0	690
AHWB 8 (2012)	Education Social Care & Well Being	More Effective Income Control	25	25	0	25
AHWB 9 (2012)	Education Social Care & Well Being	Supporting People Framework Agreement	225	225	0	225
AHWB 11 (2012)	Education Social Care & Well Being	Various savings each of less than £50k	40	40	0	40
CE 1 (2012)	Education Social Care & Well Being	Strategy, Policy and Performance: Management Restructure and Public Health	100	100	100	200
AHWB 1 (2013)	Education Social Care & Well Being	Office Supplies	46	46	0	46
AHWB 2 (2013)	Education Social Care & Well Being	Vacancy Management	1,280	1,280	0	1,280
AHWB 3 (2013)	Education Social Care & Well Being	Provision of Transport for Clients	50	50	50	100
LEAN/1	Education Social Care & Well Being	Management Streamling & Agency Management Reduction	147	147	0	147
		Total (Adults Health & Wellbeing)	4,713	4,713	1,050	5,763
ALL/1	Chief Executive	Directorate Supplies & Service Efficiencies	80	80	0	80
IO/3	Chief Executive	Shared Legal Services	7	7	0	7
LEAN/1	Chief Executive	Management Streamling & Agency Management Reduction	100	100	0	100
		Total (Chief Executive)	187	187	0	187
CLC/2	Communities Localities & Culture	Highways income and efficiencies opportunities	50	50	0	50
CLC/5	Communities Localities & Culture	Community Safety/Environmental Control Service Rationalisation - Restructure/Redesign of Directorate Enforcement Functions	0	0	150	150
CLC/7	Communities Localities & Culture	Commercial Waste Income Opportunities	400	400	0	400
CLC 1 (2012)	Communities Localities & Culture	Northumberland Wharf Commercial Lease	300	300	0	300
CLC 2 (2012)	Communities Localities & Culture	Depot Consolidation			200	200
CLC 6 (2012)	Communities Localities & Culture	Parking Permits Review	235	235	0	235
CLC 7 (2012)	Communities Localities & Culture	Corporate Events in Parks	90	90	0	90
CLC 8 (2012)	Communities Localities & Culture	Advertising Opportunity	600	600	0	600
CLC 9 (2012)	Communities Localities & Culture	Ideas Store Stock Fund	200	200	0	200
CLC 10 (2012)	Communities Localities & Culture	Various savings each of less than £50k	70	70	0	70
CLC 1 (2013)	Communities Localities & Culture	Roll out of Generic Working and Enhanced Deployment Methods	154	154	0	154
CLC 2 (2013)	Communities Localities & Culture	Improvement of Procurement of supplies and services	70	70	0	70
CLC 3 (2013)	Communities Localities & Culture	Market Fees	0	0	65	65
CLC 4 (2013)*	Communities Localities & Culture	Cease Contribution to Spitalfields	25	25	0	25
BAM/1	Communities Localities & Culture	Better Asset Management	198	198	0	198
LEAN/1	Communities Localities & Culture	Management Streamling & Agency Management Reduction	413	413	0	413
SSP/2	Communities Localities & Culture	Better targeting of Street Cleansing and Refuse Collection contracts	825	825	0	825
SSP/4	Communities Localities & Culture	Integrated Public Realm Contract - Service Efficiencies	1,300	1,300	0	1,300
SSP/10	Communities Localities & Culture	Leisure Service Efficiencies	495	495	0	495
	Communities Localities & Culture	Various efficiency savings each below £50k	76	76	0	76
		Total (Communities, Localities and Culture)	5,501	5,501	415	5,916
CSF/2	Education Social Care & Well Being	Family wellbeing model	200	200	0	200
CSF/4	Education Social Care & Well Being	Pupil Transport efficiency review	100	100	0	100
CSF/6	Education Social Care & Well Being	Redesign of parent support and advice to reflect need	40	40	0	40
CSF 2 (2012)	Education Social Care & Well Being	Move to a traded basis for Parent Support Services	0	0	205	205
CSF 3 (2012)	Education Social Care & Well Being	Saving in procurement of placements for looked after children	0	0	500	500

Ref No.	Directorate	Current Name	2013/14 Year 3 £'000	Revised 2013/14 Year 3 £'000	2014/15 Year 4 £'000	TOTAL £'000
CSF 4 (2012)	Education Social Care & Well Being	Consolidation of information systems- Single View of a Child	5	5	255	260
CSF 1 (2013)	Education Social Care & Well Being	Office Supplies	51	51	0	51
CSF 2 (2013)	Education Social Care & Well Being	Vacancy Management	2,298	2,298	0	2,298
CSF 3 (2013)	Education Social Care & Well Being	Integration of new Education Social Care and Wellbeing Directorate	100	100	0	100
CSF 4 (2013)*	Education Social Care & Well Being	Better targeting of teacher training bursaries	50	50	0	50
CSF 5 (2013)*	Education Social Care & Well Being	Registration Recharge to DSG	35	35	0	35
ALL/1	Education Social Care & Well Being	Directorate Supplies & Service Efficiencies	559	559	0	559
IO/1	Education Social Care & Well Being	Recharge Schools for Support Services	100	100	0	100
LEAN/1	Education Social Care & Well Being	Management Streamling & Agency Management Reduction	150	150	0	150
SSP/1	Education Social Care & Well Being	Improve Contract pricing through Contract re-negotiation	181	181	0	181
	Education Social Care & Well Being	Various efficiency savings each below £50k	80	80	0	80
		Total (Children, Schools & Families)	3,949	3,949	960	4,909
D&R 2 (2012)	Development & Renewal	Further Saving from Anchorage House	2,701	2,701	1,534	4,235
SW/1	Development & Renewal	Smarter Working	2,340	2,340	0	2,340
BAM/1	Development & Renewal	Better Asset Management	220	220	0	220
LEAN/1	Development & Renewal	Management Streamling & Agency Management Reduction	221	221	0	221
	Development & Renewal	Various efficiency savings each below £50k	60	60	0	60
		Total (Development & Renewal)	5,542	5,542	1,534	7,076
RES 1 (2012)	Resources	Phased Closure of Council's Cash Office Facility	80	80	0	80
RES 2 (2012)	Resources	Insurance - negotiate cheaper premiums in Consortium with other London Boroughs	125	125	0	125
RES 3 (2012)	Resources	Future Sourcing Project	500	500	230	730
RES 4 (2012)	Resources	Rationalisation of One Stop Shops	202	202	0	202
RES 1 (2013)	Resources	L&D - Agilysis Training	90	90	0	90
IO/4	Resources	Improved Income Collection, Debt Management and Fraud prevention	554	554	0	554
MOI/1	Resources	Managing our information	200	200	0	200
LEAN/1	Resources	Management Streamling & Agency Management Reduction	99	99	0	99
		Total (Resources)	1,850	1,850	230	2,080
CORP 2 (2012)	Corporate	Reduction in Corporate Contingency Provision	1,434	1,434	0	1,434
CORP 3 (2012)	Corporate	Contribution to Improvement & Efficiency Reserve	2,900	2,900	0	2,900
CORP 4 (2012)	Corporate	Insurance and Risk Management Provisions	500	500	1,300	1,800
CORP 5 (2012)	Corporate	Reduction in Severance Provisions	0	0	1,203	1,203
CORP 1 (2013)	Corporate	Audit Fees	185	185	0	185
CORP 2 (2013)	Corporate	London Pension Fund Authority Levy	399	399	0	399
CORP 3 (2013)	Corporate	Review of staff travel allowances	275	275	0	275
CORP 4 (2013)	Corporate	Treasury Management Investment Income	150	150	0	150
			5,843	5,843	2,503	8,346
		Total	27,585	27,585	6,692	34,277

RESERVES AND BALANCES

RESERVES AND BALANCES

General Reserves

- 1.1 Local authorities are legally required to set a balanced budget and the chief finance officer has responsibility to report should serious problems arise (including in relation to the adequacy of reserves).
- 1.2 Under provisions introduced by the Local Government Act 2003, the level and use of reserves must be formally determined by the Council, informed by the judgement and advice of the chief finance officer. When calculating the budget requirement, the chief finance officer must report to Members on the adequacy of reserves. There are also now reserve powers for the Secretary of State to set a minimum level of reserves. External auditors are responsible for reviewing and reporting on financial standing but are not responsible for recommending a minimum level of reserves.
- 1.3 The Council needs to consider the establishment and maintenance of reserves as an integral part of its medium term financial planning. Reserves are held for three main purposes:
 - As a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of a general reserve.
 - As a contingency to cushion the impact of unexpected events or emergencies, including budget overspends – this also forms part of a general reserve.
 - To hold funds for specific purposes or to meet known or predicted liabilities – these are generally known as earmarked reserves. Schools' balances and insurance reserves are examples of these.
- 1.4 In order to assess the adequacy of general reserves, account needs to be taken of the strategic, operational and financial risks facing the authority. The level of general reserves is also just one of several related decisions in the formation of a medium term financial strategy and the budget for a particular year. Factors affecting judgements about reserves include the key financial assumptions underpinning the budget and an assessment of the Council's financial health, including:-
 - Overall financial standing (level of borrowing, Council Tax collection rates, auditors' judgements, etc.)
 - The track record in budget management.
 - Capacity to manage in-year budget pressures and savings.
 - The strength of financial information and reporting arrangements.
 - The external financial outlook.
- 1.5 There is, therefore, no 'correct' level of reserves. Furthermore, a particular level of reserves is not a reliable guide to the Council's financial health. It is quite possible for reserves to increase but for financial health to deteriorate, if for example, the authority's risk profile has changed. As a general rule of thumb, however, reserves need to be higher as financial risk increases, and may be allowed to become lower if risk reduces.

RESERVES AND BALANCES

- 1.6 Financial reserves also have an important part to play in the overall management of risk. Councils with adequate reserves and sound financial health can embark on more innovative programmes or approaches to service delivery, knowing that if the associated risks do materialise the Council has sufficient financial capacity to manage the impact. Conversely, Councils with inadequate reserves can either find it more difficult to introduce change, or in extreme cases can be forced to develop very high-risk service strategies simply in order to restore their financial health.
- 1.7 Despite a challenging savings programme totalling £29.3m in the current financial year, the authority is currently projecting to keep net expenditure within budget without the use of general fund reserves. As a consequence general reserves are projected to stand at £59.6m as at 31st March 2014. This represents a significant endorsement of the organisation's financial management arrangements.
- 1.8 This is further demonstrated through the on-going evaluation of the financial risks facing the Council and which is summarised in the attached Appendix 5.2. This shows that the medium to high risk financial pressures over and above those already built into the MTFP by way of specific budget provisions, require the Council to maintain general reserves at between £20m and £38.5m, with a recommended minimum level (representing a medium risk profile) of £20m.
- 1.9 As shown in Appendix 5.3, in order to smooth the impact of government grant reductions reserves are being built up in 2013/14 and will be utilised over the 3 year period 2014/15 to 2016/17. Over this period reserves will not fall below the range between 5% and 7.5% of the Council's gross expenditure (excluding schools and housing benefits) but will be higher than this at times. However the implication of planning to reduce general reserves to the minimum recommended level by April 2017 is that 2017/18 and subsequent years' budgets will need to be balanced by identifying any necessary savings year on year.
- 1.10 Appendix 5.2 shows that there have been some changes to the profile of risks since this time last year. More risk is now attributed to service pressures and the delivery of the authority's savings programme and less risk attributed to economic conditions. However, following the Government's Autumn Statement announcements in relation to 2014/15 and future years, the authority's savings targets continue to be stretching with each passing year. Although the assessment of high risk has reduced since last year, the risk that the authority may be placed in a position of having to find higher levels of savings at relatively short notice has increased in the last twelve months. There is no immediate imperative to build this worst case scenario into the Medium Term Financial Plan, but the risks will continue to be monitored closely as the MTFP is implemented.
- 1.11 This position will need to be kept under constant review. The Council is continuing to undertake a substantial change programme to deliver the savings required over the next three years and beyond. This will involve major remodelling of services, which will have up-front costs that the Council

RESERVES AND BALANCES

will need to control, and improvement projects will need to be delivered on time to avoid cost overruns and a shortfall in savings required to balance the budgets. These factors point to the need for a solid financial position and earmarked resources set aside to underpin the risks involved.

- 1.12 The chancellor's Autumn Statement showed the continuing difficulties facing the UK economy. The recent confirmation of the 2014-15 grant settlement shows that the authority remains at the grant floor. However the population of the authority is expected to grow substantially and any additional costs arising will need to be met from savings.
- 1.13 Grant figures have yet to be announced beyond 2014/15 but the Autumn Statement announced a further 2% cut in local authority funding in 2014/15. In relation to public spending in general, the Chancellor projected that austerity will continue until 2017/18 with further cuts on the same trajectory. This is likely to mean that in addition to savings already identified and agreed to the end of 2014/15, the authority will need to deliver a further £80m-£90m worth of savings would be required by the end of that period.
- 1.14 Economic risk continues, manifesting itself primarily in low interest rates (which restrict the Council income from investments) and the possibility of high inflation. Indeed the UK economy is still recovering from recession and the public finances remain severely in deficit as a consequence of the cost of extra public borrowing to stimulate the banking sector and the impact on tax revenues of the recession. This has a number of potential effects for the Council;
- Higher than projected levels of inflation
 - A general reduction in debt recovery levels
 - Lower than planned investment income
 - Further reductions in Third Party Funding
 - Further reductions in grant income
 - Reductions in the level of income generated through fees and charges
 - Increase in fraud

All of these factors have been taken into account in setting the level of reserves for 2014/15 and the medium term.

Opportunity Costs

- 1.15 When a decision is made to set resources aside against risks, it is important to consider the opportunities that are foregone and to balance this against the risk. The allocation of resources to reserves temporarily denies the authority the opportunity to spend this money. It is therefore important that reserves are held at a level that takes account of risks and that the reserves strategy is neither reckless nor risk averse. However, the ability to set money aside in reserves allows the authority to plan with more certainty and thus to take more short term risks than it would do if, for example, it had no balances or reserves to fall back on. There is also a risk that if insufficient reserves are carried to ride out unforeseen circumstances, the Council may be forced into

RESERVES AND BALANCES

urgent action to deliver savings which is more likely to have an impact on front-line services and incur additional costs.

Insurance Reserve

- 1.16 The Financial Outlook and Review identified continuing pressure on insurance costs to meet both higher numbers of claims payments and higher external insurance premiums. The Council self-insures a substantial proportion of its insurable risks and an external actuarial review of the level of internal insurance reserves is commissioned at regular intervals.
- 1.17 Contributions to the insurance reserve are made by all Directorates from their budgets based on their relative size, risk profile, and level of claims, representing the equivalent of a 'premium'.
- 1.18 The value of the Council's insurance reserve is projected to be £23.1m as at 31st March 2014. Following a review of the level of claims and existing potential liabilities, no further contributions of to the reserve are planned for 2014/15. The reserve will be reviewed again in 2015/16.

Improvement and Efficiency Reserves

- 1.19 The costs of implementing the Council's programme of efficiencies and improvements to deliver the substantial level of savings required will in itself be considerable. The Council has planned well and has established reserves to fund the necessary changes. Although the total cost, at this stage, cannot be determined with any certainty it is not anticipated that it will be more than £6m over the next three years.
- 1.20 Costs may include, for example;
- investment in new technologies; and
 - cost of buying the Council out of existing contracts with suppliers.
- 1.21 The level of the reserve will be kept under review but, at this stage, it is not anticipated that further contributions will be required over the remainder of the planning period.
- 1.22 In addition to the Improvement & Efficiency Reserve the Council retains a **Severance Reserve** projected to have a balance of £7m as at 31st March 2014.

Parking Control Account

- 1.23 The Parking Control Account (PCA) is ringfenced. The surplus can only be used for reinvestment within the service and for highways and transport initiatives. Tower Hamlets uses the surplus for a variety of measures relating to street works and transportation including to part fund the cost of the concessionary fares scheme which forms part of the Communities, Localities and Culture Directorate budget.

RESERVES AND BALANCES

Schools' Reserves

1.24 Schools' reserves represent unapplied revenue resources accumulated by schools with delegated spending authority. These totalled £31.9m at 31st March 2013. Schools' reserves are technically earmarked reserves of the Council but are controlled by schools and are not available to the Council for other purposes.

Capital Programme

1.25. The Council receives monies under agreements entered into under Section 106 of the Town and Country Planning Act 1990. These agreements specify the purposes to which the monies can be applied. Unapplied sums are held in reserve until such time as they are applied.

Other Corporate and Service Specific Earmarked Reserves

1.27 A number of earmarked reserves are held to meet specific service objectives or fund potential liabilities which do not qualify as provisions for accounting purposes. These are shown in the summary attached as Appendix 6.3. The principal ones provide for:-

- Balances of government grants which have been allocated for particular purposes but are being spent over more than one year.
- The carry-over of budgetary underspends from one financial year to the next.

Use of these reserves is subject to specific Cabinet approval. The nature of these reserves means they are not generally available to support the Council's medium term financial strategy.

Sensitivity Analysis

The assumptions built into the 2014/15 Budget and Medium Term Financial Plan all contain a measure of estimation, and where events differ from assumption, the risk falls to the Council's budget.

The following table shows how assumptions made in this budget process would affect the budget if they proved to be incorrect. This gives a guide to the financial implications of the risks shown in Appendix 5.2.

RESERVES AND BALANCES

Scenario	Estimated annual financial impact £'000
Inflation – cost of an additional 0.5% pay rise for all staff	850
Inflation – price inflation 0.5% higher than forecast.	600
Committed growth in 2014/15 is 10% higher than forecast	1100
Interest rates – average investment rate in 2014/15 is 0.5% less than estimate.	1000
10% of projected savings not delivered in 2014/15	742
Budget requirement overspent by 1%	3,000
For each £1m that the cost of implementation of improvement and efficiency programme exceeds expectation.	1,000

RISK EVALUATION 2014/15

Risks	Budget Exposure £m	2014/15 onwards	
		Medium Risk £m	High Risk £m
General Economic Climate			
Inflation	300		
Debt recovery	250		
Tax base	170		
Interest rates	5		
Fees and charges	35		
Grant funding (exc. ring fenced grants)	120		
Pensions auto enrolment	150		
Fraud	n/a		
		7.5	18.3
Service Demand (inc. ring fenced grants)			
Children's Services	150		
Adult Services	100		
Demographics	100		
Welfare Reform	n/a		
Public Health transfer	30		
		8.7	16.7
Savings programme			
Slippage and non-achievement of savings	28		
Cost of implementation	50		
		3.8	6.2
Unidentified risks	n/a	3.0	5.0
Opportunities			
Tax base growth	170		
Public Health transfer	30		
		0.0	-2.7
Risk and contingency provisions		-3.0	-5.0
TOTAL RISK EVALUATION		20.0	38.5

Projected Movement in Reserves April 2013 to March 2017

	31/03/2013	31/03/2014	31/03/2015	31/03/2016	31/03/2017
	£million	£million	£million	£million	£million
General Fund Reserve	38.1	59.6	58.4	34.1	20.0
Earmarked Reserves					
Corporate					
Improvement & Efficiency	9.3	5.4	5.3	5.2	5.2
Severance	7.0	7.0	7.0	7.0	7.0
Finance Systems	2.2	2.0	1.6	1.2	0.7
ICT Refresh	1.3	0.6	0.6	0.6	0.6
Olympics	0.7	0.7	0.7	0.7	0.7
Education Grant Reduction	2.6	1.9	1.9	1.9	1.9
Employment and other Corporate Initiatives	11.9	6.9	5.6	4.6	4.6
Other	2.1	2.0	1.9	1.9	1.9
Service Specific					
Homelessness	3.0	1.5	1.3	1.3	1.3
Parking Control	1.8	0.4	-	0.7	0.7
Development & Renewal other	3.3	2.5	1.8	1.7	1.6
Communities, Localities and Culture	1.1	0.1	0.1	0.1	0.1
Education, Social Care & Well Being (Childrens')	1.1	-	-	-	-
Education, Social Care & Well Being (Adults')	5.3	1.5	-	-	-
Chief Executive's and Resources	0.5	0.1	0.1	0.1	0.1
Revenue Reserves, Other					
Insurance	23.1	23.1	23.1	23.1	23.1
Schools	31.9	35.1	31.9	28.6	25.4
Early Intervention	5.0	0.5	-	-	-
Housing Revenue Account	16.2	16.2	16.2	16.2	16.2
Capital	22.0	15.1	14.3	13.3	13.3
Earmarked Reserves surplus to requirements	-	-	-	-	-
	189.5	182.2	171.8	142.3	124.4

SCHOOLS BUDGET

SCHOOLS BUDGET 2013/14 and 2014/15

INTRODUCTION

The text of this appendix is drawn from the report which went to Schools Forum on 22nd January 2014, amended to take account of their decisions.

Schools Forum decided that:

- a) a provision of £2.000m for pupil number growth contingency and the criteria for accessing it (Appendix 2) were agreed.
- b) funding for all six services and for both primary and secondary maintained schools were de-delegated in full. The six services being:
 - Contingency (other than pupil number growth)
 - Behaviour support services
 - Support to UPEG and bilingual learners
 - Free school meals eligibility
 - Licences/subscriptions
 - Staff costs supply cover (Appendix 3)
- c) it supported the approach for Early Years (Section 7)
- d) it supported the approach outlined for High Needs Pupils (Section 8)
- e) it supported the approach outlined for Central Provision (Section 9); and
- f) it supported the proposed Schools Budget for 2013/14 (Table 10 and Appendix 1),

Final decisions on the Schools Budget for 2014/15 will be taken at their next meeting on 5th March 2014.

1. SUMMARY

- 1.1. The Department for Education introduced School Funding Reform from April 2013 and the Authority has worked closely with schools and the Schools Forum to implement these changes effectively.
- 1.2. At the previous meeting in December 2013, Schools Forum considered the in-year (2013/14) position for the Schools Budget. The first section of this recaps on the summary position, and advises on two changes since the last meeting.
- 1.3. Schools Forum also considered the outline position for 2014/15. That report looked at the likely Schools Funding Settlement for 2014/15, which had not yet been announced, and the likely pressure, issues and constraints affecting expenditure plans for 2014/15. Because of one-off additional funding provided to schools as part of the budget settlement for 2013/14, it was clear that there was unlikely to be much headroom for schools beyond the Minimum Funding Guarantee for 2014/15.

1.4. This report updates the financial position in the light of the DfE's revenue funding announcement for schools in late December 2013. It also proposes how the Schools Budget might look for 2014/15, taking account of:

- **Individual Schools Budgets.** Final decisions on the submission of the Primary and Secondary core formula for 2014/15 (the Authority Proforma Tool – due back with DfE immediately after this meeting) and High Needs places (submitted to Education Funding Agency, but subject to their review);
- **De-delegated Services.** Final decisions for 2014/15 on the issue of de-delegation for six services for primary and secondary sectors separately;
- **Early Years.** Funding requirements for Early Years, both for 2014/15 and the growing expectations about expanding capacity for 2 year olds in the longer term;
- **High Needs.** Funding requirements for High Needs pupils (including top-ups for LBTH schools), which have been reassessed and pressures have emerged in this area;
- **Central Provision.** Funding requirements for Central Provision which have largely been contained within existing resources.

2. SCHOOLS BUDGET 2013-14

2.1. The latest confirmed gross DSG figure for 2013/14 from the DfE is **£312.560m**. The available resources are set out in **Table 1** below.

Table 1: DfE 2013/14 DSG (Sept 2013)

2013/14 DSG, analysed by block	Previously £'000	Latest position £'000	Difference £'000
Total gross DSG 2013/14	312,124	312,560	436
DSG b/f from 2012/13	5,553	5,553	0
Total EFA Post 16 Grant	17,185	17,185	0
Total gross funding for Schools Budget 2013/14	334,862	335,298	436
Less EFA recoupment for Academies (including Old Ford and Culloden from Sept 13)	-11,908	-11,908	0
Total Local Authority funding for maintained schools and LA responsibilities	322,954	323,390	436

2.2. The report to the December 2013/14 Schools Forum meeting identified that the in-year variance against the agreed budget was £4.050m. When taken with the unallocated balance of £0.562m, suggested that there would be a carry forward of £4.612m at the end of 2013/14, available for use in 2014/15.

2.3. The in-year variance took account of the costs of the Carbon Reduction Commitment, which Schools Forum agreed to include in the budget for 2013/14. This reduced the in-year underspend by £0.266m and reduced the

unallocated DSG. This adjustment, combined with the revised unallocated amount suggests that a **£5.048m underspend** is expected to be carried forward (ie now £0.732m unallocated and forecast underspend of £4.316m).

Table 2: Latest comparison between approved Schools Budget 2013/14 and forecast position at year-end.

Component	Updated Schools Budget 2013/14 £'000	Forecast spend 2013/14 £'000	Forecast variance £'000
Individual Schools Budgets	262,955	262,955	
De-delegated items	1,788	1,788	
High Needs Budget	36,832	36,486	-346
Early Years Budget	26,998	23,426	-3,572
Central Provision	5,993	5,595	-398
Total	334,566	330,250	-4,316
Funded from			
DSG 2013/14	-299,920	-295,604	4,316
DSG b/f 2012/13	-5,553	-5,553	
EFA Post 16 Grant	-17,185	-17,186	
EFA Recoupment (for Academies)	-11,908	-11,908	
Total funding	-334,566	-330,250	4,316

2.4. **Table 2** sets out the updated position. There are no other updates to report at this stage.

3. **SCHOOLS BUDGET 2014-15 - summary**

3.1. In September and December 2013 Schools Forum considered a high level view of the potential income and expenditure in the Schools Budget for 2014/15. This model has been refreshed in Table 1 below.

Table 3: Illustrative forecast of potential 2014/15 Schools Budget position

Future income	£'000	Future expenditure	£'000
Dedicated Schools Grant 2014/15	315,061	Individual Schools Budget	262,500
Add c/f forecast 2013/14	5,048	De-delegated services (subject to SF decision)	1,758
Education Funding Agency 2014/15	17,186	High Needs	38,872
		Early Years	28,060
		Central Provision	6,105
Basic forecast of 2014/15 Schools Budget income	337,295	Basic forecast of 2014/15 Schools Budget expenditure	337,295
		Difference (ie unallocated amount)	0

- 3.2. The DfE are still to announce final figures for the High Needs Block. The Early Years Block changes term by term, based on actual pupil numbers. The Education Funding Agency Post 16 Grant has not yet been updated.
- 3.3. This suggests that, as expected, there is no headroom available for funding schools beyond the minimum funding guarantee. The next two sections of this report explain the details behind the income sources and then explain the assumptions behind the proposed expenditure plans.

4. SCHOOLS BUDGET 2014-15 – SOURCES OF INCOME

- 4.1. The DSG settlement is calculated in three blocks with some additions / deletions and the figures for 2014/15 for each block are set out below.

Table 4: Components of Dedicated Schools Grant 2014/15, compared to 2013/14

Block	2013/14	2014/15	Difference	Comment
Schools	241,554	244,332	2,778	396 extra pupils
Early Years	20,977	20,977	0	Changes termly based on pupil numbers
High Needs	43,040	42,878	-162	Still some final changes expected, but DfE say it is a minimum for planning purposes
Additions / Reductions	6,989	6,874	-115	2 Years funding offset by Carbon Reduction Commitment
Total DSG	312,560	315,061	2,501	

- 4.2. **Schools Block** This has been confirmed as a cash flat per pupil settlement based upon the October 2013 census. The Minimum Funding Guarantee (MFG) is confirmed as minus 1.5% per pupil for 2014/15.
- 4.3. There are an additional 396 pupils at a rate of £7,014.38, compared to 2013/14.
- 4.4. **High Needs** This is confirmed as cash settlements based upon previous spend. There are still some issues to be resolved for High Needs, such as any changes in planned places, including adjustments for Post 16 SEN.
- 4.5. Final figures for this block are not expected until March 2014 and this is one of the reasons that Schools Forum is not being asked to sign off the whole Schools Budget at this meeting.
- 4.6. **Early Years** This Block is based on the prevailing in-year pupil count each term, so the allocation can only be illustrative. It is based on the guaranteed £7,803.99 per pupil for however many pupils there are each term. The indicative figures used in the announcement are based on 2,688 pupils, consistent with the April 2013 pupil census, which was the latest available data held by the DfE.
- 4.7. **Additions and reductions.** This element now only has 3 components as per the table below.

Table 5: Components of “Additions and Reductions” part of DSG 2014/15

Component	£m
2 Year Old Funding	+£7.083m
Newly Qualified Teacher funding	+£0.053m
Carbon Reduction Commitment	-£0.262m
Total	£6.874m

- 4.8. **EFA Post 16 Grant.**- For planning purposes EFA Post 16 income and expenditure has been set at 2013/14 levels (£17.185m). Figures for Post 16 will become known in the coming weeks.
- 4.9. **Pupil Premium-** From April 2014 children who are looked after will attract a higher rate of funding than children from low-income families, the ‘pupil premium plus’, which will be £1,900 per pupil for 2014-15. This is to reflect the unique challenges they face at school where they often struggle to keep up with their peers at both primary and secondary level. The premium for primary FSM ‘Ever 6’ pupils will increase to £1300 per pupil, while secondary FSM ‘Ever 6’ pupils will attract £935.
- 4.10. **Free School Meals Grant.** The DfE has announced that free school meals for all Reception, Year 1 and Year 2 pupils from September 2014 will be available. This will supersede the local scheme that was introduced for Reception and Year 1 Pupils for September 2013. There was some capital included in the December 2013 schools funding settlement, but no details on how the revenue funding for this initiative will operate. Further details will be released by the DfE in due course.
- 4.11. **Table 6** below summarises the sources of income for the Schools Budget for 2014/15, on the basis of current knowledge. It corresponds to the high level calculation of income in **Table 3**. **Appendix 1** provides explanations about the reasons for changes. Subject to decisions of this meeting and the one in March 2014 about the Schools Budget and subject to final allocations confirmed by DfE, this report suggests that all of the assessed funding has been allocated on the basis of the expenditure assumptions explained in the next sections.

Table 6: Summary of Estimated Sources of Income for Schools Budget 2014/15

Component (all figures £'000s)	Schools Budget 2013/14	Changes anticipated at December 2013 SF meeting	Changes arising from issues raised in this report	Current Funding for Schools Budget 2014/15
1.7.1 DSG	-299,920	4,929	-5,305	-300,296
1.7.2 DSG b/f	-5,553	941	-436	-5,048
1.7.3 EFA Grants	-17,186			-17,186
1.7.5 Academy Recoupment	-11,908	-2,933	76	-14,766
Total to match expenditure proposals in Section 5	-334,567	2,937	-5,665	-337,295
Unallocated funding	-731	0	+731	0
Total Funding for Schools Budget 2014/15	-335,298	2,937	-4,934	-337,295

5. 2014/15 - PRIMARY AND SECONDARY CORE BUDGETS

- 5.1. Schools Forum endorsed the formula structure for primary and secondary core budgets (ie the Authority Proforma Tool or APT) that was submitted to the DfE in October 2013. Final decisions are now needed on the core budgets for primary and secondary schools.
- 5.2. As previously indicated, the inclusion of one-off brought forward monies of £3.250m in the budget settlement for 2013/14 was likely to result in the budget for 2014/15 only being able to settle at the Minimum Funding Guarantee level for 2014/15 (ie schools receive their lump sum, their rates allocation and Bow would receive their PFI subsidy, then all other funding would be protected at 98.5% of the per pupil equivalent for 2013/14. And this is how the figures are currently working out.
- 5.3. **Table 7** below provides an update on the figures provided in the provisional APT in October 2013. The DfE provided refreshed data and there were some very minor changes to the pupil numbers. Estimated rates bills for 2014/15 were recalculated. Nonetheless, the impact remains the same; that the Minimum Funding Guarantee prevails.

Table 7: Comparison of forecast requirement for core primary and secondary budgets with underlying funding available

Minimum Funding Guarantee	£226.913m
Rates (Estimated 14-15)	£4.288m
Lump Sum	£8.300m
Bow PFI (5/12ths) until Sept 2014	0.043m
Funding requirement 2014-15	£239.544m
Explained by:	
School Budget Shares (Primary and Secondary) 2013/14	£239.917m
less additional one-off DSG allocated in 2013-14	-£3.250m
Add increase in pupils	£2.877m
Total before de-delegation	£239.544m

- 5.4. The illustrative figures in **Table 3** earlier in this report suggest that there is no headroom left in the budget at this stage, on the basis of the assumptions made in this report which are subject to final decision by Schools Forum in March 2014. Even if there was as little as, say, £0.5m and it were added to the APT for distribution through the formula, it would represent a 0.2% increase, but the workings of the Minimum Funding Guarantee would distort how this money was allocated. Indeed, only 10 individual primary schools would receive any of this additional money and no secondaries would benefit at all.
- 5.5. In the circumstances, it is not proposed that the allocations for primary and secondary schools are any greater than the figures identified, arising from applying the Minimum Funding Guarantee.

- 5.6. Schools Forum are also required to approve the budget to be set aside for pupil number growth.
- 5.7. For 2013/14, £1.644m was set aside for pupil number growth, subject to the criteria agreed by Schools Forum in January 2013. So far during 2013/14, £1.592m has been committed of the total, with a couple more months to go.
- 5.8. For 2014/15, the circumstances of individual schools have been reassessed. Taking account of the known expansions, including the changes at Bow Secondary School from September 2014, the requirement increases to £2m, as per **Table 8**.

Table 8: Estimated requirement for Growth Fund 2014/15

Component	£m
Primary expansions 15 forms of entry	£1.136m
Secondary expansions 5.5 forms of entry	£0.536m
2 schools expanding by at least 2 fe	£0.080m
2 schools entitled to support for ICT / Facilities support pending reaching steady state	£0.248m
Total	£2.000m

- 5.9. Officers assess that this is an appropriate sum to earmark for Pupil Growth during 2014/15, but it is for Schools Forum to determine what level to set. **Appendix 2** sets out the existing policy for allocating pupil growth contingency.

6. 2014/15 DE-DELEGATED SERVICES

- 6.1. Within the School Funding Regulations, there are a set of services which must be included in delegated budgets for Academies but which, subject to Schools Forum decision each year, could be de-delegated for maintained primary or secondary schools (separately). For 2013/14, Schools Forum decided that for each of the six candidate services would be de-delegated for both primary and secondary maintained schools.
- 6.2. **Table 9** below sets out the financial values associated with each of the services. The only one that has had any material change has been licenses and subscriptions where the DfE has increased the number of national licences they are paying for directly and recharging authorities for all the pupils in their area (including academy pupils). So, this element has reduced and the budget in line 1.4.12 of the Central Provision part of the budget has increased.
- 6.3. The overall amounts recovered have generally reduced since 2013/14 because of the few additional academies which have come into being. The unit values have otherwise remained the same.

Table 9: Overall funding for the 6 candidate services for de-delegation 2014/15

De-delegation services		Primary	Secondary	Total
Pupil Numbers (excluding academies)		20,705	11,959	32,664
Values	Unit value	£'000	£'000	£'000
Contingencies (other than pupil number growth)	£14.93	309	179	488
Free School Meals Eligibility	£3.86	80	46	126
Licences/ subscriptions	£0.80	17	10	26
Staff costs supply cover	£9.70	201	116	317
Support to underperforming ethnic minority groups and bilingual learners	£15.82	328	189	517
Behaviour support services	£8.70	180	104	284
	£53.81	1,114	644	1,758

6.4. Only the relevant primary and secondary governor and head-teacher representatives on Schools Forum may decide whether the funding for these services remains delegated or de-delegated, on a sector by sector, service by service basis. **Appendix 3** includes the details of each service.

7. 2014/15 - EARLY YEARS

7.1. There were some changes to the basis of funding early years provision from April 2013, but there were also some local policy and practice changes that began to take effect from September 2013. This included changing the basis for how full-time places were funded, the rates that applied for hourly provision and the phased introduction of limits on the number of full-time places in maintained nursery provision.

7.2. In addition to this, the DfE increased Tower Hamlets' targets for delivering early education for 2 year olds.

7.3. During 2013/14 these changes have been implemented, but it is clear that the Authority is not yet fully able to deliver its targets for 2 year old participation, resulting in underspends that are assisting with the overall financial position of the DSG for 2014/15.

7.4. There is no doubt that the expectation is that the provision in this sector will expand in the coming years and decisions about funding for 2014/15 have to recognise the need for sustainable solutions.

7.5. Schools Forum needs an overview of the issues affecting early years at its next meeting in order to agree budget plans in the context of the pressures constraints and opportunities that face this service. For instance, budget decisions for early years for 2014/15 would take account of the following:

- Whether there was scope in the long-term to agree any increases in per pupil values for early years settings for 2014/15;

- Whether the agreed capping on the number of full-time nursery places was working in ways that were envisaged originally;
 - The expected numbers of actual 2, 3 and 4 year olds that would be funded through early years funding in each term of 2014/15 and how that impacted on the termly adjustment to the DSG;
 - Whether there was any scope to use DSG as a one-off revenue contribution to capital to assist in delivering more two-year-old capacity;
 - How, in the context of the Authority's Formula Grant (supporting the Council's main General Fund budget) being reduced, it was possible for the Authority to continue to meet the costs of Local Authority Day Nurseries and some Early Years development costs, when the School Funding Regulations expect these costs normally to be met from the Schools Budget;
 - How funding for Private, Voluntary and Independent settings in the future could be set such that these institutions did not need to rely on Early Years Mainstream Grants in the way they do now.
- 7.6. A paper needs to come to the next meeting of Schools Forum to explain these issues and propose a medium term plan for managing the growing expectations about early years within the expected available resources. In the meantime, the funding that has been earmarked in the proposed budget in Table 3 earlier in this report (and in Appendix 1) is **£28.060m** and it represents the sum of:
- a) The Early Years Block in the DSG for 2014/15 (**£20.977m**);
 - b) The 2 Year Olds component of the DSG for 2014/15 (**£7.083m**).

8. HIGH NEEDS BUDGETS

- 8.1. There remain some final figures to be confirmed by the Education Funding Agency, so there may still be some change to the final DSG. This is particularly the case for Post 16 High Needs, but the EFA are yet to endorse the place numbers submitted in December 2013.
- 8.2. The funding requirements have to be based on the existing commitments for 2013/14 extrapolated for 2014/15, taking account of known leavers in the summer of 2014 and some provision for additional pupils during the year. The dynamics of these budgets can be volatile, so there has to be some prudence in assessing the requirements.
- 8.3. The arrangements for FE Colleges in 2013/14 only took effect from September 2013, so in 2014/15 financial year, there will be the full-year impact of that change.
- 8.4. Submitted High Needs place numbers have not changed much between years **Appendix 4** identifies that the overall change in places has been an increase of 13 (from 784 to 797 in September 2014).

- 8.5. The largest increases are in the maintained school (Line 1.2.1 in Appendix 1) / Academy provision (line 1.2.2 in Appendix 1), where the proposed budget for 2014/15 is an increase of over 7% or £1.6m. These amounts are substantially driven by the actual pupils and the actual top-up rates that are currently being paid. Only two individual schools are having any change to their top-up rate because of their individual circumstances.
- 8.6. For Alternative Provision (line 1.2.4 in Appendix 1) there is a proposed increase of £0.480m arising from two issues. The first is that the Pupil Referral Unit's budget for 2013/14 was based on an expected 175 pupils. While this remains a reasonable number of pupils, the experience has been that more of the 175 cohort are assessed as requiring individual support. The second is that more pupils' needs are being met by City Gateway as a provider. Many of the placements in Alternative Provision are funded from contributions from individual schools (whether through money following excluded pupils or through managed move arrangements) and this has been built into the calculations.
- 8.7. We have still not completed the first year of these new arrangements with the ceasing of inter-authority recoupment for SEN and the top-up arrangements for high needs pupils. A cautious approach until we can be confident about the dynamics of these new funding arrangements is inevitable.

9. 2014/15 – CENTRAL PROVISION

- 9.1. There are only three changes to the Central Provision budgets, all of which have been referred to earlier in this report.
- 9.2. **Carbon Reduction Commitment.** (line 1.4.5 Appx 1) This is no longer required to be met from the DSG locally as it has been top-sliced nationally. So, the 2013/14 budget of £0.266m is not required in 2014/15.
- 9.3. **Pupil Growth** (line 1.4.10 Appx 1) Schools Forum is invited to endorse the plans for £2m being set aside, as explained in the section above on the primary and secondary budgets.
- 9.4. **Exclusions Agreed by the Secretary of State** (line 1.4.12 Appx 1) This relates to the schedule of nationally procured licences and subscriptions that the DfE has negotiated. The Authority will receive a bill for a range of these providers on the basis of a per pupil amount for all the pupils (maintained and academy) in the local area. So, this provision is set aside to meet that cost, in line with the figures notified by the DfE.

10. SUMMARY OF EXPENDITURE PROPOSALS

10.1. **Table 10** summarises the positions explained in sections 5-9.

Table 10: Summary of expenditure proposals set out in sections 5-9 and in Appendix 1

Schools Forum Summary	Schools Budget 2013/14	Changes anticipated at December 2013 SF meeting	Changes arising from issues raised in this report	Current Funding for Schools Budget 2014/15
1.0 ISB	262,955	-829	373	262,500
1.1 De-delegated items	1,788	-9	-21	1,758
1.2 High Needs	36,832	89	1,951	38,872
1.3 Early Years	26,998	-2,158	3,220	28,060
1.4 Central Provision	5,993	-30	142	6,105
Total Schools Budget	334,567	-2,937	5,665	337,295

11. NEXT STEPS

- 11.1. The Department for Education required the final primary and secondary core formula to be submitted by 21st January 2014, but officers have agreed a dispensation with the DfE that Tower Hamlets submission be despatched following Schools Forum
- 11.2. A paper specifically on the issues regarding delivery of Early Years Services through the Schools Budget needs to come back to Schools Forum in March 2014.
- 11.3. Commissioning budgets for specialist provision will continue to be refined by firming up estimates of likely numbers of pupils with such needs. This includes agreeing final place numbers with the Education Funding Agency. This is not going to affect at this stage the budget set aside, but will assist in knowing how much is truly committed.
- 11.4. Schools Forum to consider all these issues in the round in March 2014 and to be invited to agree the proposed Schools Budget for 2014/15 at that point.

Detailed Calculations of Provisional 2014/15 Schools Budget

Appendix 1

DSG heading	DSG sub-heading	2013/14 budget	Adjustment included in Dec 13 Schools Forum papers	Adjustment proposed at Jan 14 SF	Provisional 2014/15 budget	Comments on Jan 14 proposed adjustments	Comment at SF in Dec 13	SF Category
1.0 ISB	1.0.1a Nursery	25,115	-2,158	1,220	24,177	Further work needed here, and needs to be seen alongside 1.3.2 and 1.3.3. These adjustments bring the Early Years components to the level of the EY Block, plus the allocation for 2 Year Olds. For March 2014 SF need to: a) Assess realistic number of 2, 3 and 4 year olds in each setting; b) Impact of 60/40 Full-time / Part-time pupils policy; c) Scope for using DSG for capital to deliver more capacity for 2 Year Olds; and d) Recognise that the current activity funded from the General Fund (EY Development and LA Day Nurseries) ought to be funded from DSG, consistent with the regulations and in a manner that rationalises the policy arrangements for EY provision.	Some adjustment to planned spend on 2 year olds will be needed to reflect level of activity expected (-£1.786m, representing half of the underspend for 2013/14). Current allocations are beyond the current capacity to deliver. Plus the planned reduction in costs arising from fewer full-time places in maintained provision (-£0.372m)	1.3 Early Years
1.0 ISB	1.0.1a Primary	133,224	445	-84	133,585	Reflects final proposed APT submission, plus submitted place numbers for Specialist Resourced Provision (107)	Difference reflects change in the APT impact by sticking to the Minimum Funding Guarantee. SRP places still to be confirmed for 2014/15. Updated gross budgets for academies without de-delegation.	1.0 ISB
1.0 ISB	1.0.1b Secondary	123,386	-928	349	122,807	Reflects final proposed APT submission, plus submitted place numbers for Specialist Resourced Provision (35) and the 2013/14 (ie not updated yet) EFA Grant for Post 16	Difference reflects change in the APT impact by sticking to the Minimum Funding Guarantee. SRP places still to be confirmed for 2014/15. Updated gross budgets for academies without de-delegation. No change to Post 16 allocation.	1.0 ISB
1.0 ISB	1.0.1c PRU	1,946	-346		1,600	No change because submitted places for PRU remains 200 @ £8,000 each.	Brought forward removed. Place numbers for 2014/15 to be confirmed	1.0 ISB
1.0 ISB	1.0.1c Special Schools	4,400		108	4,508	Reflects updated place numbers submitted to EFA in December 2013 (ie now 450.83 @ £10,000)	Special School places still to be confirmed for 2014/15.	1.0 ISB
1.0 ISB	1.0.1g Pupil Premium					Nil net budget, as all funded by grant		1.0 ISB
1.1 De-delegated items	1.1.1 Contingencies	466	21	1	488	Updated to reflect final APT submission, pending final decisions by Schools Forum on de-delegation at Jan 14 meeting.	In-year conversions to academies were adjusted using this budget. The provisional figure for 2014/15 represents 2013/14 rate for number of pupils at current maintained schools.	1.1 De-delegated items
1.1 De-delegated items	1.1.2 Behaviour	291	-7		284	Updated to reflect final APT submission, pending final decisions by Schools Forum on de-delegation at Jan 14 meeting.	Provisional: 2013/14 rate, Oct 13 census for current maintained schools.	1.1 De-delegated items
1.1 De-delegated items	1.1.3 UPEG and bilingual	530	-13		517	Updated to reflect final APT submission, pending final decisions by Schools Forum on de-delegation at Jan 14 meeting.	As per 1.1.2	1.1 De-delegated items
1.1 De-delegated items	1.1.4 FSM Eligibility	129	-3		126	Updated to reflect final APT submission, pending final decisions by Schools Forum on de-delegation at Jan 14 meeting.	As per 1.1.2	1.1 De-delegated items
1.1 De-delegated items	1.1.7 Licences and Subs	49	-1	-22	26	Updated to reflect final APT submission, pending final decisions by Schools Forum on de-delegation at Jan 14 meeting. Also some provision transferred to 1.4.12 because DfE have negotiated more licences as a national agreement.	As per 1.1.2	1.1 De-delegated items
1.1 De-delegated items	1.1.8 Staff costs	324	-7		317	Updated to reflect final APT submission, pending final decisions by Schools Forum on de-delegation at Jan 14 meeting.	As per 1.1.2	1.1 De-delegated items

Detailed Calculations of Provisional 2014/15 Schools Budget

Appendix 1

DSG heading	DSG sub-heading	2013/14 budget	Adjustment included in Dec 13 Schools Forum papers	Adjustment proposed at Jan 14 SF	Provisional 2014/15 budget	Comments on Jan 14 proposed adjustments	Comment at SF in Dec 13	SF Category
1.2 High Needs	1.2.1 Top-up funding - maintained	21,762		1,269	23,031	Based on reassessment of mainstream top-ups for LBTH pupils, LBTH special school top-ups and out-borough special school top-ups.	Figures to be reassessed for Jan 14 Schools Forum	1.2 High Needs
1.2 High Needs	1.2.2 Academies and Free Schools	201		319	520	Reflects the increase in academy numbers principally; the entitlement for academies is no different than for maintained schools for High Needs.	Figures to be reassessed for Jan 14 Schools Forum	1.2 High Needs
1.2 High Needs	1.2.3 Independent providers	7,325		-175	7,150	After reassessment of independent special schools and FE college commitments	Figures to be reassessed for Jan 14 Schools Forum	1.2 High Needs
1.2 High Needs	1.2.4 Other AP provision	2,663	89	480	3,232	Reflects greater numbers of PRU pupils requiring individual support plus the possibility of further City Gateway placements.	Figures to be reassessed for Jan 14 Schools Forum. B/f for managed moves removed. One-off grant income removed.	1.2 High Needs
1.2 High Needs	1.2.5 SEN Support Services	4,339		60	4,399	Includes £0.637m for outreach and £60k for inreach in special schools.	Figures to be reassessed for Jan 14 Schools Forum	1.2 High Needs
1.2 High Needs	1.2.6 Support for Inclusion	48			48	No change	Figures to be reassessed for Jan 14 Schools Forum	1.2 High Needs
1.2 High Needs	1.2.8 Hospital Education	460			460	No change because submitted places for Hospital Tuition is 40 @ £11,500.	Figures to be reassessed for Jan 14 Schools Forum	1.2 High Needs
1.2 High Needs	1.2.9 PFI and BSF costs at special schools	34		-2	32	Updated to reflect actual indexation for 2014/15 PFI subsidy.	Will be updated to reflect actual charges for Phoenix.	1.2 High Needs
1.3 Early Years	1.3.2 EY 2 year olds	153			153	See comment in 1.0 above. Further work needed	Figures to be reassessed for Jan 14 Schools Forum	1.3 Early Years
1.3 Early Years	1.3.3 EY Central	1,731		2,000	3,731	See comment in 1.0 above. Further work needed	Figures to be reassessed for Jan 14 Schools Forum	1.3 Early Years
1.4 Central Provision	1.4.1 Combined budgets	1,640	-30		1,610	No change	B/f for Virtual School removed.	1.4 Central Provision
1.4 Central Provision	1.4.2 Admissions	729			729	No change	No change expected	1.4 Central Provision
1.4 Central Provision	1.4.3 Schools Forum	30			30	No change	No change expected	1.4 Central Provision
1.4 Central Provision	1.4.4 Termination costs	1,117			1,117	No change	No change expected	1.4 Central Provision
1.4 Central Provision	1.4.5 Carbon reduction commitment allowances	266		-266		Component paid for directly by DfE nationally in 2014/15.		1.4 Central Provision
1.4 Central Provision	1.4.8 Fees to ISS (Not SEN)	510			510	No change	Currently underspending, so needs to be reassessed for Jan 14 Schools Forum	1.4 Central Provision
1.4 Central Provision	1.4.10 Pupil growth/ Infant class sizes	1,644		356	2,000	Updated to reflect schedule of anticipated costs referred to in the main report.	Calculation to be done for Jan 14 Schools Forum, based on known planned expansions and current policy. SF will need to approve this budget specifically.	1.4 Central Provision
1.4 Central Provision	1.4.12 Exceptions agreed by Secretary of State	58		52	110	Increase to reflect the larger number of individual licences and subscriptions that have been negotiated by the DfE for 2014/15.	Will be updated to reflect actual charges for 2013/14 and any changes expected for 2014/15.	1.4 Central Provision
1.7 Funding Source	1.7.1 DSG	-299,920	4,929	-5,305	-300,296	Updated to reflect impact of these changes		1.7.1 DSG
1.7 Funding Source	1.7.2 DSG b/f	-5,553	941	-436	-5,048	No change	Reflects forecast c/f at 31st March 2014	1.7.2 DSG b/f
1.7 Funding Source	1.7.3 EFA Grants	-17,186			-17,186	No change	No change expected	1.7.3 EFA Grants
1.7 Funding Source	1.7.5 Academy Recoupment	-11,908	-2,933	76	-14,766	Updated to reflect the final proposed APT submission.	Based on provisional APT for the 4 current academies.	1.7.5 Academy Recoupment
SCHOOLS BUDGET TOTAL								

Appendix 2

Criteria for Schools Accessing Pupil Growth Contingency

The criteria that will be used and applied to allocate funding to schools under Tower Hamlets Council, Children, Schools & Families, Adults, Health & Wellbeing Growth Policy.

In particular funding will be allocated on four criteria.

a) Where there are planned permanent expansions (i.e. the school's admission number and the building capacity has been permanently increased specifically to meet additional pupil number growth) the contingency fund will meet the cost of any additional pupils on the October or January census date, compared to the previous admission number for that year group. For instance, a school that already started to move from 2 forms of entry (60 places) to 3 forms of entry (90 places), may have actual pupil numbers in Year 2 of 85, in the first year that the expansion affects Year 2. If there were 85 pupils on the October census, the school would get $((85-60) \times \text{AWPU} \times 7/12)$ or $3/12$ for a January start. A minimum of 20 pupils per class (or 10 for $\frac{1}{2}$ a form of entry) is calculated to ensure both staffing and teaching resources are covered for this provision i.e. if a class of 30 pupils has only 19 pupils at the October or January census date would be entitled to $20 \times 7/12$ ths or $3/12$ ths \times AWPU rate. These arrangements apply for only the first year that any new admission places for a year-group are offered.

b) Where there is only a temporary one-off expansion in a single year group (bulge class), the maintained school or Academy will receive an extra £200 per pupil towards the cost of additional resources over and above the AWPU. These arrangements applies for only the year of opening of the class.

c) Where the planned expansion of the maintained school or Academy is by at least 2 forms of entry, the Local Authority will provide additional Leadership and Management funding worth £40,000 per year over the first three financial years in recognition of the increase in management costs associated with significant expansion. (year 1 of this funding is the school year before opening if that is agreed by school and LA – i.e. to reflect the planning ahead requirement for the change)

d) Permanent expansions are generally implemented over time by admitting the additional pupils at Reception or Year 7 only until the additional capacity fills. Where a school has specific facilities management or ICT contract arrangements which provide services as though an expanding school were full, the contingency fund will provide proportionate support for individual schools on the basis of the year groups which are operating below full capacity. For instance, a four form of entry school offering 5 year groups is expanding to a five form of entry school. Before the expansion, there were 600 places available in total and, after the expansion there will be 750 places in total. In the first year after the expansion, however, there will be $(150 \times 4 + 30) = 630$ places with 120 unfilled places. The contingency fund would pay for $120/750$ ths of the annual cost of those contracts.

De-delegation- business cases for schools forum

At budget setting time each year, Schools Forum will be asked to approve the de-delegation of funding for centrally provided support in the following areas.

1. School Specific Contingency
2. Free School Meal Eligibility Assessment
3. Licences and Subscriptions
4. Staff Supply Costs
5. Ethnic Minority Attainment
6. Behaviour Support

De-delegation will be based on a per pupil formula which is considered to be a fair way of accounting for the size of the school and its budget. On this basis, for each item we have provided figures on the overall expenditure and the per pupil rate.

These figures are, based on the number of maintained schools currently and the prevailing rates for 2014/15. **Decision is required** on each of the six services by primary school representatives and secondary school representatives on whether de-delegation should apply for 2014/15.

1. Schools Specific Contingency

£2.488m in total of which:

- Amount requested: £488k expected to be sought as de-delegation and
- £2.000m to be retained by the Local Authority for in-year pupil growth

Per pupil amount: **£14.93**

The table below shows what is funded by this money

Item	Amount (£k)
<p>Schools Block Contingencies' Include:</p> <p>i. Exceptional unforeseen costs which it would be unreasonable to expect governing bodies to meet;</p> <p>ii. Schools in financial difficulty; and,</p> <p>iii. Additional costs relating to new, reorganised or closing schools.</p>	488

What is provided?

The contingency fund provides for unforeseen expenses in schools during the year. This can include, for example, significant unforeseen and urgent maintenance expenditure (eg asbestos removal; roof repair) and litigation including compensation claims. The contingency also allows funding for significant pupil growth with in the year, but that element will be automatically retained, without de-delegation.

Why de-delegate

There are a range of possible scenarios that can give rise to unforeseen costs in schools. Without a central fund, individual schools facing an unforeseen significant cost may find themselves unable to operate within their delegated budgets. Individual schools may not by themselves be able to build up sufficient contingency to cover this.

2. Free school meals eligibility assessment

Amount requested: £126k

Per pupil rate: **£3.86**

The table below shows what is funded by this money:

Item	Amount (£k)
SLA with the Council's Housing Benefit Service	£126

What does the service provide?

The service assesses pupils' eligibility for free school meals, either as part of the Housing and Council Tax Benefit claim process or on referral from schools/ other agencies. The service notifies individual schools on a regular basis of their pupils' eligibility. The service also conducts take up campaigns on behalf of schools.

Why de-delegate?

Providing this service centrally, as part of a service that specialises in assessing benefit entitlement, means that efficiencies can be gained by direct access to DWP information about claimants' entitlement. In addition, the process is integrated with housing and council tax benefit claims, reducing the burden for claimants. Administration at individual school level would be burdensome as entitlement checking would have to be done manually (by paper copies of claimants' entitlement.) Resources can also be used to run effective campaigns resulting in increased take up.

3. Licences and Subscriptions

Amount requested: £26k

Per pupil rate: **£0.80**

The table below shows how this funding is used:

Item	Amount (£k)
ALPS (data analysis tool for secondary attainment) PPL Copyright – Phonographic Performance Limited Copyright Licence CLEAPS – To cover schools from nursery to sixth form – Health & Safety and curriculum support.	26

What does the service provide?

A number of licenses/ subscriptions are purchased centrally on behalf of schools as set out in the table above.

The DfE have negotiated a national agreement with the Copyright Licensing Agency (CLA), Music Publishers Association (MPA), Schools Printed Music (SPML), Newspaper Licensing Agency (NLA), Education Recording Agency (ERA), Public Video Screening Licence (PVSL) and Motion Picture Licensing Company (MPLC). This means that the authority will be able to hold funding for all maintained schools and academies and pay the DfE for that service. So, schools will no longer be required to maintain individual licenses and, £110k has been deducted from the overall total to arrive at the figures above.

Why de-delegate

Purchasing and managing licenses and subscriptions centrally offers significant efficiency benefits from the Council administering the licenses centrally and discounts if buying on behalf of all schools. This also ensures that schools meet all legal requirements, particularly in relation to the use of recorded media as part of their curriculum.

4. Staff Supply cover

Amount requested: £317k

Per pupil rate : **£9.70**

The table below shows what is funded by this money:

Item	Amount (£k)
Backfill cover for Trade Union (TU) facilities time	187
Cost of non-teaching trades union facilities time	81
Salary protections	8
Supply cover for staff suspended due to police investigations	41
Total	317

What does the service provide?

The TU Facilities Agreement ensures that representatives are available to enable Schools to participate in collective bargaining and consultation processes. TU Reps also accompany staff to formal meetings in accordance with an employee's statutory right which enables Schools to progress formal actions under HR Procedures.

The salary protections budget is a small budget to cover the costs of historic agreements to protect the salaries of some staff.

The rest of the budget is to cover schools for the cost of supply cover in the event that a member of staff is suspended pending police investigations.

Why de-delegate?

Holding these budgets centrally enables schools to share the costs of supply cover to support the Tu facilities time agreement, and ensures that individual schools who employ shop stewards are not disadvantaged. Maintaining budgets for supply cover and salary protections for other circumstances ensures that individual schools are protected against the risk of unforeseen costs in these areas that may arise during the year.

5. Ethnic Minority Attainment

Amount requested: £517k

Per pupil rate : **£15.82**

The table below shows how this funding is used.

Item	Amount (£k)
Staffing (school improvement team)	241
Provision of specific interventions (eg one to one tuition, international links- see below)	159
Overheads (office premises, support services etc)	117
Total	517

What does the service provide?

The school improvement team provides support for schools across phases in providing effective learning for pupils from ethnic minorities and/ or with English as an additional language. This includes specialist expertise in relation to meeting the needs of specific ethnic groups (eg traveller communities, White British, Bangladeshi, Somali.) The support provided includes diagnosing the individual learning needs of pupils from under achieving groups and working with teachers in schools to put in place effective intervention strategies. The service also provides a specialist advice service to schools for working with particular ethnic minorities. Direct interventions are also supported for some pupils with particularly high need, for example, one to one literacy tuition.

Why de-delegate?

De-delegation of funding to support a central service gives all schools access to this support and helps them to manage fluctuations and demands of cohorts from year to year. It would be challenging for individual schools to themselves provide this specialist expertise given the changing cohorts of pupils, and without central support schools would need to commission more expensive external consultancy. Such support also brings together expertise from across the schools to share expertise and experience in the field. This support has proven effective as there has been considerable uplift in English and mathematics outcomes, particularly in the last three years (now above national averages). Without the focus on raising attainment particularly in English and mathematics there is detrimental effect to other subjects. The subsequent rise in English and mathematics results has also increased the gold standard 5A*-C with English and mathematics measure which is also above the national average. Tower Hamlets has the highest proportion of ethnic minority students in the country combined with the highest demand for FSM. It is a volatile, ever changing community where literacy and numeracy requires constant attention. There is always fragility in inner city schools with staff change-over and changing cohorts. Sustained, evolving support can only benefit the whole education community.

6. Behaviour Support

Amount requested: £284k

Per pupil rate : **£8.70**

The table below shows what is funded by this money:

Item	Amount (£k)
Staffing (behaviour support team)	189
2.5 FTE for specialist teaching staff, 0.5 FTE anti-bullying officer, 0.5 FTE bilingual community development worker, share of administrative officer	
SIP commissioned Intensive High Risk Family Interventions to promote engagement in education (and prevent escalation to Tier 3) - SLA with Family Intervention Programme	54
Resources to support interventions	14
Overheads (office premises, support services)	27
Total	284

What does the service provide?

The part of the Behaviour Support Team which works with children with SEN (BESD) can be retained centrally through the high needs SEN budget.

However the resources above apply to that part of the service working with non-statemented BESD which require school agreement to de-delegate.

This includes half of the post of Head of BST, two fte BST teachers (one primary and one secondary), a 0.5fte Anti-Bullying Advisor and 0.5 fte bilingual community development worker.

The work includes:

- 0.5fte post for advice, guidance and interventions to prevent bullying, including cyber bullying, in and around schools and direct case-work with children and families where mediation between school and home is required.
- Systemic work with schools where local data or national inspections have identified behaviour may be a cause for concern. This might include policy work, auditing and review (data and operational practice) school based professional development through training and coaching support targeted class/ year group/ department work to improve Behaviour for Learning.
- Preparation and support for Ofsted for schools with behaviour as an identified concern
- Targeted advice for children at immediate risk of permanent exclusion or to prevent escalation to Tier 3 interventions, (as directed by SIP).
- BST management support and supervision, and advice to Headteachers as part of the borough's Behaviour and Attendance Partnership work.

- 0.5fte bilingual community development post to provide specialist parenting groups for very high risk groups: parents of children with extremely challenging behaviour, SEN and BESD, parents of young offenders and parents on parenting orders for non-attendance. This includes outreach work in homes for hard to engage families / extreme cases.

In addition the budget covers:

- A fee paid on behalf of schools for Stonewall membership which provides resources and support for anti-homophobic bullying.
- A small sum for exceptional deployment to cover innovative solutions to behaviour support where no other budget exists (at the direction of SIP)
- A share of the administrative and overheads costs incurred in service delivery.
- An SLA with the Family Intervention Programme (FIP) to work intensively with high risk families to break intergenerational cycles of poor behaviour and disaffection, promote engagement in education and prevent escalation to Tier 3 (as directed by SIP).

Why de-delegate?

Most funds for behaviour support work have already been delegated to schools so they can buy in behaviour expertise externally, as and when required. However, the funds above are targeted at the most critical cases referred to SIP, on the cusp of permanent exclusion or other Tier 3 interventions. Such cases can be unpredictable and costly and providing this support centrally means that the most critical behaviour issues can be managed swiftly as they arise.

It also enables prompt deployment of support where Ofsted and/or schools themselves identify a cause for concern regarding behaviour which requires systemic advice and in-depth training and guidance. Consolidating this support in a central resource means that expertise is developed and retained in an expert team and provides strategic support to the Behaviour and Attendance Partnership.

Specialist and Non-Specialist SEN Top-Up Rates 2014/15

Appendix 4

Non-Specialist SEN School	Top Up Rate 2013	Top Up Rate 2014-15	Difference		Places 13-14	Places April 2014	Places Sept 2014
All schools Band A	£7,641	£7,641	£0		70	75	75
All schools Band B	£9,170	£9,170	£0		40	36	36
All schools Band C	£11,921	£11,921	£0		32	26	26
All schools Band D	£13,755	£13,755	£0		40	40	40
All schools Band E	£17,575	£17,575	£0		160	170	180
					98	98	98
Total Special Schools					440	445	455
Beatrice Tate	£21,820	£21,820	£0		15	15	15
Bowden House	£57,055	£57,055	£0		26	26	26
Cherry Trees	£18,275	£19,495	£1,220		20	20	20
Ian Mikardo	£27,785	£27,785	£0		30	30	30
Phoenix	£21,820	£21,820	£0		16	16	16
Stephen Hawking	£20,025	£20,025	£0				
Total Primary SRP					107	107	107
Bangabandhu Primary School	£7,576	£7,576	£0				
Culloden Primary School	£10,420	£10,420	£0				
Cyril Jackson Primary School	£3,045	£4,025	£980				
Globe Primary School	£4,025	£4,025	£0				
Hague Primary School	£5,816	£5,816	£0				
George Greens Secondary School	£8,920	£8,920	£0		15	15	15
St Paul's Way Trust	£6,347	£6,347	£0		22	20	20
Total Secondary SRP					37	35	35
Pupil Referral Unit	4 rates	4 rates	No change to rates		200	200	200
Total Tower Hamlets schools and academies					784	787	797

HOUSING REVENUE ACCOUNT

Housing Revenue Account	2014/15	2015/16	2016/17
	Draft Budget £'000	Draft Budget £'000	Draft Budget £'000
INCOME			
Dwelling & non dwelling rents	(72,438)	(72,996)	(74,683)
Tenant & Leaseholder service charges	(17,901)	(17,787)	(17,685)
Investment Income received	(168)	(184)	(210)
General Fund contributions	(115)	(115)	(115)
GROSS INCOME	(90,621)	(91,082)	(92,693)
EXPENDITURE			
Repairs & Maintenance	22,388	22,961	23,568
Supervision & Management	22,003	20,477	20,316
Special Services, Rents rates & taxes	15,745	16,267	16,809
Increased provision for bad debts	1,400	900	900
Capital Financing charges	19,193	19,828	21,261
GROSS EXPENDITURE	80,729	80,434	82,853
NET COST OF HRA SERVICES	(9,892)	(10,649)	(9,840)
Appropriations			
Revenue Contribution to Capital Outlay (RCCO)	9,892	10,649	9,840
NET POSITION	-	-	-
Balances			
Opening balance (Surplus)/ Deficit on HRA	(16,805)	(16,805)	(16,805)
Closing balance	(16,805)	(16,805)	(16,805)

CAPITAL PROGRAMME

Scheme Name	Scheme Description	2013/14 Revised Budget	2014/15 Budget	2015/16 Budget	2016/17 Budget	Total Budget 2012/13 to 2015/16
		£m	£m	£m	£m	£m
Education, Social Care and Wellbeing						
Mental Health SCP(C)	Supported capital expenditure work to various buildings	0.035				0.035
Telecare equipment for service users	Telecare equipment for service users	0.172	0.100			0.272
Ronald Street Roof Replacement	Roof replacement	0.014				0.014
Fit Out Costs for Learning Disability Hubs	Fit out costs for the Learning Disability Hubs	0.160	0.080			0.240
Improvement works to 35 Ronald Street	Improvement works	0.370				0.370
Blue Gate Fields - Boiler Replacement	Boiler replacement	0.070				0.070
Cubitt Town Juniors - Fire Escape Staircase	Works on the fire escape staircase	0.020				0.020
Smithy Street - Recover Roof	Recover roof	0.080				0.080
Mayflower - Electrical Rewire (Phase3)	Electrical rewire (Phase3)	0.080				0.080
Various Sites - Conditions Surveys	Conditions Surveys	0.230				0.230
Statutory Requirements	Physical access for staff or pupils with disability and fire protection	0.286				0.286
Harry Gosling - Lightening Conductor	New lightening conductor	0.021				0.021
Cayley - Fire Safety	Fire safety works	0.011				0.011
John Scurr - Replace Concrete Boundary Wall	Replacement of concrete boundary wall	0.010				0.010
Third Base PRU - Window Replacement	Window replacement	0.010				0.010
Globe school - heating pipework replacement and upgrade	Heating pipework replacement and upgrade	0.150				0.150
Blue Gate Fields Junior & Infants - update electrical supply	Upgrade of electrical supply	0.112				0.112
Manorfield Pipework Replacement	Pipework replacement	0.150				0.150
Eva Armsby FC - Replace Roof Covering	Replacement roof covering	0.060				0.060
Non Schools - Statutory Requirements	Non Schools - statutory requirement works	0.040	0.100			0.140
Alice Model - Heating Boiler Replacement	Heating boiler replacement	0.022				0.022
Gorsfield Residential Centre - Security Improvements	Security improvements	0.058				0.058
Bishop Challoner - Community Facilities	Community facilities	0.600				0.600
Arnhem wharf - Expansion	Expansion	0.333				0.333
Cayley - Expansion	Expansion	2.562	0.080			2.642
Culloden - Expansion	Expansion	0.020				0.020
Marner - Expansion	Expansion	0.320				0.320
Wellington - Expansion	Expansion	0.100				0.100
Stebon - Expansion	Expansion	1.000	4.450	0.050		5.500
PDC - Conversion	Conversion	2.877	0.200			3.077
Woolmore Primary School	New Build	3.750	6.000	0.645		10.395
Match Funding for Schools (Schools Specific contingency)	Match Funding for Schools (Schools Specific contingency)	1.000				1.000
Refurbishment of Bethnal Green Centre	Refurbishment	2.092	0.025			2.117
Olga Primary School - Expansion	Expansion	0.200	5.250	5.250		10.700
Provision of Bulge Classes - Expansion	Expansion	0.370				0.370

Scheme Name	Scheme Description	2013/14 Revised Budget	2014/15 Budget	2015/16 Budget	2016/17 Budget	Total Budget 2012/13 to 2015/16
		£m	£m	£m	£m	£m
Scheme Development	Scheme Development	0.023				0.023
Various Sites - Feasibility	Feasibility	0.005				0.005
Bromley Hall - Feasibility	Feasibility	0.011				0.011
Halley School - Feasibility	Feasibility	0.010				0.010
Swanlea School - Feasibility	Feasibility	0.025				0.025
Bow Boys Feasibility (scheme development)	Feasibility (scheme development)	0.198				0.198
Olga Feasibility (scheme development)	Feasibility (scheme development)	0.208				0.208
CDA	CDA	0.010				0.010
QS	QS	0.010				0.010
St John's CE - Refurbishment	Refurbishment	0.102				0.102
Elizabeth selby - Refurbishment & Extension	Refurbishment and extension	0.010				0.010
Malmesbury - Remodelling	Remodelling	0.120				0.120
Gorsefield - Refurbishment	Refurbishment	0.010				0.010
One Stop Shop - Accessible Interactive Sports & Leisure Facility	Accessible interactive sports and leisure facility	0.126				0.126
Globe Town Children's Centre (Sparks) - Development/ Refurbishment	Development and refurbishment	0.006				0.006
BMX Track	BMX Track	0.006				0.006
Provision for 2 year olds	Work to increase capacity to enable 2 year old school provision	0.456	0.707			1.163
Provision for 2yr olds - Grant to Global Kids Daycare	Work to increase capacity to enable 2 year old school provision	0.044				0.044
EDUCATION, SOCIAL CARE AND WELLBEING TOTAL		18.767	16.992	5.945	0.000	41.704

COMMUNITIES, LOCALITIES AND CULTURE

Roman Rd (Globe Town)	TfL schemes including safety, cycling and walking, SuperHighway	0.022				0.022
Manchester Road /Island Gardens /	TfL schemes including safety, cycling and walking, SuperHighway	0.259				0.259
Abbott Road / Aberfeldy Estate	TfL schemes including safety, cycling and walking, SuperHighway	0.010				0.010
St Paul's Way	TfL schemes including safety, cycling and walking, SuperHighway	0.060				0.060
Bethnal Green to Olympic Park	TfL schemes including safety, cycling and walking, SuperHighway	0.009				0.009
Cycle Infrastructure Improvement	TfL schemes including safety, cycling and walking, SuperHighway	0.050				0.050
Brick Lane	TfL schemes including safety, cycling and walking, SuperHighway	0.032				0.032
Wapping Wall	TfL schemes including safety, cycling and walking, SuperHighway	0.002				0.002
Legible London	TfL schemes including safety, cycling and walking, SuperHighway	0.196				0.196
Zebra Crossing Halos	TfL schemes including safety, cycling and walking, SuperHighway	0.060				0.060
Valance Road Junction	TfL schemes including safety, cycling and walking, SuperHighway	0.070				0.070
Local Area Minor Accessibility Improvements	TfL schemes including safety, cycling and walking, SuperHighway	0.138				0.138
Local Transport Funding	TfL schemes including safety, cycling and walking, SuperHighway	0.119				0.119
Bethnal Green Town Centre	TfL schemes including safety, cycling and walking, SuperHighway	0.309	0.270			0.579
Bartlett Park Master Plan	TfL schemes including safety, cycling and walking, SuperHighway	0.031				0.031
Cycle Routes - Boroughwide	TfL schemes including safety, cycling and walking, SuperHighway	0.159				0.159
Westferry Road	TfL schemes including safety, cycling and walking, SuperHighway	0.332				0.332

Scheme Name	Scheme Description	2013/14 Revised Budget	2014/15 Budget	2015/16 Budget	2016/17 Budget	Total Budget 2012/13 to 2015/16
		£m	£m	£m	£m	£m
Road Safety - Boroughwide	TfL schemes including safety, cycling and walking, SuperHighway	0.114				0.114
Bus Stop Works - various locations	TfL schemes including safety, cycling and walking, SuperHighway	0.050				0.050
Marsh Wall Environmental Improvement	TfL schemes including safety, cycling and walking, SuperHighway	0.053	0.270			0.323
Cavell Street - COG	TfL schemes including safety, cycling and walking, SuperHighway	0.100				0.100
King David Lane & Juniper Street - signage, footpath, carriageway upgrade	TfL schemes including safety, cycling and walking, SuperHighway	0.094				0.094
Bow	TfL schemes including safety, cycling and walking, SuperHighway	0.250				0.250
Historic Streets	TfL schemes including safety, cycling and walking, SuperHighway	0.300				0.300
Sydney Street	TfL schemes including safety, cycling and walking, SuperHighway	0.250				0.250
Bust Stop Accessibility Programme	TfL schemes including safety, cycling and walking, SuperHighway	0.100				0.100
Belgrave Street	TfL schemes including safety, cycling and walking, SuperHighway	0.080				0.080
Cycle Parking	TfL schemes including safety, cycling and walking, SuperHighway	0.058				0.058
Molet Road Bridge Assessment	TfL schemes including safety, cycling and walking, SuperHighway	0.020				0.020
Porbridge Crescent Bridge	TfL schemes including safety, cycling and walking, SuperHighway	0.020				0.020
To be decided/confirmed	TfL schemes including safety, cycling and walking, SuperHighway	0.000	3.349	3.349		6.698
Grounds Maintenance	Purchase of ground maintenance equipment	0.750				0.750
Cycling Improvements	Cycle parking facilities; bike pump facilities and cycle permeability schemes	0.100				0.100
Highway Improvement Programme	Highway improvements	1.000	1.000			2.000
Sainsbury Food Store - Redevelopment of Site (1 Cambridge Heath Road)	Developers Contribution	0.000	0.022			0.022
St Anne Street	Developers Contribution	0.020				0.020
Warner Green	Developers Contribution	0.049				0.049
Weavers Field & Allen Gardens	Developers Contribution	0.148				0.148
Albert Gardens	Developers Contribution	0.025				0.025
Millwall Park & Langdon Park	Developers Contribution	0.041				0.041
Poplar Park & Jolly's Green	Developers Contribution	0.069				0.069
Ropewalk Gardens	Developers Contribution	0.047				0.047
Spitalfields Area - Pedestrian Routes	Developers Contribution	0.005				0.005
Marshwall/Limeharbour - Highway Works	Developers Contribution	0.016				0.016
Blackwall Way Bus Stops	Developers Contribution	0.000	0.039			0.040
Fieldgate Street	TfL schemes including safety, cycling and walking, SuperHighway	0.045				0.045
Blossom St & Folgate St	TfL schemes including safety, cycling and walking, SuperHighway	0.075				0.075
Morris Road & Rifle St Footbridge	TfL schemes including safety, cycling and walking, SuperHighway	0.035				0.035
Morris Road & Rifle St	TfL schemes including safety, cycling and walking, SuperHighway	0.054				0.054
Cambridge Heath Road/Witen St	TfL schemes including safety, cycling and walking, SuperHighway	0.061				0.061
Former Bishop Challoner School	TfL schemes including safety, cycling and walking, SuperHighway	0.122				0.122
Cordelia St/Carron Close	TfL schemes including safety, cycling and walking, SuperHighway	0.100				0.100
Marsh Wall Junction Works	TfL schemes including safety, cycling and walking, SuperHighway	0.121				0.121
St Andrews Hospital	TfL schemes including safety, cycling and walking, SuperHighway	0.000	0.088			0.088
Bow Common Lane and Furze St	TfL schemes including safety, cycling and walking, SuperHighway	0.030				0.030
Selsey Street	TfL schemes including safety, cycling and walking, SuperHighway	0.090				0.090

Scheme Name	Scheme Description	2013/14 Revised Budget	2014/15 Budget	2015/16 Budget	2016/17 Budget	Total Budget 2012/13 to 2015/16
		£m	£m	£m	£m	£m
Commercial Road	TfL schemes including safety, cycling and walking, SuperHighway	0.125	0.125			0.250
Cambridge Heath Road/Three Colts Lane	TfL schemes including safety, cycling and walking, SuperHighway	0.047				0.047
Whitechapel Road	TfL schemes including safety, cycling and walking, SuperHighway	0.030				0.030
Bethnal Green Road	TfL schemes including safety, cycling and walking, SuperHighway	0.150				0.150
Wapping Lane	TfL schemes including safety, cycling and walking, SuperHighway	0.000	0.064			0.064
Former Safeway Store	TfL schemes including safety, cycling and walking, SuperHighway	0.000	0.135			0.135
Caspian Wharf and Yeo Street	TfL schemes including safety, cycling and walking, SuperHighway	0.146				0.146
Fairfield Road	TfL schemes including safety, cycling and walking, SuperHighway	0.020				0.020
Improvements to pedestrian and cycle routes	TfL schemes including safety, cycling and walking, SuperHighway	0.148				0.148
Ocean Estate FS2	TfL schemes including safety, cycling and walking, SuperHighway	0.000	0.106			0.106
Bow Area Traffic Management Review	TfL schemes including safety, cycling and walking, SuperHighway	0.000	0.250			0.250
Bow Area Traffic Review - Study	OPTEMS	0.159				0.159
A12 Wick Lane Junction	OPTEMS	0.027	0.250			0.277
Monier Road - cycle/pedestrian improvements	OPTEMS	0.020				0.020
Dace Road - cycle/pedestrian improvements	OPTEMS	0.014				0.014
Fairfield Road/Tredegar Road Signals	OPTEMS	0.016	0.250			0.266
Milwall Park/Island Gardens	Park improvements	0.003				0.003
Poplar Park	Park improvements	0.040				0.040
Schoolhouse Lane Multi Use Ball Games Area	Improvements to ball game areas	0.007				0.007
Victoria Park Sports Hub & Other Works	Improvements to the sports hub	0.616	2.000			2.616
Victoria Park Masterplan	Victoria Park Masterplan	0.740				0.740
Pennyfields	Works to open spaces	0.018				0.018
Christ Church Gardens	Works to open spaces	0.350				0.350
Mile End Hedge	Works to open spaces	0.165				0.165
Trees - Boroughwide	Planting trees boroughwide	0.016				0.016
Brickfield Gardens	Installation of Street Lighting	0.040				0.040
Trinity Square Gardens	Conversion of lawn area to York stone paving	0.055				0.055
Brady Centre	Building Improvements	0.001				0.001
Bethnal Green Gardens, Victoria Park	Tennis Court works	0.002				0.002
Victoria Park	Tennis Courts	0.010				0.010
Bartlett Park	Various works including landscaping	0.013				0.013
Mile End Stadium Track resurfacing	Resurfacing the stadium track	0.004				0.004
Public Art Projects	Middlessex Street	0.239				0.239
Mile End Park Capital	Mile End Park Capital	0.084				0.084
Watney Market Ideas Store	New idea store and one stop shop in Watney Market	0.195				0.195

Scheme Name	Scheme Description	2013/14 Revised Budget	2014/15 Budget	2015/16 Budget	2016/17 Budget	Total Budget 2012/13 to 2015/16
		£m	£m	£m	£m	£m
Landscaping of Watney Market	Landscaping	0.235				0.235
Bancroft Library	Bancroft Library	0.008				0.008
Whitechapel Idea Store	Major project work	0.017				0.017
St Georges Pool	St Georges Pool works	0.106				0.106
Brick Lane Mural	Brick Lane Mural	0.000	0.045			0.045
Banglatown Art Trail & Arches	Art trail and arches	0.610				0.610
Bancroft Library Phase 2b	Bancroft Library Phase 2b	0.145				0.145
Bancroft Library	Bancroft Library	0.403				0.403
CCTV Improvement and Enhancement	CCTV Improvement and Enhancement	0.014				0.014
Boroughwide CCTV Improvements	CCTV Improvements	0.182	0.128			0.310
Generators at Mulberry Place	Works to the generators at Mulberry Place	0.009				0.009
Essential Health and Safety	Contaminated Land Strategy H&S (2007/08):	0.013	0.250			0.263
Adelina Grove	Contaminated land survey and works	0.000	0.053			0.053
Poppton Close	Contaminated land survey and works	0.000	0.040			0.040
Poplar High St	Contaminated land survey and works	0.000	0.037			0.037
Rosebank Gardens	Contaminated land survey and works	0.000	0.023			0.023
Stores Quay	Contaminated land survey and works	0.000	0.056			0.056
Veronica House	Contaminated land survey and works	0.000	0.033			0.033
Mudchute Park Improvements	Repair of car parks; creating a village green; providing toilet and hand washing facilities	0.045				0.045
Mile End Leisure Centre - Security Enhancements	Fencing and security	0.002				0.002
Bartlett Park Master Plan - Highways	Realigning and re-landscaping a section of Upper North Street and other Highway Improvements	0.350	1.382			1.732
COMMUNITIES, LOCALITIES AND CULTURE TOTAL		11.987	10.265	3.349	0.000	25.601

BUILDING SCHOOLS for the FUTURE						
Beatrice Tate	Build	0.728	0.000			0.728
Raines	Build	1.177	0.000			1.177
Central Foundation	Build	8.738	2.829			11.567
Langdon Park	Build	3.512	0.904			4.417
Phoenix	Build	0.780	0.000			0.780
Stepney Green	Build	-3.165	0.000			-3.165
Bow Boys	Build	22.545	2.671			25.215
George Greens	Build	3.900	0.424			4.325
Central Services	ICT	1.122	0.903			2.025
Bethnal Green TC	ICT	0.082	0.161			0.242
St Pauls Way	ICT	0.154	0.233			0.387
Raines	ICT	0.538	0.303			0.841
Sir John Cass	ICT	0.096	0.456			0.551
Morpeth	ICT	0.122	0.124			0.246

Scheme Name	Scheme Description	2013/14 Revised Budget	2014/15 Budget	2015/16 Budget	2016/17 Budget	Total Budget 2012/13 to 2015/16
		£m	£m	£m	£m	£m
Oaklands	ICT	0.128	0.244			0.372
Ian Mikardo	ICT	0.005	0.010			0.014
Cambridge Heath	ICT	0.008	0.010			0.018
Central Foundation	ICT	0.569	0.381			0.950
Bowden House	ICT	0.035	0.067			0.102
Beatrice Tate	ICT	0.097	0.150			0.247
Stepney Green	ICT	0.589	0.387			0.976
Harpley PRU	ICT	0.028	0.063			0.090
Langdon Park	ICT	0.525	0.306			0.831
Swanlea	ICT	0.050	0.147			0.197
Bow Boys	ICT	0.386	0.005			0.391
Phoenix	ICT	0.110	0.154			0.265
Wave 5 BSF	Building Schools for the Future Programme	0.000	1.857			1.857
BUILDING SCHOOLS for the FUTURE TOTAL		42.859	12.791	0.000	0.000	55.649

DEVELOPMENT & RENEWAL						
Millennium Quarter	Millennium Quarter	0.326				0.326
Bishops Square	Bishops Square	0.146				0.146
Down Centre & High Street Regeneration	Town Centre & High Street Regeneration	0.141				0.141
Whitechapel Centre	Whitechapel	0.003				0.003
Regional Housing Pot	Regional Housing Pot	6.068				6.068
Affordable Housing Measures	Affordable Housing Measures	2.884				2.884
New Homes at Bradwell St Garages	New Affordable Housing at Bradwell Street Garages	0.245	2.206			2.451
High Street 2012	High Street 2012	3.942				3.942
Disabled Facilities Grant	Disabled Facilities Grant	0.727	0.730	0.750		2.207
Private Sector Improvement Grant		0.535				0.535
Genesis Housing	Genesis Housing	0.363				0.363
Facilities Management (DDA)		0.052				0.052
Bromley by Bow Station Upgrade		3.500				3.500
Wellington Way Health Centre		3.119				3.119
100 Whitechapel Road	Pedestrian Crossing	0.150				0.150
Bethnal Green Terrace	Repair of degraded 'at risk' Grade II listed buildings	0.351				0.351
Multi Faith Burial Grounds	Multi Faith Burial Grounds	3.000				3.000
Faith Buildings	Faith Buildings	2.000				2.000
A10 Highway Improvements	Replace the cycle lane on the pavement	0.050				0.050
Short Life Properties	Refurbishment of Phase 3 of the Council's Short life Properties	1.700				1.700
DEVELOPMENT & RENEWAL TOTAL		29.302	2.936	0.750	0.000	32.988

CHIEF EXEC'S & RESOURCES

Capital Programme 2013/14 to 2015/16

Appendix 8.1

Scheme Name	Scheme Description	2013/14 Revised Budget	2014/15 Budget	2015/16 Budget	2016/17 Budget	Total Budget 2012/13 to 2015/16
		£m	£m	£m	£m	£m
Priority Service Remediation/Backup Expansion	CCNs Charges and GCSX PC DSI Compliance works	0.128				0.128
CHIEF EXEC'S & RESOURCES TOTAL		0.128	0.000	0.000	0.000	0.128
HOUSING REVENUE ACCOUNT						
Decent Homes Backlog	Decent Homes	58.110	70.470	22.990		151.570
Housing Capital Programme	Mainstream programme: includes aids & adaptation; major costs involved in bringing back void properties to use; capitalisation of fees & charges; overcrowding; and contingency	21.768	0.000			21.768
Ocean Estate Regeneration	Ocean Estate Regeneration	5.078				5.078
Non Decent homes Schemes	Non Decent Homes Works	6.035	6.120	0.010		12.165
Blackwall Reach	Blackwall Reach	6.273				6.273
Energy Saving Programme (ECO)		4.063				4.063
Poplar Baths & Dame Colet House	Refurbishment and remodelling of Poplar Baths; provision of additional new build homes on the Dame Colet House site; and provision of a new build youth centre on the existing Haileybury Centre site			16.000		16.000
HOUSING REVENUE ACCOUNT TOTAL		101.327	76.590	39.000	0.000	216.917
POPLAR BATHS & DAME COLET HOUSE						
Poplar Baths & Dame Colet House	Refurbishment and remodelling of Poplar Baths; provision of additional new build homes on the Dame Colet House site; and provision of a new build youth centre on the existing Haileybury Centre site			20.000		20.000
POPLAR BATHS & DAME COLET HOUSE TOTAL		0.000	0.000	20.000	0.000	20.000
CORPORATE						
Civic Centre	Provision for the development of the new Civic Centre		10.000			10.000
CORPORATE TOTAL		0.000	10.000	0.000	0.000	10.000
TOTAL CAPITAL PROGRAMME		204.370	129.574	69.044	0.000	402.988

Indicative schemes to be funded from External Resources*

Appendix 8.2

Directorate/Programme	Scheme Name	Scheme Description	Funding Profile			
			2014-15	2015-16	2016-17	Total
			£m	£m	£m	£m
Education, Social Care and Wellbeing	School Expansions	To provide an additional forms of entry for school places	8.219	10.404	10.924	29.547
Education, Social Care and Wellbeing	Condition & Improvements - Capital Maintenance at Schools	To undertake urgent condition surveys and works to comply with statutory requirements	1.000	1.000	1.000	3.000
Education, Social Care and Wellbeing	Condition & Improvements - Adult Services	Urgent condition surveys and works, to comply with statutory requirements and service improvements	0.800	0.800	0.800	2.400
EDUCATION, SOCIAL CARE AND WELLBEING TOTAL			10.019	12.204	12.724	34.947
Housing Revenue Account	Ashington House East	Affordable Housing - New Build	7.750	0.000	0.000	7.750
Housing Revenue Account	Extensions	Extension to 45 bedrooms in 34 homes, as part of the GLA Pipeline Bid	3.610	0.000	0.000	3.610
Housing Revenue Account	Watts Grove	Provision of new build homes on the Watts Grove depot site	0.000	22.000	0.000	22.000
Housing Revenue Accountant	Indicative Provision to Fund New Housing Supply	Indicative provision to fund new housing supply	2.000	0.000	0.000	2.000
Housing Revenue Account	Housing Capital Programme (Planned Maintenance)	Planned maintenance work including: mechanical engineering, external works, overcrowding initiatives, aids and adaptation	9.810	15.000	15.000	39.810
HOUSING REVENUE ACCOUNT TOTAL			23.170	37.000	15.000	75.170
Development and Renewal	Disabled Facilities Grant	Adaptations, door widening, ramp installation stair lift access and heating systems for the disabled	0.000	0.000	0.730	0.730
Development and Renewal	Private Sector Renewal Grant	To support the Council's Private Sector Housing and Empty Properties Framework, including Home Repairs Grants for minor repairs, home security and hazard removal	0.550	0.550	0.000	1.100
DEVELOPMENT AND RENEWAL TOTAL			0.550	0.550	0.730	1.830
Corporate	Civic Centre	Provision for the development of the new Civic Centre	2.000	0.000	0.000	2.000
CORPORATE TOTAL			2.000	0.000	0.000	2.000
TOTAL NEW SCHEMES TO BE FUNDED FROM EXTERNAL RESOURCES			35.739	49.754	28.454	113.947

*Based on notional funding estimates

Projects/Funding Directorate	2013/14			2014/15	2015/16	2016/17	Total Budget 2013/14 to 2016/17
	Slippage from 12/13	Latest Budget	Total Revised Budget	Budget	Budget	Budget	Total
	£m	£m	£m	£m	£m	£m	£m
Education, Social Care and Wellbeing	1.589	17.177	18.766	28.611	17.349	11.924	76.650
Building Schools for the Future	0.236	42.622	42.859	12.791	0.000	0.000	55.649
Communities, Localities and Culture	0.559	11.428	11.987	10.265	3.349	0.000	25.601
Development & Renewal (Excluding HRA)	5.981	23.321	29.302	3.486	1.300	0.730	34.818
Chief Executive's	0.000	0.128	0.128	0.000	0.000	0.000	0.128
Corporate	0.000	0.000	0.000	12.000	0.000	0.000	12.000
Poplar Baths and Dame Colet House	0.000	0.000	0.000	0.000	20.000	0.000	20.000
Total excluding HRA	8.365	94.677	103.042	67.152	41.998	12.654	224.846
Poplar Baths and Dame Colet House	0.000	0.000	0.000	0.000	16.000	0.000	16.000
HRA (Approved Schemes)	6.859	88.433	95.292	96.180	59.990	15.000	266.462
HRA (Schemes under development)	1.673	4.362	6.035	3.580	0.010	0.000	9.625
Total HRA	8.532	92.795	101.327	99.760	76.000	15.000	292.087
Total Budget	16.898	187.472	204.369	166.912	117.998	27.654	516.934

Projects/Funding Directorate	Grant	SCE	MRA	SC	CR	PB	S106	CA	DR	Total	Slippage from 2012/13	2013/14 Original Budget	2013/14 Total Revised Budget	2014/15 Budget	2015/16 Budget	2016/17 Budget	Total Budget 2013/14 to 2016/17
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m							
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m							
Education, Social Care and Wellbeing	75.804	0.000	0.000	0.000	0.601	0.000	0.000	0.000	0.245	76.650	1.589	22.210	18.766	28.611	17.349	11.924	76.650
Building Schools for the Future	47.722	0.000	0.000	2.036	5.891	0.000	0.000	0.000	0.000	55.649	0.236	52.963	42.859	12.791	0.000	0.000	55.649
Communities, Localities and Culture	12.481	0.000	0.000	0.000	2.447	0.750	9.914	0.000	0.009	25.601	0.559	9.733	11.987	10.265	3.349	0.000	25.601
Development & Renewal (Excluding HRA)	15.569	0.000	0.000	0.000	11.756	0.000	7.351	0.000	0.141	34.818	5.981	12.306	29.302	3.486	1.300	0.730	34.818
Chief Executive & Resources	0.000	0.000	0.000	0.000	0.128	0.000	0.000	0.000	0.000	0.128	0.000	0.000	0.128	0.000	0.000	0.000	0.128
Corporate	0.000	0.000	0.000	0.000	1.000	10.000	0.000	0.000	1.000	12.000	0.000	10.000	0.000	12.000	0.000	0.000	12.000
Poplar Baths and Dame Colet House	0.000	0.000	0.000	0.000	0.000	20.000	0.000	0.000	0.000	20.000	0.000	0.000	0.000	20.000	0.000	0.000	20.000
Total excluding HRA	151.576	0.000	0.000	2.036	21.824	30.750	17.265	0.000	1.395	224.846	8.365	107.212	103.042	67.152	41.998	12.654	224.846
Poplar Baths and Dame Colet House	0.000	0.000	0.000	0.000	0.000	0.000	0.000	16.000	0.000	16.000	0.000	0.000	0.000	0.000	16.000	0.000	16.000
HRA (Approved Schemes)	92.805	0.000	88.623	0.000	8.274	20.232	9.868	22.000	24.660	266.462	6.859	42.548	95.292	96.180	59.990	15.000	266.462
HRA (Schemes under development)	0.000	0.000	7.625	0.000	2.000	0.000	0.000	0.000	0.000	9.625	1.673	35.933	6.035	3.580	0.010	0.000	9.625
Total HRA	92.805	0.000	96.248	0.000	10.274	20.232	9.868	38.000	24.660	292.087	8.532	78.481	101.327	99.760	76.000	15.000	292.087
Total Budget	244.382	0.000	96.248	2.036	32.097	50.982	27.133	38.000	26.056	516.934	16.898	185.693	204.369	166.912	117.998	27.654	516.934

Index to Types of Funding	
Grant	Central Government or Other
SCE	Supported Capital Expenditure
MRA	Major Repairs Allowance
SC	Schools Contribution
CR	Capital Receipt
PB	Prudential Borrowing
S106	Section 106 Funding
CA	Credit Arrangement
DR	Direct Revenue Funding

OUTLINE STRATEGIC PLAN 2014-15

Strategic Plan 2014/15

Outline Plan

DRAFT

Introduction: the 2014/15 context

The outline Strategic Plan describes the council's overall aims, objectives and the outcomes we want to deliver. The final Strategic Plan will detail the milestones planned in 2014/15 to achieve those outcomes.

The Strategic Plan is informed by the Mayor's key priorities to

- Increase affordable family-sized housing;
- Improve attainment and invest in out of school activities;
- Reduce crime and ASB;
- Tackle worklessness;
- Improve cleanliness and the public realm.

The Strategic Plan 2014/15 takes into account the continued impact of the government's reductions in funding to local authorities. A key area of focus in 2014/15 will be working to design and deliver savings that will be required in future years. The council continues to prioritise front-line services.

National Context

The Coalition Government is continuing to implement significant changes to the services which our local residents rely on. This includes:

- Significant reform of welfare, including reduced entitlements to housing benefit and increased conditions placed upon those seeking to claim unemployment benefits. A key focus for the government in 2014/15 will be working on the implementation of Universal Credit.
- A reduction in local authority remit in key areas, such as education with the encouragement of free schools and academies.
- New expectations and requirements in a range of areas, for example in relation to supporting carers, helping tenants to buy their council property and rights of community groups in relation to planning.

Council Finances

The prolonged real term reduction in public spending faced by local authorities has been a continued challenge for the council. The 2010 Spending Review and subsequent statements from the Office for Budget Responsibility have seen extensive reductions in central government funding - both revenue and capital. The council has already made good progress in achieving savings, however further cuts now mean that there is a budget reduction of approximately £71m to achieve in the next three years. The protection of the quality of front line services is a fundamental principle for the Mayor and council.

The council will continue to explore innovative ways in which it can deliver quality services with fewer resources. So far, we have achieved savings through activities such as through greater partnership working, shared services and working more closely with the third sector, as well as investigating revenue raising opportunities.

Population growth and change

The estimated resident population of Tower Hamlets is 263,000. Over recent years, the borough has seen the highest population growth in the country.

Tower Hamlets remains a relatively young borough, with almost half of the recent population rise concentrated in the 25-35 age range. The profile of the borough is one of increasing diversity, with 41% of the population born outside of the UK. There are sizeable Bangladeshi (32%) and White British communities (31%) and an increasing number of smaller ethnic groups in the resident population.

Employment and the economy

Tower Hamlets has good economic and employment growth prospects. There are already over 200,000 jobs in the borough: equating to 3 jobs for every 2 working age residents. The local economy has important financial, communication and retail sectors with 60% of all employment in the borough based in Canary Wharf and the City Fringe. Work with local business, including small and medium enterprises (SMEs), to create growth remains an important priority.

Supporting residents to benefit from the borough's strong economy is still a key challenge. Only 15% of jobs within the borough are taken by local people. There has been a recent reduction in unemployment in the borough but Tower Hamlets remains significantly below London averages on key employment indicators. Maintaining effective employment services, to support more local residents into employment, will be central to continued improvement.

Education

Outcomes for local children and young people continue to improve. Local Key Stage 2 and GCSE results are now consistently above national averages. The Mayor's Education Award has helped more young people continue in education post 16 and A Level grades are getting better year-on-year.

Housing and Environment

A fast growing population, low income levels for many households and high house prices makes housing a key challenge for the borough. The borough has a strong track record of building large numbers of affordable homes for residents – amongst the best in the country.

Despite this, housing need and demand continue to increase. For example, there are around 22,000 households on the housing waiting list with over 9,000 of these overcrowded. Typically only around 2,000 properties become available each year.

In addition, the Government's welfare reform changes are really taking effect. Many households have had their income reduced and there has been a rise in residents seeking advice: both to understand how the changes will affect them, and to get support in mitigating the impact of the reforms.

The Local Development Framework sets out the extensive physical renewal that is planned to meet the needs of the borough's growing population in the medium and longer term. Innovative developments are planned for the borough-which include housing and new facilities such as schools, transport links and parks.

Health and Care

Despite strong progress in recent years, improving healthy life outcomes for residents remains a key priority in the Strategic Plan. Eight out of ten residents report that their health is good or very good; however, the proportion citing poor health is the fourth highest in London.

Health inequalities begin early and Tower Hamlets has one of the highest rates of childhood obesity in the country. The successful integration of public health functions into the council during 2012/13 provides a strong platform for further health improvements across all ages.

Social care is a strong local and national priority. In recent years, Tower Hamlets has focused on safeguarding and transforming social care services by giving users more choice and control. Nationally, the Care Bill sets out a number of significant changes the council will need to focus upon including reform of how support is accessed and funded. Work to support the further integration of health and care locally will be taken forward by the Health and Wellbeing Board.

Inequality and fairness

Underpinning the objectives of the Strategic Plan is the theme of One Tower Hamlets – reducing inequality, fostering community cohesion and supporting strong local leadership.

The effects of the economic downturn, coupled with the loss of funding for many public services, means that the council is operating in an environment in which there are risks that inequality will grow rather than reduce in the borough. In 2012 the council established an independent Fairness Commission. The Commission reported in September 2013 and made a number of recommendations focused upon issues of inequality relating to money, jobs and homes.

The Commission recommended several ways of tackling the underlying causes of inequality in the borough, in order to make Tower Hamlets fairer. The challenge for the council and its partners, over the next year, is to work together to develop actions and approaches to take these recommendations forward.

Single Equality Framework

The Strategic Plan 2014/15 incorporates the council's Single Equality Framework (SEF) priorities. The SEF sets out the council framework for tackling inequality and promoting cohesion and incorporates an analysis of inequality in the borough. Priority SEF equality objectives are marked with an *.

To ensure that we are able to track performance against our equality objectives for 2014/15 we have identified a set of equality performance measures. These include existing performance measures that relate to equality and measures which will be disaggregated by specific equality strands where we need to narrow the gap in terms of outcomes for specific groups. This approach demonstrates that we are meeting the requirements of the Public Sector Equality Duty to prepare and publish objectives which demonstrate how the organisation will meet the aims of the Duty. The SEF measures are highlighted on pages 14-15.

From vision to performance

The Mayor and our partners have a clear vision for the borough *to improve the quality of life for everyone living and working in Tower Hamlets*. It is a vision that has been agreed by partners in the Tower Hamlets Partnership.

As part of this vision the Mayor developed a set of pledges which are articulated through the **Five Themes** of the Community Plan:

A Great Place to Live - Tower Hamlets will be a place where people live in quality affordable housing, located in clean and safe neighbourhoods served by well-connected and easy to access services and community facilities.

A Prosperous Community - Tower Hamlets will be a place where everyone, regardless of their background and circumstances, has the aspiration and opportunity to achieve their full potential through education and vibrant local enterprise.

A Safe and Cohesive Community - Tower Hamlets will be a safer place where people feel safer, get on better together and difference is not seen as threat but a core strength of the borough.

A Healthy and Supportive Community - Tower Hamlets will be a place where people are supported to live healthier, more independent lives and the risk of harm and neglect to vulnerable children and adults is reduced.

One Tower Hamlets – Tower Hamlets will be a place where everyone feels they have an equal stake and status. We are committed to reducing inequalities, supporting cohesion and providing strong community leadership.

Strategic Priorities

Sitting underneath the Strategic Plan's five themes are the council's strategic priorities. These priorities set out more explicitly the organisation's key objectives for the next year.

A Great Place to Live

- 1.1: Provide good quality affordable housing
- 1.2: Maintain and improve the quality of housing
- 1.3: Improve the local environment and public realm
- 1.4: Provide effective local services and facilities
- 1.5: Improve local transport links and connectivity
- 1.6: Develop stronger communities

A Prosperous Community

- 2.1: Improve educational aspiration and attainment
- 2.2: Support more people into work
- 2.3: Manage the impact of welfare reform on local residents
- 2.4: Foster enterprise and entrepreneurship

A Safe and Cohesive Community

- 3.1: Focus on crime and anti-social behaviour
- 3.2: Reduce fear of crime
- 3.3: Foster greater community cohesion

A Healthy and Supportive Community

- 4.1: Reduce health inequalities and promote healthy lifestyles
- 4.2: Enable people to live independently
- 4.3: Provide excellent primary and community care
- 4.4: Keep vulnerable children, adults and families' safer, minimising harm and neglect

One Tower Hamlets

- 5.1: Reduce inequalities
- 5.2: Work efficiently and effectively as One Council

Key Activities and Initiatives

The next section of this outline plan sets out the key activities and initiatives we propose to carry out in 2014/15 to enable us to deliver our vision and strategic priorities. The full Strategic Plan will set out further detail on these activities, including the more specific milestones planned in 2014/15.

A Great Place to Live

A Great Place to Live reflects the Council's continuing ambition to make Tower Hamlets a place where people are proud to live, work and visit.

In 2014/15 we will endeavour to maximise the number of new affordable homes delivered, increase the number of existing homes that meet the Decent Homes Standard and tackle fuel poverty. We will also continue to focus on securing transparent service charges for leaseholders and ensuring that Registered Providers deliver on their service agreements.

The council will maintain its leading role on significant regeneration developments, including at Blackwall Reach and in Whitechapel. Improving our public realm and maintaining our rich heritage for future generations will remain a key focus. The council will also take further steps to enhance its library and lifelong learning service, as well as our leisure facilities.

A key priority is to respond effectively to continuing housing and welfare reform, including homelessness prevention, as we seek to mitigate the impact on our residents.

In 2014/15 our priorities are to:

Provide good quality affordable housing by:

- Increasing the availability of affordable family sized housing*
- Delivering regeneration at Robin Hood Gardens, in the Poplar area and the Ocean Estate
- Seeking to mitigate homelessness and improving housing options
- Effective strategic planning to deliver high volumes of affordable housing and funding for infrastructure

Maintain and improve the quality of housing by:

- Reducing the number of council homes that fall below a decent standard
- Improving the quality of housing services
- Offering affordable fuel options through the Tower Hamlets Energy Community Power (Energy Co-operative)*

Improve the local environment and public realm by:

- Implementing the Carbon Reduction Plan for council buildings
- Protecting and improving the local environment through engagement with major utility companies and Crossrail
- Working in partnership to improve our public realm
- Increasing household waste sent for re-use, recycling and composting
- Improving our parks and open spaces

Provide effective local services and facilities by:

- Managing national planning changes effectively to deliver local priorities
- Further improving our markets and town centres
- Implementing the Tower Hamlets local Community Infrastructure Levy (CIL)
- Implementing the Masterplan for Whitechapel

- Delivering the People's History Plaque Scheme

Improve local transport links and connectivity by:

- Supporting sustainable local transport, including cycle improvements

Develop stronger communities by:

- Engaging residents and community leaders in policy and budget changes
- Implementing a framework for engagement of borough-wide equality forums in the Partnership
- Celebrating the achievements and contribution made by the local third sector
- Delivering locally appropriate services through the locality Hubs
- Further improving our citizen centred local governance structures through the work of the local community ward forums and the community champion programme

A Prosperous Community

We aim to create a Tower Hamlets in which everyone, regardless of their background and circumstances, has the aspiration and opportunity to achieve their full potential.

Tower Hamlets aims to maintain its excellent performance in school improvement, supported by a strong local education authority and active parents and governors. The council will continue to invest in supporting young people across all ages.

Fostering enterprise and employment is a key priority for the council. It is important that we continue to drive local economic growth by working effectively with business, including small and medium enterprises. Supporting more local people into jobs through effective employment services is also essential.

As the Government seeks to introduce its Universal Credit system, the council will maintain its support to residents through national welfare reform. An extensive programme of information and awareness raising, supported by employability and other assistance for residents, will remain important throughout 2014/15.

In 2014/15 our priorities are to:

Improve educational aspiration and attainment by:

- Ensuring sufficient places are provided to meet the need for statutory school places
- Expanding free early education places of high quality for disadvantaged two year olds
- Raising attainment and narrowing the gap between the lowest 20% and the median of all children at the end of the Early Years Foundation Stage (EYFS)
- Increasing the number of children achieving 5 A*-C grades including English and maths grades at GCSE
- Bringing A Level results to above the national average*
- Assist more people into further education and to university, and continue to deliver the Mayor's Education Allowance and Mayor's Higher Education Award
- Maintaining investment in youth services and provision for young people
- Providing effective support for parents and governors

Support more people into work by:

- Supporting residents into jobs through employment and skills programmes
- Maximising local employment and economic benefits from the council's procurement, our contractors and third party providers and planning processes
- Supporting English for Speakers of Other Languages (ESOL)*

Manage the impact of welfare reform on local residents and maximising incomes by:

- Delivering the welfare reform temporary accommodation support fund
- Driving the ongoing partnership wide programme of information and awareness raising around welfare reform *
- Monitoring the impact on local people and ensuring our grants, services and policies support residents*

Fostering enterprise and entrepreneurship by:

- Supporting a programme of information to third sector and social enterprises to support commercial independence
- Doing all we can to support local business Working collaboratively with boroughs and across London to enhance investment and opportunity

Safe and Cohesive Community

Ensuring that everyone feels safe and confident in their homes and on the streets of Tower Hamlets remains a key Mayoral priority. There will be a continued focus on crime and anti-social behaviour, with effective and visible enforcement.

The council will continue to invest in Police Officers and uniformed THEOs. We also recognise the need to go beyond simply tackling crime and ASB to also address people's fear of crime and perceptions of personal safety through better information, community engagement and an improved local environment.

Tower Hamlets is rightly proud of its diversity. The council remains committed to bringing all of its communities together to foster understanding, support cohesion and build 'One Tower Hamlets'. Supporting events which celebrate the diversity of the borough and its people plays an important role in this respect.

In 2014/15 our priorities are to:

Focus on crime and anti-social behaviour by:

- Furthering development of the Tower Hamlets Enforcement Officer (THEO) service
- Delivering the partnership 'Violence against women and girls' programme
- Managing the night time economy
- With our partners, delivering the Partnership Community Safety Plan
- Working with the Police and Mayor for London to maintain and improve enforcement, CCTV and deployment of local police to improve community safety

Reduce fear of crime by:

- Improving the responsiveness and visibility of our ASB services
- Working with people with drug and alcohol dependencies to break the cycle of substance misuse

Foster greater community cohesion by:

- Supporting the delivery of a wide range of community events*
- Delivering the Mayor's One Tower Hamlets fund scheme*

A Healthy and Supportive Community

Our aim is to support residents to live healthier, more independent lives and reduce the risk of harm and neglect to vulnerable children and adults.

Within this theme, a key emphasis is on promoting healthy lifestyles and ensuring fewer residents require long-term care for avoidable health needs. The council is also committed to protecting the interests of residents in the context of significant health reforms. The successful transfer of public health responsibilities to the council during 2013/14 provides a solid foundation on which to build.

The council is committed to ensuring that Tower Hamlets is one of the top performing councils in the country with responsibility for social services. We will continue to support our most vulnerable residents; Tower Hamlets is the only borough in England that still provides free homecare for example.

In 2014/15 our priorities are to:

Reduce health inequalities and promote healthy lifestyles by:

- Delivering free school meals for all reception and year 1 pupils
- Supporting young people to live healthy lives*
- Embedding integrated government arrangements to maximise health outcomes
- Using Public Health expertise within a council and partnership wide approach to reduce health inequalities
- Investing in the borough's leisure centres and playing pitches
- Helping people out of drug and alcohol dependency and into education, employment and training

Enable people to live independently by:

- Improving support to carers*
- Improving the customer journey by embedding principles of choice and control*
- Enabling personalised support for the borough's most vulnerable residents

Provide excellent primary and community care by:

- Delivering integrated working between health and social care

Keep vulnerable children, adults and families safer, minimising harm and neglect by:

- Working together to protect vulnerable adults
- Providing proportionate support to vulnerable children and families
- Introducing improvements to the adoption system

One Tower Hamlets

Underpinning the Community Plan vision is the aspiration to build One Tower Hamlets – a borough where everyone feels they have an equal stake and status. We are committed to reducing inequalities, fostering cohesion and supporting strong community leadership.

The over-arching aim of One Tower Hamlets takes on added importance in the context of considerable budget reductions. As part of this, we will work with partners to help address the recommendations arising from the recent Fairness Commission.

This theme also reflects the key projects we are delivering to make our council more lean, flexible and citizen-centred. Over the next year, we intend to better use our assets, buy better and work smarter. The council is developing its partnership arrangements, including a new localised Partnership structure.

In 2014/15 our priorities are to:

Reduce inequalities by:

- Employing a workforce that fully reflects the community it serves*
- Increasing the number of temporary workers resourced from the local community, by utilising Tower Hamlets in-house temporary resourcing service (ITRES).
- Maximising income for local people Coordinating and supporting the implementation of the recommendations arising from the Tower Hamlets Fairness Commission
- Supporting the mechanism for engaging local disabled people in the design, delivery and scrutiny of local services

Work efficiently and effectively as One Council by:

- Working with managers to improve and reduce staff sickness absence
- Developing the strategic ICT partnership
- Improving revenue collection and tackling fraud
- Developing Progressive Partnerships to further the Mayor's social objectives
- Improving customer satisfaction and value for money
- Making better use of our buildings and other public assets

Measuring our Performance

We use a basket of performance measures to track whether we are delivering on our strategic priorities. The proposed measures are set out below. These will be reviewed as part of the development of the final Strategic Plan.

A Great Place to Live

- Number of affordable homes delivered*
- Number of social rented housing completions for families (gross)
- Level of homeless prevention through casework
- Number of overcrowded families rehoused
- Percentage of overall housing stock that is decent
- Satisfaction with parks and open spaces
- Percentage of household waste sent for reuse, recycling & composting
- Improved street & environmental cleanliness
- Satisfaction with local neighbourhood

A Prosperous Community

- Achievement across the Early Years Foundation Stage*
- Achievement at Level 4 or above in both English and Maths at Key Stage 2*
- Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths*
- A Level Average Points Score per student in Tower Hamlets*
- Number of young people not in education, employment or training (NEET)*
- Employment rate (gap v London)*
- Jobseekers Allowance Claimant Count (gap v London)*
- Child Poverty rate*

A Safe and Cohesive Community

- Personal robbery rate *
- Residential burglary rate
- Motor vehicle crime rate
- Violence with injury rate
- CAD calls for ASB
- Local concern about ASB and Crime*
- Satisfaction with the Police and Community Safety Partnership*
- Proportion of residents who believe people from different backgrounds get on well together in their local area

A Healthy and Supportive Community

- All age, all-cause mortality rate*
- Number of people who have stopped smoking*
- Proportion of children in reception who are obese*
- Under 18 conception rate*
- Percentage of CAF reviews with an improved score
- Proportion of social care clients and carers in receipt of Self Directed Support*
- Self-reported experience of social care users
- Average time between a child entering care and moving in with its adoptive family
- Percentage of ethnic minority background children adopted*

One Tower Hamlets

- Proportion of staff that are LP07 or above who have a disability*
- Proportion of staff that are LP07 or above who are from an ethnic minority*
- Proportion of staff that are LP07 or above that are women*
- Working days lost due to sickness absence
- Customer access satisfaction
- Proportion of residents that agree the council involves residents when making decisions
- Proportion of residents that agree the council is doing a good job

**denotes SEF performance measure*

OVERVIEW AND SCRUTINY COMMITTEE

Response to the Draft General Fund Capital and Revenue Budget proposals

Note - The below is the detail of the Committee's consideration of the above proposals at its meeting on 20 January 2014.

5.3 General Fund Capital and Revenue Budgets and Medium Term Financial Plan 2014-2017

The Committee considered the report titled 'General Fund Capital and Revenue Budgets and Medium Term Financial Plan 2014-2017' that had been presented to Cabinet on 8 Cabinet 2014 and had also been initially considered at the OSC meeting on 7 January 2014. Councillor Alibor Choudhury, Cabinet Member for Resources, and Chris Holme (Interim Corporate Director, Resources) and officers from all departments were present to answer questions from the Committee.

Chris Holme provided a summary presentation to the Committee, he reported that:

- The savings requirements due to the reduction in the government's revenue support grant were a significant challenge for the Council.
- The grant was being cut by 40% between 2013/14 and 2015/16 and then by a further 20% between 2015/16 and 2016/17.
- In addition to the support grant reduction there were further changes such as a reduction in the New Homes Bonus.
- Most reductions had been correctly anticipated but the Government's Autumn Statement had resulted in an unexpected ending of the crisis and support fund grants of £1.7 million a year (£1.4 million in grants and £300k towards administration costs) and a few other changes which resulted in a net additional loss to the Council of around £1 million per year.
- There would consequently be an updated Budget report presented to February Cabinet where the changes would be set out in more detail but the overall savings assumptions were unaffected.

Councillor Alibor Choudhury concurred with Mr Holme's introduction and also highlighted that the Council had a balanced budget proposed for 2014/15 and so no further savings needed to be identified for that period but that significant new savings would be required after that.

The Chair opened the item up for discussion and the Committee explored a number of issues to which they sought officer responses, including:

- The Council's strategy for using its reserves. *It was explained that the reserves would be used to smooth out the impact of the grant cuts but that the Council was committed to maintaining a minimum reserve of around 5-7% of overall spend as that was considered good practice.*

- On why there had been a significant increase in Third Party Payments and what they were for. *Chris Holme promised to provide a written response but explained that in many cases it would be because of changes to services, for example, the new public health money would be classed as Third Party Payments.*
- Whether funding was being taken from public health budgets for other projects and whether there had consequently been an impact on service provision. *It was explained that there had been no impact on public health service delivery and that the grant was ring fenced at least until 2015/16. However, the Council was looking at administrative efficiencies and new public health initiatives.*
- Whether plans for personalised homecare were still behind schedule and if the Council still directly employed homecare workers. *Officers explained that there had been a reduction in directly employed staff due to voluntary redundancies and that work was ongoing on developing personalised homecare but that there were issues around needing to develop flexible local markets to make savings against using large, inflexible organisations. Kate Bingham (Acting Service Head, Resources, ESCW) undertook to provide Members with more details on the current situation.*

Members had a detailed discussion on Asset Management, in particular around how asset sales were feeding through to the capital programme, what the funds raised from previous sales were being spent on and whether plans for a new Civic Centre rested on the ability to raise funds from asset sales.

Ann Sutcliffe (Service Head, Corporate Property and Capital Delivery) reported that the Asset Strategy was about to be updated as it had last been reviewed in 2011 and that more details would be available in the next three/four months. In relation to the new Civic Centre she reported that it was necessary to have a civic centre proposal before the lease expired at Mulberry Place. It was expected that moving to a new Civic Centre would prove to be the most cost effective option although a full assessment of the Council's needs was being prepared.

Following further discussion of the Asset Strategy, the Chair requested that officers provide the Committee with a list of assets that the council holds and those that have recently been sold and what the funds were used for.

Next, the Chair introduced a discussion on the Council's Free School Meals programme. In particular the Committee were interested to discover what the cost would be if the scheme was extended to all Primary School children and what the administrative impact of the scheme was. The Committee also sought reassurance that officers were working to ensure that all pupils entitled to Statutory Free School Meals were still being registered correctly to ensure grant funding for other support services was maintained.

Kate Bingham (Acting Service Head, Resources, ESCW), responded that:

- Officers were monitoring the Statutory Free School meals figures to spot inconsistencies and acting accordingly.

- Administrative costs were significant but had so far been absorbed by the Council and officers were undertaking a lot of work with schools to support them as well.

Following the discussion the Chair requested that officers provide more detailed information on the cost of free school meals, both the existing arrangement and also should the scheme be extended to all primary age pupils. The data to be broken down as follows:

- The number of children (years: reception to year 2) currently receiving free school meals (and how many were Statutory recipients)
- The number of pupils (years: 3 and upwards) currently receiving Statutory Free School Meals.
- The additional number of pupils (years 3 and upwards) who would receive the meals if lunches were made free for all primary age children.
- The core cost of providing free school meals at present (total and per child), and the cost of providing free school meals to all primary age children (total and per child).
- The existing administrative cost/impact and the likely increase (if any) in the administrative burden, to the council and schools, should the scheme be extended to all primary school pupils.

The Committee then moved on to discussing the University Grants Programme. Officers reported that the scheme was continuing for a second year in 2014/15 for up to 400 students and that it was a two year funded programme. The Committee heard that no grants had been awarded from year one yet due to the need for students to prove attendance on their courses first. Officers stated that they were on course to award the first grants next week after there had been a slight delay following an extended application period but that they would be paid in accordance with the policy agreed at Cabinet and in line with Pre-election rules.

The Committee discussed the timing of the grant awards and expressed concerns about this, partly due to the approaching run up to the next local elections and partly on how they should be awarded generally. Members expressed views on a number of options for the payment schedules, Councillor Abdal Ullah for example stated he considered the payments should be termly. The Committee finally agreed that paying the awards by 10 February was reasonable but that if there were delays after that then payments should be made at the end of the University year in June/July to avoid the pre-election period. In addition, Kate Bingham promised to provide Members with information on any impact on the university drop-out rate for students and to report on how the grants were awarded (for example, was it a one off grant or paid in instalments).

Following on from the above, officers were asked to ensure that the Pre-Election guidance was properly circulated to all Council staff.

Finally, the Chair drew the Committee's attention to some of the wider concerns that had been expressed over the budget. In particular whether the

savings from the previous budget were being met and also that the Council should be looking to identify additional savings now rather than simply running a balanced budget to help prepare in advance for future savings requirements. The Committee agreed and asked to be assured that there was a proper strategy in place to meet these future challenges.

At the end of the debate the Chair thanked Councillor Alibor Choudhury, Chris Holme and all the other officers who had attended the meeting. He stressed how important their attendance was for the Committee to enable it to ask the questions it needed and to therefore properly scrutinise the budget proposals. He **Moved** that the Committee note the budget report and ask officers to provide the information requested above including on capital assets, free school meals and, in addition, to provide comment on the concerns over planning for future savings and the management of reserves.

All the above information was to be presented to Members before the next meeting.

Resolved

1. That the report be noted.
2. That officers be requested to provide the information set out above to Members of the Committee in advance of the next meeting.

Mayor's Budget Roadshows – Budget Consultation Feedback

As part of the Mayor's budget roadshow, two consultation events were held, one on the 21st of January 2014 at the Bow Idea Stores and the other on the 27th of January 2014 at the Whitechapel Idea Stores.

The events were widely advertised through east end life, idea stores, media releases, online via the council website and other social media sites and the communication was translated into various community languages. The events were open to all members of the public and over 45 people attended.

A total of 22 questionnaires were completed and returned. Below is the summary of key findings:

Residents were asked whether they agreed with the four principles guiding the budget proposals.

- Out of the 22 responses, 90% (20 individuals) agreed with the principle of protecting the vulnerable and the services residents rely on. 1 individual disagreed with this response and 1 individual had no response.
- All respondents agreed with the principle of reducing the cost of living for residents.
- 19 agreed with the principle of creating growth and regeneration.
- 18 agreed with the principle around a Lean, Flexible and Citizen Centre organisation.

When asked whether residents agreed with the proposed activities for 2014-15, we received 17 responses that agreed with the proposed activities, 2 did not know and 3 did not respond.

When asked about priorities that they wished to add, we received a variety of responses the majority of which were related to prioritising housing, repairs and maintenance and health and social care support. There were also comments around exploring the opportunities for a new town hall as a way of saving money in the longer term.

When asked whether it was a good idea to freeze council tax, a total of 17 respondents agreed that it was, 3 disagreed, 1 was not sure and 1 did not respond. Comments on why residents thought it was a good idea to freeze council tax included 'it is a good form of support for unemployed families and single parents'.

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Meeting of the

OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 11 February 2014 at 7.00 p.m.

SUPPLEMENTARY AGENDA

VENUE

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

Members:	Deputies (if any):
<p>Chair: Councillor Motin Uz-Zaman Vice-Chair: Councillor Rachael Saunders, (Scrutiny Lead, Adults Health & Wellbeing) Councillor Stephanie Eaton, (Scrutiny Lead, Resources) Councillor Fozol Miah Councillor Amy Whitelock Gibbs, (Scrutiny Lead, Children, Schools & Families) Councillor Helal Uddin, (Scrutiny Lead, Communities, Localities & Culture) Councillor Abdal Ullah, (Scrutiny Lead, Development & Renewal) Councillor David Snowdon, (Scrutiny Lead, Chief Executive's) 1 Vacancy</p>	<p>Councillor Tim Archer, (Designated Deputy representing Councillor David Snowdon) Councillor Khaled Uddin Ahmed, (Designated Deputy representing Councillors Motin Uz-Zaman, Rachael Saunders, Helal Uddin, Abdal Ullah and Amy Whitelock) Councillor Harun Miah, (Designated Deputy representing Councillor Fozol Miah) Councillor Peter Golds, (Designated Deputy representing Councillor David Snowdon) Councillor Helal Abbas, (Designated Deputy representing Councillors Motin Uz-Zaman, Rachael Saunders, Helal Uddin, Abdal Ullah and Amy Whitelock) Councillor Judith Gardiner, (Designated Deputy representing Councillors Motin Uz-Zaman, Rachael Saunders, Helal Uddin, Abdal Ullah and Amy Whitelock)</p>
<p>[Note: The quorum for this body is 3 voting Members].</p>	

Co-opted Members:	
Memory Kampiyawo	– (Parent Governor Representative)
Nozrul Mustafa	– (Parent Governor Representative)
Rev James Olanipekun	– (Parent Governor Representative)
Mr Mushfique Uddin	– (Muslim Community Representative)
Dr Phillip Rice	– (Church of England Diocese Representative)
1 Vacancy	– (Roman Catholic Diocese of Westminster Representative)

Committee Services Contact:

Angus Taylor, Democratic Services,

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

LONDON BOROUGH OF TOWER HAMLETS
OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 11 February 2014

7.00 p.m.

4 .1 General Fund Capital and Revenue Budgets, Medium Term Financial Plan 2014-2017 and Strategic Plan 2014-15 (Pages 1 - 12)

To consider and comment on the budgetary report presented at Cabinet on 5th February 2014 and the Mayor in Cabinet's decision arising from the report.

(To follow documents attached)

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Chair of the Overview and Scrutiny
Committee

6 February 2014

Directorate of Probity Law and Governance
Democratic Services , Committee Services
Team

Enquiries to: Matthew Mannion,
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Dear Councillor Uz-Zaman,

RE: REFERRAL OF BUDGET AND POLICY FRAMEWORK REPORT

The 2014/15 Budget is part of the Council's Budget and Policy Framework, as defined by Article 4 of the Authority's Constitution.

Changes to the initial 2014/15 Budget were agreed, both for public consultation and referral to the OSC for consultation in accordance with the requirements of the Budget and Policy Framework, by the Mayor in Cabinet on the 5th February 2014.

The Authority's Constitution details the process for the development of Budget and Policy Framework matters. This requires that the Executive be informed of/ take into account the views of the Overview & Scrutiny Committee (OSC) on the Budget proposals before final Budget proposals are submitted to full Council for consideration and decision (the matter being reserved to full Council for decision). The budget proposals originally circulated to all Members on 24 January 2014 were agreed; however two additional proposals were put forward by the Mayor at Cabinet on the 5th February 2014.

1. An initiative to fund an additional police officer for each ward in the Borough
2. Provide support to low income households and those entitled to partial council tax support, by way of a further £25 reduction to their council tax bill in 2014/15

Accordingly I write to confirm that a copy of the Updated report on 2014/15 Budget Proposals have been circulated to all members of the Authority in a Cabinet Agenda "Budget 2014/2015 Document Pack".

The OSC should give consideration to the Executive's 2014/15 Budget proposals at its meeting to be held on 11 February 2014 at 7pm, in C1 at the Town Hall. **Any response of the OSC to the Executive's 2014/15 Budget proposals must be submitted to the Executive (Mayor) by Noon on Tuesday 18 February 2014.**

Please note that:

- Final 2014/15 Budget proposals will be considered (taking into account any responses of the OSC to the revised Budget proposals) by the Mayor prior to submission to Budget Council (meeting to be held 26 February 2014).
- Material changes to the initial budget report and new budget proposals have been summarised in the attached document for consultation by the OSC in accordance with the requirements of the Budget and Policy Framework.

Yours sincerely

Chris Holme
Interim Corporate Director, Resources

Enc.

Summary of Changes to the Budget Report submitted to February Cabinet

- Specific grants update announced
- Growth provision in 2015/16 for loss in grant funding
- Approved growth and Inflation requirement for 2013/14 - Awarded to directorates
- New Budget proposals announced

Table below – Financial Impact

Summary Draft Medium Term Financial Plan 2014-17				
Net Change Jan - Feb Cabinet				
	2013-14	2014-15	2015-16	2016-17
	£'000	£'000	£'000	£'000
Total Funding Requirement - January Cabinet	295,732	294,663	309,081	325,324
Core Grants	0	(2,305)	2,464	880
Development of New Civic Centre	0	1,000		0
Council Tax Reduction Discount	0	575		0
Total Funding Requirement - February Cabinet	295,732	293,933	311,545	326,204
Total Funding - January Cabinet	-316,458	-291,763	-258,859	-244,643
Final Settlement announced 5th Feb	0	-29	0	0
Total Funding - February Cabinet	-316,458	-291,792	-258,859	-244,643
Budget Gap (excl use of Reserves)	-20,726	2,141	52,686	81,560
Savings to be delivered in each year - January Cabinet			28,176	39,000
(+/-) Change			200	49
Savings to be delivered in each year - February Cabinet	0	0	28,376	39,049
General Fund Reserves	31/03/2014	31/03/2015	31/03/2016	31/03/2017
Balance on General Fund Reserves (£000s) - January Cabinet	59,552	57,686	35,640	22,136
(+/-) Change	0	759	-1,505	-2,136
Balance on General Fund Reserves (£000s) - February Cabinet	59,552	58,445	34,135	20,000

	£'000
Additional Commitment	
Development of New Civic Centre	1,000
Council Tax Reduction Discount	575
An additional police officer in every ward	212
	1,787
Funded by	
General Fund Reserves	-1,097
Additional Savings 2015/16 & 2016/17	-449
Employment and other Corporate Initiatives reserve	-212
Additional Settlement	-29
	-1,787

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**ACCELERATING DELIVERY – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:
GRO/CLC/01**

**PART 1: REQUIRED BY 7th FEBRUARY – TO INFORM REPORT TO CABINET BUDGET PROPOSALS
26th FEBRUARY 2014**

TITLE OF ACCELERATED DELIVERY INITIATIVE: An additional police officer in every ward

COMMUNITY PLAN THEME: Community Safety

PRIORITY: (identify which) Community Safety

DIRECTORATE: Communities, Localities and Culture

SERVICE AREA: Safer Communities

LEAD OFFICER: Andy Bamber

SHORT DESCRIPTION OF ACTIVITY PROPOSED:

On January 17th, the details of the new MOPAC funding deal for Councils wishing to purchase additional police were confirmed. An excellent partnership relationship has already been established through two partnership police deals which have introduced an additional 35 police officers on to the streets of Tower Hamlets. Community Safety remains the top priority for residents of this borough, as detailed in this year's Annual Residents Survey.

It is proposed to retain PTF1 for a further 17 months and continue PTF2 both at their current levels and add an additional 20 officers under a new and separate section 92 Agreement. These new officers would be placed into the electoral wards to increase the numbers of officers at ward level because the MPS have reduced ward officers to create larger neighbourhood teams at 4 locations. This will create a total of 55 additional police officers at an annual cost of £1,288m for the period of October 2014 to September 2015. This is based on the new MOPAC transitional charges being applied for 2014/15 year to a renegotiated PTF1 which replaces the existing cost sharing and match funding scheme. MOPAC costs of £36k each per PC (which is a lower rate than currently agreed PTF1 costs of £41k). It is also based on PTF2 being extendable at currently agreed PTF2 rates. The new agreement covering the 20 officers would run for three years from October 2014.

These additional police officers will be tasked with tackling drug dealing and anti-social behaviour. Officers placed in each ward will be supported by the existing management structure for SNTs within the 4 Neighbourhood Teams of the local policing model.

This proposal would demonstrate the Council's continued commitment to addressing residents' key concerns around crime and ASB while counteracting cuts to local policing levels imposed at regional level. Resources are available from the Employment and other Corporate Initiatives reserve to fund the £212,000 cost of the additional 20 police officers for the following two years.

FINANCIAL INFORMATION:

Please give an indication of financial requirements to deliver the proposed acceleration. If this will be delivered within existing budgets, please indicate 'nil'.

	Resource requirements	
	2014/2015 £000	2015/2016 £000
Revenue		
- General Fund		
- HRA	13	199
Capital		
	13	199

**ACCELERATING DELIVERY – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:
GRO/CLC/01**

KEY DECISIONS ON MOBILISATION : Please indicate proposed approach to decision making on mobilisation of new initiative

Cabinet Decision (Only required for 2014/15 expenditure proposals and those requiring early decision in order to be implemented in 2015/16).	Y/N N/A : Cabinet decision made.
Add-on to existing service or contract	No
Participatory Budgeting exercise	No
Other	Describe: N/A

OUTLINE TIMESCALE FOR DELIVERY

Decision and/or resource allocation by:	See above.
Mobilisation – initiative underway by:	June –August recruitment.
Key delivery milestones	
By December 2014	Additional trained officers arriving in Borough. Estimate 20 additional at this time. Subject to the above a total of 55 funded Police Officers in the borough
By March 2015	As above.
By September 2015	PTF 2 ends
By March 2016	N/A

DELIVERY RISKS Please indicate any risks which may delay or prevent delivery and mitigating measures to be taken

Risk identified	Mitigating action
Ability of MPS to recruit and train additional police officers quickly.	None
MOPAC move the goal posts	None

**ACCELERATING DELIVERY – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:
GRO/CLC/01**

PART 2: REQUIRED BY 19 JANUARY – TO INFORM REPORT TO CABINET BUDGET PROPOSALS 5th FEBRUARY 2014

Only required if additional resources required

NB FOR CAPITAL EXPENDITURE SCHEMES, A CAPITAL TEMPLATE SHOULD ALSO BE PROVIDED

ADDITIONAL OUTPUTS TO BE DELIVERED – these must be additional to those already planned for delivery with existing budgets

Description of Output (New homes, Security Cameras, Youth Workers)	Additional by end March 2015	Additional by Sept 2015	Additional by March 2016
Higher profile of uniformed policing	55 funded Police Officers		
Impact on annual residents survey	TBC (subject to discussions with Borough Commander)		
Reduced ASB	As above		

**ACCELERATING DELIVERY – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:
GRO/CLC/01**

OUTCOMES IN PRIORITY AREAS Describe what outcomes this expenditure would achieve in relation to the priority area and set out the uplift which can be expected in key targets

Description of outcomes proposed:

- The core outcomes are subject to further detailed negotiation with the Borough Commander. However some of the higher level outcomes are set out below.
- Additional policing will be welcomed by residents and address, if communicated appropriately, perception of how the Council and partners deal with crime and ASB.
- The initiative will further integrate police delivery with local priorities and promote closer joint working.
- It will demonstrate clear political commitment to addressing community safety concerns.
- May possibly result in a slightly higher profile of uniformed policing, provided safeguards are put in place to ensure officers cannot be drawn to duties elsewhere across the MET area.
- Depending on nature of the deal struck with the Borough Commander the additional resource could help tackle mid-level drug dealing, an issue that may otherwise not a priority for the police.
- This proposal could be linked to the mobile police station proposal by negotiating the staffing of the police station as part of the agreement to fund police officers.

Strategic Indicator (Council Strategic Indicator)	Current target 2014/15	Target with 14/15 additional spend	Current target 2015/16	Target 15/16 with additional spend
	TBC (subject to discussions with Borough Commander)			
Annual Residents Survey	As above.			

VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money, e.g.

- unit cost comparisons of proposed provision

Where existing provision is being extended

- cost/performance benchmarking of existing provision which is to be extended
- internal/external evaluation of existing provision to be extended

Where proposed provision is new /innovative

- evidence/rationale for effectiveness and value for money of approach proposed

The MOPAC subsidy arrangements allow the Council to secure additional police at reduced rates this provides value for money. In addition, the 20 police officers which will be delivered in October 2014, are at a further reduced cost to previous GLA funding arrangements.

That said the initiative does require the Council to fund the Police Service, which has formerly been solely funded by the GLA.

However the MET police is the sole provider of policing services so there is no alternative option to increase the police presence on the street, which is a key priority for residents.

**ACCELERATING DELIVERY – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

Item Ref. No:
GRO/RES/01

**PART 1: REQUIRED BY 7th FEBRUARY – TO INFORM REPORT TO CABINET BUDGET PROPOSALS
26th FEBRUARY 2014**

TITLE OF ACCELERATED DELIVERY INITIATIVE: Award of discretionary discount for council tax 2014/15

COMMUNITY PLAN THEME: A Prosperous Community

PRIORITY: (identify which)

DIRECTORATE: Resources

SERVICE AREA: Revenue Services **LEAD OFFICER:** Roger Jones

SHORT DESCRIPTION OF ACTIVITY PROPOSED:

The proposal is to award a further Council Tax Discount of £25.00, to support low income households who are entitled to partial council tax support, increasing the existing localised Council Tax Support Scheme. This would result in a one-off cost of £575k to the Council in the 2014/15 financial year. This will be funded out of general reserves in 2014/15 which will be replenished via savings in 2015/16 and 2016/17.

Calculations have been based on the number of households who have partial entitlement to the Local Council Tax Reduction Scheme in Tower Hamlets, which is currently 23,000 households.

Those who will benefit from the scheme include pensioners, Disabled residents and those on low income. There is a clear legal power to reduce a person's liability to Council Tax. Additionally, a discount compared to other options would be relatively cheap and straightforward to administer.

FINANCIAL INFORMATION: Please give an indication of financial requirements to deliver the proposed acceleration. If this will be delivered within existing budgets, please indicate 'nil'.

	Resource requirements	
	2014/2015 £000	2015/2016 £000
Revenue		
- General Fund	575	0
- HRA		
Capital		
	575	0

**ACCELERATING DELIVERY – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:
GRO/RES/01**

KEY DECISIONS ON MOBILISATION : Please indicate proposed approach to decision making on mobilisation of new initiative

Cabinet Decision (Only required for 2014/15 expenditure proposals and those requiring early decision in order to be implemented in 2015/16).	Y/N N/A – Cabinet decision has been made
Add-on to existing service or contract	No
Participatory Budgeting exercise	No
Other	Describe: N/A

OUTLINE TIMESCALE FOR DELIVERY

Decision and/or resource allocation by:	Cabinet February 2014
Mobilisation – initiative underway by:	April 2014
Key delivery milestones	The milestones below are based on a discount applied to 2014/15 Council Tax
By March 2014	Delivery mechanism and communications planned for annual billing in early March 2014, depending on agreement by Full Council.
By March 2015	A reduction of £25.00 to the council tax liability of 23,000 households that are entitled to partial council tax support at annual billing
By September 2016	N/A
By March 2016	N/A

DELIVERY RISKS Please indicate any risks which may delay or prevent delivery and mitigating measures to be taken

Risk identified	Mitigating action
Programmes need to be written and tested to identify entitlements with little time	Recruitment of additional staff for specific period to manually carry the exercise.

**ACCELERATING DELIVERY – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

Item Ref. No:
GRO/RES/01

PART 2: REQUIRED BY 19 JANUARY – TO INFORM REPORT TO CABINET BUDGET PROPOSALS 5th FEBRUARY 2014

Only required if additional resources required

NB FOR CAPITAL EXPENDITURE SCHEMES, A CAPITAL TEMPLATE SHOULD ALSO BE PROVIDED

ADDITIONAL OUTPUTS TO BE DELIVERED – these must be additional to those already planned for delivery with existing budgets

Description of Output (New homes, Security Cameras, Youth Workers)	Additional by end March 2015	Additional by Sept 2015	Additional by March 2016
None	None		

OUTCOMES IN PRIORITY AREAS Describe what outcomes this expenditure would achieve in relation to the priority area and set out the uplift which can be expected in key targets

Description of outcomes proposed:

The aim of this proposal is to provide additional financial help for lower income households. This would be by way of a £25.00 reduction to all council taxpayers who are entitled to partial council tax support but who still have at least £25.00 to pay in the 2014/2015 financial year.

Strategic Indicator (Council Strategic Indicator)	Current target 2014/15	Target with 14/15 additional spend	Current target 2015/16	Target 15/16 with additional spend

VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money, e.g.

- unit cost comparisons of proposed provision

Where existing provision is being extended


- cost/performance benchmarking of existing provision which is to be extended
- internal/external evaluation of existing provision to be extended

Where proposed provision is new /innovative

- evidence/rationale for effectiveness and value for money of approach proposed

Unit cost comparisons are difficult to make for a scheme of this nature. However, a discount, compared to other options, would be relatively cheap and straightforward to administer.

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Full Council 26th February 2014	 TOWER HAMLETS
Report of: Chris Holme, Interim Corporate Director of Resources	Classification: Unrestricted
Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2014-15	

Lead Member	Cllr Alibor Choudhury (Cabinet Member for Resources)
Originating Officer(s)	John Jones, Interim Head of Finance, Resources Kevin Miles, Chief Accountant
Wards affected	All
Community Plan Theme	One Tower Hamlets
Key Decision?	Yes

1. SUMMARY

- 1.1 The Council is required by legislation and guidance to produce three strategy statements in relation to its treasury management arrangements. The three statements are :
- a Treasury Management Strategy which sets out the Council's proposed borrowing for the financial year and establishes the parameters (prudential and treasury indicators) within which officers under delegated authority may undertake such activities;
 - an annual Investment Strategy which sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments; and
 - a policy statement on the basis of which provision is to be made in the revenue accounts for the repayment of borrowing – Minimum Revenue Provision (MRP) Policy Statement.
- 1.2 This report also deals with the setting of Prudential Indicators for 2014-15, which ensure that the Council's capital investment decisions remain affordable, sustainable and prudent; the proposed indicators are detailed in Appendix 1. With the introduction of the government's self-financing arrangements for the Housing Revenue Account (HRA) there are now specific indicators relating to HRA capital investment.
- 1.3 The Council is required to have regard to the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised November 2011) which requires the following:
- Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities (Appendix 3);
 - Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives;

- approval by Full Council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy, and prudential indicators for the year ahead together with arrangements for a Mid-year Review Report and an Annual Report covering activities during the previous year;
 - clear delegated responsibility for overseeing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions. For this Council the delegated body is the Audit Committee. The scheme of delegation for treasury management is shown in Appendix 4.
- 1.4 Officers will report details of the council's treasury management activity to the Audit Committee at each of its meetings during the year. Additionally, a mid-year and full-year report will be presented to Full Council. More detailed reporting arrangements are shown in Appendix 5.
- 1.5 The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. Training will be arranged as required for members of the Audit Committee who are charged with reviewing and monitoring the Council's treasury management policies. The training of treasury management officers is also periodically reviewed and enhanced as appropriate.

2. DECISIONS REQUIRED

Council is requested to:-

- 2.1 Adopt:
- 2.1.1 The Treasury Management Strategy Statement set out in sections 6-11 of this report.
- 2.1.2 The Annual Investment Strategy set out in section 12 of this report.
- 2.1.3 The Minimum Revenue Provision Policy Statement set out in section 13 of this report, which officers involved in treasury management must then follow.
- 2.2 Delegate to the Interim Corporate Director of Resources, after consultation with the Lead Member for Resources, authority to vary the figures in this report to reflect any decisions made in relation to the Capital Programme prior to submission to Budget Council.

3 REASONS FOR DECISIONS

- 3.1 It is consistent with the requirements of treasury management specified by CIPFA, to which the Council is required to have regard under the Local Government Act 2003 and regulations made under that Act, for the Council to produce three strategy statements to support the Prudential Indicators which ensure that the Council's capital investment plans are affordable, sustainable and prudent. The three documents that the Council should produce are:
- Treasury Management Strategy, including prudential indicators
 - Investment Strategy
 - Minimum Revenue Provision Policy Statement

4 ALTERNATIVE OPTIONS

- 4.1 The Council is bound by legislation to have regard to the CIPFA requirements for treasury management. If the Council were to deviate from those requirements, there would need to be some good reason for doing so. It is not considered that there is any such reason, having regard to the need to ensure that the Council's capital investment plans are affordable, sustainable and prudent.
- 4.2 The strategies and policy statement put forward in the report are considered the best methods of achieving the CIPFA requirements. Whilst it may be possible to adopt variations of the strategies and policy statement, this would risk failing to achieve the goals of affordability, sustainability and prudence.

5 BACKGROUND

- 5.1 The Local Government Act 2003 Act requires the Council to establish a treasury strategy for borrowing, and an investment strategy for each financial year, which sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 5.2 The policies and objectives of the treasury management activities together with the policy on the use of an external treasury advisor are detailed in Appendix 3.
- 5.3 The strategy for 2014-15 encompasses elements of the treasury management function and incorporates the economic forecasts provided by the Council's treasury advisor. It specifically covers:
- treasury limits in force which will limit the treasury risk and activities of the Council;
 - Prudential and Treasury Indicators;
 - the current and projected treasury position to 2016-17;
 - the borrowing requirements for both the General Fund and HRA;
 - prospects for interest rates;
 - the borrowing strategy;
 - policy on borrowing in advance of need;
 - debt rescheduling;
 - the Investment Strategy;
 - policy on credit worthiness;and
 - the Minimum Revenue Provision strategy.

6 TREASURY LIMITS FOR 2014-15 TO 2016-17

- 6.1 The Council must have regard to the Prudential Code when setting an Authorised Limit for borrowing (the level of borrowing to fund capital investment that is affordable, with some headroom for unexpected cash movements), which essentially requires it to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon its future council tax and council rent levels is affordable for taxpayers and tenants.

- 6.2 The Authorised Limit is to be set on a rolling basis, for the forthcoming financial year and two successive financial years. Details of the Authorised Limit and other indicators are attached at Appendix 1.
- 6.3 The Prudential Code requires that the Council set a series of indicators on a three year time frame, which are classified in two main categories; prudential and treasury indicators. It should be noted that these indicators are not for comparison with other local authorities, but are a means to support and record local decision-making.
- 6.4 The prudential indicators are there to demonstrate that the Council can afford the proposed capital programme in addition to the borrowing undertaken to fund expenditure in the past and that such expenditure is sustainable and prudent going forward. Also it highlights the impact of capital investment decisions on council tax and housing rents. The prudential indicators reflect the capital programme set which is elsewhere on this agenda.
- 6.5 The Council has set the following prudential indicators as prescribed by the Code and these are set out below and detailed in Appendix 1:
- **Capital Expenditure** – the amount the Council will spend
 - **Ratio of Financing Costs to Net Revenue Stream** – Financing cost as a percentage of revenue budget, to ensure that borrowing does not overwhelm the capacity for other expenditure.
 - **Net Borrowing Requirement** – Amount of external borrowing that will be required in the year.
 - **In Year Capital Financing Requirement** – The amount of borrowing required in year
 - **Capital Financing Requirement (CFR)** – Overall capital financing required for all capital expenditure
 - **Incremental Impact of Financing Costs** – Measures the impact of capital financing costs on council tax and housing rents.
- 6.6 Treasury indicators are about setting parameters within which officers can take treasury management decisions. The Council has set the following treasury indicators as prescribed by the Code and these are set out below and also detailed in Appendix 1:
- **Authorised Limit for External Debt** – The upper limit on the level of gross external debt permitted. It must not be breached without Full Council approval.
 - **Operational Boundary for External Debt** – Most likely and prudent view on the level of gross external debt requirement. Debt includes external borrowings and other long term liabilities.
 - **Gross Borrowing** – This is the actual gross external borrowing that the Council currently has, which will not be comparable to the operational boundary or authorised limit, since the actual gross external debt will reflect the actual position at any one point in time.
 - **HRA Debt Limit** – The HRA Self Financing regime came into effect on 1 April 2012. The new regime imposes a maximum HRA CFR on the Council. For the Council this has been set at £184m following repayment of HRA debt totalling £236.2m by Government as part of debt settlement that preceded the implementation of the HRA Self Financing regime.
 - **Limits on Interest Rate Exposure** – This indicator sets the limit on the proportion of overall debt that can be fixed/ variable.

- **Upper Limit on Borrowings over 364 days** – This indicator sets the limit on the principal sum that can be invested beyond 364 days.
- **Maturity Structure of Borrowings** – Profile of when loans in the Council's portfolio of debt are expected to mature.

7 CURRENT AND PROJECTED TREASURY POSITION

7.1 The Council's current borrowings and investments as at 31 December 2013 are as follows: external borrowings total £89.9m and investments total £217.9m.

7.2 The 2012-13 outturn and estimates for current and future years are detailed in Table 1 below.

Table 1

£m	2012/13	2013/14	2013/14	2014/15	2015/16	2016/17
	Actual	Estimate	Revised Estimate	Estimate	Estimate	Estimate
External Debt						
Debt at 1 April	91.351	90.406	90.406	90.311	119.872	176.804
Expected change in Borrowing	(0.945)	9.155	0.095	29.561	18.932	(1.889)
HRA settlement	0.000	0.000	0.000	0.000	0.000	0.000
Other long-term liabilities (OLTL)	0.000	0.000	0.000	0.000	16.000	0.000
Expected change in OLTL	0.000	0.000	0.000	0.000	0.000	0.000
Actual debt at 31 March	90.406	99.561	90.311	119.872	176.804	174.915
The Capital Financing Requirement	225.848	229.477	220.452	245.513	297.294	291.104
Under / (over) borrowing	135.442	129.916	130.141	125.641	120.490	116.189

PROSPECTS FOR INTEREST RATES

8.1 The borrowing and investment strategy is in part determined by the economic environment within which it operates.

8.2 The Council has appointed Capita Asset Services as treasury adviser and part of the service they provide is to assist the Council to formulate a view on interest rates. The following table gives Capita's overall view on interest rates for the next three years.

Table 2

Annual Average %	Bank Rate	PWLB Borrowing Rates (including certainty rate adjustment)			
		5 year	10 year	25 year	50 year
March 2014	0.50	2.50	3.60	4.40	4.40
June 2014	0.50	2.60	3.70	4.50	4.50
September 2014	0.50	2.70	3.80	4.50	4.50
December 2014	0.50	2.70	3.80	4.60	4.60
March 2015	0.50	2.80	3.90	4.60	4.70
June 2015	0.50	2.80	3.90	4.70	4.80
September 2015	0.50	2.90	4.00	4.80	4.90
December 2015	0.50	3.00	4.10	4.90	5.00
March 2016	0.50	3.10	4.20	5.00	5.10
June 2016	0.75	3.20	4.30	5.10	5.20
September 2016	1.00	3.30	4.30	5.10	5.20
December 2016	1.00	3.40	4.40	5.10	5.20
March 2017	1.25	3.40	4.50	5.10	5.20

- 8.3 Growth rebounded during 2013, surpassing all expectations. This was propelled by recovery in consumer spending and the housing market. The forecast is for Bank Rate to start increasing in quarter 2 of 2016 (previously Q3).
- 8.4 Inflation fell to its lowest level since November 2009. Wage inflation remains significantly below CPI inflation and this puts pressure on disposable income, although, some of this pressure, to some extent, has been ameliorated by cuts to income tax.
- 8.5 The Bank of England also issued forward guidance with the Inflation Report which stated that the Bank will not consider raising interest rates until the unemployment rate has fallen to 7% or below. Unemployment approached the MPC's 7% forward guidance threshold in the 4th quarter of 2013.
- 8.6 Although the UK has lost its AAA rating from Fitch and Moody's, this setback has not resulted in a negative reaction from the market or significantly impacted the UK's cost of borrowing.
- 8.7 Concerns for the Eurozone have subsided considerably in 2013. However, sovereign debt difficulties have not disappeared but, rather, have only been postponed.
- 8.8 The Federal Reserve, in December, felt confident that the premise for strong growth had been established in America that it could start tapering its asset purchases by reducing them by \$10bn per month from January 2014. These encouraging growth scenarios in the USA and UK led to a rise in short dated gilts, which accordingly, impacted 5 and 10 year PWLB rates.

9 BORROWING STRATEGY

- 9.1 The Council will continue to borrow for the following purposes where it is deemed affordable, sustainable and prudent to do so:
 - Financing of Capital Expenditure
 - Repayment of Maturing Debt (net of Minimum Revenue Provision)
 - Short Term Cash Flow Financing
- 9.2 The Interim Corporate Director, Resources or in his absence the Service Head, Financial Services, Risk and Accountability under delegated powers will determine the timing, term, type and rate of new borrowing to take into account factors such as:
 - Expected movements in interest rates
 - Current maturity profile
 - The impact of borrowing on the council's Medium Term Financial Plan
 - Approved prudential indicators and limits
- 9.3 Officers will continue to monitor interest rate movements closely and adopt a pragmatic approach to changing circumstances. For example, the following potential scenarios would require a reappraisal of strategy:
 - A significant risk of a sharp rise in long and short term rates, perhaps arising from a greater than expected increase in world economic activity or further increases in inflation, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates were still relatively cheap

- A significant risk of a sharp fall in long and short term rates, due to e.g. growth rates weakening, then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term funding will be considered.

10 BORROWING IN ADVANCE OF NEED

- 10.1 The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be considered carefully to ensure value for money can be demonstrated and that the Council can ensure the security of such funds.
- 10.2 In determining whether borrowing will be undertaken in advance of need the Council will;
- ensure that there is a clear link between the capital programme and maturity profile of existing debt portfolio that supports the need to take funding in advance of need
 - ensure the on-going revenue liabilities created, and the implications for the future plans and budgets have been considered
 - evaluate the economic and market factors that might influence the manner and timing of any decision to borrow
 - consider the merits and demerits of alternative forms of funding
 - consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use.

11 DEBT RESCHEDULING

- 11.1 The InterimHead of Finance - Resources will continue to consider options to reschedule and restructure the Council's debt portfolio, having due regard for the broad impact of such exercises on the following:
- The maturity profile – council will only undertake debt restructuring where it benefits the maturity profile
 - On-going revenue savings will be achieved
 - The effect on the HRA
 - The impact of premiums and discounts has been fully considered; and
 - The impact on prudential indicators.
- 11.2 Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.
- 11.3 All rescheduling will be reported to the Council, at the earliest meeting following its action.

12 ANNUAL INVESTMENT STRATEGY

Investment Policy

- 12.1 The Council's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities are:
- The security of capital;
 - The liquidity of investments to ensure that the Council has cash available to discharge its liabilities as necessary; and that;
 - Within these priorities, the Council will also aim to achieve the optimum return on its investments commensurate with appropriate levels of security and liquidity; and
 - All investments will be in Sterling.
- 12.2 In accordance with the above guidance from the CLG and CIPFA, and in order to minimise the risk to investments, the Council has below clearly stipulated the minimum acceptable credit quality of counterparties for inclusion on the lending list. The creditworthiness methodology used to create the counterparty list fully accounts for the ratings, watches and outlooks published by all three ratings agencies. Using Capita's ratings service, counterparty ratings are monitored on a real time basis with knowledge of any changes notified electronically as the agencies notify modifications.
- 12.3 Further, the Council's officers recognise that ratings should not be the sole determinant of the quality of an institution and that it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate.
- 12.4 Other information sources used will include the financial press and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
- 12.5 The aim of the strategy is to generate a list of highly creditworthy counterparties which will also enable diversification and thus avoidance of concentration risk.
- 12.6 Investment instruments identified for use in the financial year are listed in tables 3 and 4 below, under the 'Specified' and 'Non-Specified' investments categories.
- 12.7 Officers will continue to work to maintain and strengthen the Council's investment policy and will refer back to Council with any modification thought to be beneficial to the efficient and effective management of the Council's funds.

Creditworthiness Policy

- 12.8 To achieve these objectives, the Council classifies investment products as either "Specified" or "Non-Specified" as defined within the Guidance.
- 12.9 The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle, the Council will ensure that:
- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the specified and non-specified investment sections below; and

- It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.
- 12.10 The Interim Head of Finance – Resources will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria are separate to that which determines which types of investment instrument are either specified or non-specified as it provides an overall pool of counterparties considered good quality which the Council may use, rather than defining what types of investment instruments are to be used.
- 12.11 The minimum rating criteria uses the lowest common denominator method of selecting counterparties and applying limits (with the exceptions noted in 12.13 below). This means that the application of the Council's minimum criteria will apply to the lowest available rating for any institution. For instance, if an institution is rated by two agencies and one meets the Council's criteria whilst the other does not, the institution will fall outside the lending criteria.
- 12.12 Credit rating information is supplied by Capita Asset Services, our treasury advisers, on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating watches (notification of a likely change), rating outlooks (notification of a possible longer term change) are provided to officers almost immediately after they occur and this information is considered before dealing.
- 12.13 The criteria for providing a pool of high quality investment counterparties (both Specified and Non-Specified investments) is:
- Good credit quality – the Council will only use banks which:
 - i. are UK banks; and/or
 - ii. are non-UK and domiciled in a country which has a minimum sovereign long term rating of AAA; and

Where rated, have as a minimum, the following Fitch ratings, (for equivalent Moody's and Standard and Poor's credit ratings, see Table 5)

 - i. Short term – 'F1'
 - ii. Long term – 'A'
 - iii. Viability / financial strength – 'a' (Fitch/Moody's only)
 - iv. Support – '1'
 - Part nationalised/wholly owned UK banks (i.e. Lloyds Banking Group and Royal Bank of Scotland). These banks can be included if they continue to be part nationalised/wholly owned or they meet the ratings in Banks (i) above;
 - The Council's own banker (The Co-operative Bank) for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time;
 - Building Societies – The Council will use all building societies which meet the ratings for banks outlined above;
 - Money Market Funds – UK, AAA (Sterling);
 - UK Government (including gilts and the Debt Management Account Deposit Facility);

- Local Authorities (including parish councils, etc).

12.14 Specified investments comprise investment instruments which the Council considers offer high security and liquidity. These instruments can be used with minimal procedural formalities. The Guidance considers that specified investments have the following characteristics: -

- denominated in Sterling and have a term of less than one year;
- have “good” credit ratings as determined by the Council itself.

12.15 All other investments are termed non-specified investments. These involve a relatively higher element of risk, and consequently the Council is required to set a limit on the maximum proportion of their funds which will be invested in these instruments. The Strategy should also specify the guidelines for making decisions and the circumstances in which professional advice is obtained.

12.16 Investment instruments identified for use in the financial year are listed in tables 3 and 4 below under the ‘Specified’ and ‘Non-Specified’ Investments categories with the associated counterparty limits as set through the Council’s Treasury Management Practices – Schedules.

Specified Investments:

12.17 It is recommended that the Council should make Specified investment as detailed below in Table 3.

12.18 All such investments will be sterling denominated, with maturities up to maximum of 1 year, meeting the minimum credit quality criteria where applicable. The Council will continue its policy of lending surplus cash to counterparties that meet the Council’s minimum credit ratings as outlined in below table.

Table 3

Institution	Minimum High Credit Criteria	Money Limit	Term Limit
Debt Management Office (DMO) Deposit Facility	Not applicable	No Limit	N/A
Local Authorities	Not applicable	£30m*	1 year
Bank/Building Society- (High Credit Quality)	Short-Term F1 Long-Term AA-	£30m	1 year
Bank/Building Societies - (Medium Credit Quality)	Short-Term F1 Long-Term A+	£15m	1 year
Bank/Building Societies - (Lower Credit Quality)	Short-Term F1 Long-Term A	£10m	6 months
Part Nationalised / Wholly Owned Banks	N/A	Lesser of £70m or 40% of portfolio**	1 year
Council’s Own Banker***	N/A	£10m	7 days
Collective Investment Schemes structured as Open Ended Investment Companies (OEICs)			
Money Market Funds	AAA rated	£15m	Liquid

Definitions of credit ratings (which now incorporate Fitch’s viability ratings) are attached at [Appendix 2](#).

* The group limit for local authorities has been set at £100m.

** Percentage of portfolio at the time of investing.

*** Limit applied where bank’s rating is below minimum required for external investment

Non-Specified Investments:

12.19 It is recommended that the Council should make Non-Specified investment as outlined in Table 4.

Table 4

Institution	Minimum Credit Criteria	High	Money Limit	Term Limit
Bank /Building Society (High Credit Quality)	Sovereign rating AAA Short-term F1+, Long-term AA-		£25m	3 years
Part Nationalised/ Wholly Owned Banks	N/A		£25m	3 years
Structured Deposits: Fixed term deposits with variable rate and variable maturities	Sovereign rating AAA Short-term rating F1+ Long-term rating AA-		£25m	3 years
UK Government Gilts	Long Term AAA		£20m	5 years

12.20 The minimum credit rating required for an institution to be included in the Council's counterparty list is as follows:

Table 5

Agency	Long-Term	Short-Term	Viability	Support
Fitch	A	F1	a	1
Moodys	A2	P-1	C-	N/A
Standard &Poors	A	A-2	N/A	N/A
Sovereign Rating	AAA			
Money Market Fund	AAA			

12.21 The Council will lend to the UK Government and its banking sector and to overseas banks from countries with a AAA sovereign rating from Fitch and other credit reference agencies. Based on current lowest available rating, the following countries are currently rated AAA and are therefore approved for investment:

- Australia
- Canada
- Denmark
- Finland
- Germany
- Luxembourg
- Norway
- Singapore
- Sweden
- Switzerland

12.22 All credit ratings will be monitored on a proactive basis and the Council's counterparty list will be updated to take account of alerts to changes in ratings through its use of the Capita creditworthiness service.

- If a downgrade results in the counterparty/investment scheme no longer meeting the Council's minimum criteria as outlined in 12.13, its further use as a new investment will be withdrawn immediately.
- If a body is placed on negative rating watch (i.e. there is a reasonable probability of a rating change and the likelihood of that change being negative) and it is currently near the floor of the of the minimum acceptable rating for placing investments with that body as outlined in 12.13, then no further investments will be made with that body.

12.23 Additional requirements under the Code require the Council to supplement credit rating information. Whilst the above criteria relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties.

12.24 The Council anticipates its fund balances in 2014-15 to average approximately £200m, although the actual amount available for investment at any one time will fluctuate as a result of timing of significant items such as:

- Expenditure on capital projects
- Council tax, business rates, council house rent income
- Receipt of government grants
- Capital receipts in respect of major asset sales

12.25 It is proposed that the Council adopts a prudential indicator limit of £25m for 2014-15 for term deposits over one year (but no more than 3 years) although only £15m can be invested between 2 to 3 years maturity.

13 MINIMUM REVENUE PROVISION POLICY STATEMENT

13.1 The Council is required to provide an annual amount in its revenue budget to provide for the repayment of the debt it has incurred to finance its General Fund capital investment. The calculation of this sum termed the Minimum Revenue Provision (MRP) was previously prescribed by the Government.

13.2 The Department of Communities and Local Government (DCLG) now require Councils to establish a policy statement on the MRP and has published guidance on the four potential methodologies to be adopted.

13.3 The guidance distinguishes between supported borrowing which relates to assumed borrowing which is incorporated into the Governments Formula Grant calculation and consequently has an associated amount of government grant and unsupported borrowing. Unsupported borrowing is essentially prudential borrowing the financing costs of which have to be met by the Council locally.

13.4 There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a charge for depreciation to be made pending finalisation of transitional arrangements following introduction of Self-Financing.

- 13.5 The DCLG guidance provides two options for the calculation of the MRP associated with each classes of borrowing.
- 13.6 The two options for the supported borrowing are variants of the existing statutory calculation which is based on 4% of the aggregate assumed borrowing for general fund capital investment - termed the Capital Financing requirement (CFR). The two options are:
- Option 1 (Regulatory Method): To continue the current statutory calculation based on the gross CFR less a dampening factor to mitigate the impact on revenue budgets of the transition from the previous system. This calculation is further adjusted to repay debt transferred to the Council when the Inner London Education Authority (ILEA) was abolished.
 - Option 2 (Capital Financing Requirement Method): The statutory calculation without the dampener which will increase the annual charge to revenue budget.
- 13.7 The options purely relate to the timing of debt repayment rather than the gross amounts payable over the term of the loans. The higher MRP payable under option 2 will accelerate the repayment of debt.
- 13.8 It is recommended that because of budget constraints in the medium term the existing statutory calculation with the ILEA adjustment be adopted as the basis of the Councils MRP relating to supported borrowing.
- 13.9 The guidance provides two options for the MRP relating to unsupported borrowing. The options are:-
- Option 3 (Asset Life Method): To repay the borrowing over the estimated life of the asset with the provision calculated on either an equal instalment or annuity basis. This method has the advantage of simplicity and relating repayments to the period over which the asset is providing benefit.
 - Option 4 (Depreciation Method): A calculation based on depreciation. This is extremely complex and there are potential difficulties in changing estimated life and residual values.
- 13.10 It is recommended that option 3 is adopted for unsupported borrowing.
- 13.11 The Council is required under regulation 28 of the Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2003 to determine for each financial year an amount of minimum revenue provision which it considers to be prudent. It is proposed that the Council makes Minimum Revenue Provision using Option 1 (Regulatory Method) for supported borrowing and Option 3 (Asset Life Method) for unsupported borrowing.

14 **COMMENTS OF THE CHIEF FINANCIAL OFFICER**

- 14.1 The comments of the Chief Finance Officer have been incorporated into the report.

15 **CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)**

- 15.1 The Local Government Act 2003 provides a framework for the capital finance of local authorities. It provides a power to borrow and imposes a duty on local

authorities to determine an affordable borrowing limit. It provides a power to invest. Fundamental to the operation of the scheme is an understanding that authorities will have regard to proper accounting practices recommended by the Chartered Institute of Public Finance and Accountancy (CIPFA) in carrying out capital finance functions.

15.2 The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 require the Council to have regard to the CIPFA publication “Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes” (“the Treasury Management Code”) in carrying out capital finance functions under the Local Government Act 2003. If after having regard to the Treasury Management Code the Council wished not to follow it, there would need to be some good reason for such deviation.

15.3 It is a key principle of the Treasury Management Code that an authority should put in place “comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury management activities”. Treasury management activities cover the management of the Council’s investments and cash flows, its banking, money market and capital market transactions, the effective control of risks associated with those activities and the pursuit of optimum performance consistent with those risks. It is consistent with the key principles expressed in the Treasury Management Code for the Council to adopt the strategies and policies proposed in the report.

15.4 The report proposes that the treasury management strategy will incorporate prudential indicators. The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 requires the Council to have regard to the CIPFA publication “Prudential Code for Capital Finance in Local Authorities” (“the Prudential Code”) when carrying out its duty under the Act to determine an affordable borrowing limit. The Prudential Code specifies a minimum level of prudential indicators required to ensure affordability, sustainability and prudence. The report properly brings forward these matters for determination by the Council. If after having regard to the Prudential Code the Council wished not to follow it, there would need to be some good reason for such deviation.

15.5 The Local Government Act 2000 and regulations made under the Act provide that adoption of a plan or strategy for control of a local authority’s borrowing, investments or capital expenditure, or for determining the authority’s minimum revenue provision, is a matter that should not be the sole responsibility of the authority’s executive and, accordingly, it is appropriate for the Cabinet to agree these matters and for them to then be considered by Full council.

16 **ONE TOWER HAMLETS CONSIDERATIONS**

16.1 Capital investment will contribute to achievement of the corporate objectives, including all those relating to equalities and achieving One Tower Hamlets.. Establishing the statutory policy statements required facilitates the capital investments and ensures that it is prudent.

17 **SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

17.1 There are no sustainable actions for a greener environment implication.

18 RISK MANAGEMENT IMPLICATIONS

- 18.1 There is inevitably a degree of risk inherent in all treasury activity.
- 18.2 The Investment Strategy identifies the risk associated with different classes of investment instruments and sets the parameters within which treasury activities can be undertaken and controls and processes appropriate for that risk.
- 18.3 Treasury operations are undertaken by nominated officers within the parameters prescribed by the Treasury Management Policy Statement as approved by the Council.
- 18.4 The council is ultimately responsible for risk management in relation to its treasury activities. However, in determining the risk and appropriate controls to put in place the Council has obtained independent advice from Capita Treasury Services who specialise in Council treasury issues.

19 CRIME AND DISORDER REDUCTION IMPLICATIONS

- 19.1 There are no any crime and disorder reduction implications arising from this report.

20 EFFICIENCY STATEMENT

- 20.1 The Treasury Management Strategy and Investment Strategy and the arrangements put in place to monitor them should ensure that the Council optimises the use of its monetary resources within the constraints placed on the Council by statute, appropriate management of risk and operational requirements.

21 APPENDICES

Appendix 1 – Prudential and Treasury Indicators

Appendix 2 – Definition of Credit Ratings

Appendix 3 – Treasury Management Policy Statement

Appendix 4 – Treasury Management Scheme of Delegation

Appendix 5 – Treasury Management Reporting Arrangement

Local Government Act, 1972 Section 100D (As amended)

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

Brief description of “background papers”	Name and telephone number of holder and address where open to inspection.
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<i>Capital Asset Services Monthly Investment Report</i>	<i>Kevin Miles, x6791, Mulberry Place</i>
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PRUDENTIAL AND TREASURY MANAGEMENT INDICATORS

Prudential Indicators	2012/13	2013/14	2013/14	2014/15	2015/16	2016/17
Extract from budget and rent setting reports	Actual	Original Estimate	Revised Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m	£m
Capital Expenditure						
Non – HRA	110.254	107.212	103.041	67.153	41.998	12.654
HRA	39.045	78.481	101.327	99.760	76.000	15.000
TOTAL	149.299	185.693	204.368	166.913	117.998	27.654
Ratio of Financing Costs To Net Revenue Stream						
Non – HRA	2.51%	2.89%	1.96%	1.89%	2.70%	3.25%
HRA	3.98%	4.04%	5.77%	6.11%	2.25%	4.84%
	£m	£m	£m	£m	£m	£m
Gross Debt and Capital Financing Requirement						
Gross Debt	90.406	99.561	90.311	119.872	176.804	174.915
Capital Financing Requirement	225.848	229.477	220.452	245.513	297.294	291.104
Over/(Under) Borrowing	(129.916)	(135.442)	(130.141)	(125.641)	(120.490)	(116.189)
In Year Capital Financing Requirement						
Non – HRA	(5.887)	3.628	(5.396)	4.829	13.781	(6.190)
HRA	0.000	0.000	0.000	20.232	38.000	0.000
TOTAL	(5.887)	3.628	(5.396)	25.061	51.781	(6.190)
Capital Financing Requirement as at 31 March						
Non - HRA	156.173	159.802	150.777	155.606	169.387	163.197
HRA	69.675	69.675	69.675	89.907	127.907	127.907
HRA Settlement	0.000	0.000	0.000	0.000	0.000	0.000
TOTAL	225.848	229.477	220.452	245.513	297.294	291.104
Incremental Impact of Financing Costs (£)						
Increase in Council Tax (band D) per annum	0.000	0.000	0.000	0.000	0.000	0.000
Increase in average housing rent per week	0.000	0.059	0.000	1.450	1.080	0.000

Treasury Management Indicators	2012/13	2013/14	2013/14	2014/15	2015/16	2016/17
	Actual	Original Estimate	Revised Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m	£m
Authorised Limit For External Debt -						
Borrowing & Other long term liabilities	250.848	255.409	255.409	270.513	322.294	316.104
Headroom	20.000	20.000	20.000	20.000	20.000	20.000
TOTAL	270.848	275.409	275.409	290.513	342.294	336.104
Operational Boundary For External Debt -						
Borrowing	250.848	255.409	255.409	270.513	284.294	316.104
Other long term liabilities	0.000	0.000	0.000	0.000	38.000	0.000
TOTAL	250.848	255.409	255.409	270.513	322.294	316.104
Gross Borrowing	99.561	90.406	90.311	119.872	176.804	174.915
HRA Debt Limit*	184.381	184.381	184.381	184.381	184.381	184.381
Upper Limit For Fixed Interest Rate Exposure						
Net principal re fixed rate borrowing / investments	100%	100%	100%	100%	100%	100%
Upper Limit For Variable Rate Exposure						
Net interest payable on variable rate borrowing / investment	20%	20%	20%	20%	20%	20%
Upper limit for total principal sums invested for over 364 days (per maturity date)	£25m	£25m	£25m	£25m	£25m	£25m
Maturity structure of new fixed rate borrowing during 2013/14	Upper Limit		Lower Limit			
Under 12 months	10%		0%			
12 months and within 24 months	30%		0%			
24 months and within 5 years	40%		0%			
5 years and within 10 years	80%		0%			
10 years and above	100%		0%			

Support Ratings

Rating	
1	A bank for which there is an extremely high probability of external support. The potential provider of support is very highly rated in its own right and has a very high propensity to support the bank in question. This probability of support indicates a minimum Long-term rating floor of 'A-'.
2	A bank for which there is a high probability of external support. The potential provider of support is highly rated in its own right and has a high propensity to provide support to the bank in question. This probability of support indicates a minimum Long-term rating floor of 'BBB-'.
3	A bank for which there is a moderate probability of support because of uncertainties about the ability or propensity of the potential provider of support to do so. This probability of support indicates a minimum Long-term rating floor of 'BB-'.
4	A bank for which there is a limited probability of support because of significant uncertainties about the ability or propensity of any possible provider of support to do so. This probability of support indicates a minimum Long-term rating floor of 'B'.
5	A bank for which external support, although possible, cannot be relied upon. This may be due to a lack of propensity to provide support or to very weak financial ability to do so. This probability of support indicates a Long-term rating floor no higher than 'B-' and in many cases no floor at all.

Short-term Ratings

Rating	
F1	Highest credit quality. Indicates the strongest capacity for timely payment of financial commitments; may have an added "+" to denote any exceptionally strong credit feature.
F2	Good credit quality. A satisfactory capacity for timely payment of financial commitments, but the margin of safety is not as great as in the case of the higher ratings.
F3	Fair credit quality. The capacity for timely payment of financial commitments is adequate; however, near-term adverse changes could result in a reduction to non-investment grade.

Long-term Ratings

Rating	Current Definition (August 2003)
AAA	Highest credit quality. 'AAA' ratings denote the lowest expectation of credit risk. They are assigned only in case of exceptionally strong capacity for timely payment of financial commitments. This capacity is highly unlikely to be adversely affected by foreseeable events.
AA	Very high credit quality. 'AA' ratings denote a very low expectation of credit risk. They indicate very strong capacity for timely payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.
A	High credit quality. 'A' ratings denote a low expectation of credit risk. The capacity for timely payment of financial commitments is considered strong. This capacity may, nevertheless, be more vulnerable to changes in circumstances or in economic conditions than is the case for higher ratings.
BBB	Good credit quality. 'BBB' ratings indicate that there is currently a low expectation of credit risk. The capacity for timely payment of financial commitments is considered adequate, but adverse changes in circumstances and in economic conditions are more likely to impair this capacity. This is the lowest investment-grade category.

Table of Viability Ratings

Viability Rating	Definitions
aaa	Highest fundamental credit quality 'aaa' ratings denote the best prospects for on-going viability and lowest expectation of failure risk. They are assigned only to banks with extremely strong and stable fundamental characteristics, such that they are most unlikely to have to rely on extraordinary support to avoid default. This capacity is highly unlikely to be adversely affected by foreseeable events.
aa	Very high fundamental credit quality 'aa' ratings denote very strong prospects for on-going viability and expectations of very low failure risk. Fundamental characteristics are very strong and stable, such that it is considered highly unlikely that the bank would have to rely on extraordinary support to avoid default. This capacity is not significantly vulnerable to foreseeable events.
a	High fundamental credit quality 'a' ratings denote strong prospects for on-going viability and expectations of low failure risk. Fundamental characteristics are strong and stable, such that it is unlikely that the bank would have to rely on extraordinary support to avoid default. This capacity may, nevertheless, be more vulnerable to adverse business or economic conditions than is the case for higher ratings.
bbb	Good fundamental credit quality 'bbb' ratings denote good prospects for on-going viability and indicate

	that expectations of failure risk are currently low. The bank's fundamentals are adequate, such that there is a low risk that it would have to rely on extraordinary support to avoid default. However, adverse business or economic conditions are more likely to impair this capacity.
bb	Speculative fundamental credit quality 'bb' ratings denote moderately weak prospects for on-going viability and indicate an elevated vulnerability to failure risk, particularly in the event of adverse changes in business or economic conditions over time; however, a moderate degree of fundamental financial strength exists, which would have to be eroded before the bank would have to rely on extraordinary support to avoid default.
b	Highly speculative fundamental credit quality 'b' ratings denote weak prospects for on-going viability. Material failure risk is present but a limited margin of safety remains. The bank is currently operating without reliance on extraordinary support; however, capacity for continued unsupported operation is vulnerable to deterioration in the business and economic environment.
ccc	Substantial fundamental credit risk Failure of the bank is a real possibility. The capacity for continued unsupported operation is highly vulnerable to deterioration in the business and economic environment.
cc	Very high levels of fundamental credit risk Failure of the bank appears probable.
c	Exceptionally high levels of fundamental credit risk Failure of the bank is imminent or inevitable.
f	'f' ratings indicate an issuer that, in Fitch's opinion, has failed, and that either has defaulted or would have defaulted had it not received external support.

Treasury Management Policy Statement

The London Borough of Tower Hamlets defines the policies and objectives of its treasury management activities as follows: -

1. This organisation defines its treasury management activities as:
“The management of the authority’s cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks”.
2. This organisation regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation.
3. This organisation acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving best value in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management.”

Policy on use of an External Treasury Advisor

The Council shall employ an external treasury advisor to provide treasury management advice and cash management support services. However, the Council shall control the credit criteria and the associated counter-party list for investments.

The Council recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

Treasury Management Scheme of Delegation

1. Full Council / Cabinet

- receiving and reviewing reports on treasury management policies, practices and activities
- receiving the mid-year and annual (outturn) reports
- approval of annual strategy.

2. Cabinet /Section 151 Officer

- approval of/amendments to the organisation's adopted clauses and treasury management policy statement
- budget consideration and approval
- approval of the division of responsibilities
- approving the selection of external service providers and agreeing terms of appointment.

3. Audit Committee

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.
- receiving and reviewing regular monitoring reports and acting on recommendations

Treasury Management Reporting Arrangement

Area of Responsibility	Council/Committee/ Officer	Frequency
Treasury Management Strategy Statement/ Annual Investment Strategy/ Minimum Revenue Provision Policy	Full Council	Annually before the start of the financial year to which policies relate
Mid-Year Treasury Management Report	Full Council	Semi-Annually in the financial year to which policies relate
Updates or revisions to the Treasury Management Strategy Statement/ Annual Investment Strategy/ Minimum Revenue Provision Policy	Audit Committee or Full Council	As necessary
Annual Treasury Outturn Report	Audit Committee and Full Council	Annually by 30 September after the year end to which the report relates
Treasury Management Practices	Corporate Director-Resources	N/A
Scrutiny of Treasury Management Strategy Statement	Overview and Scrutiny Committee (if called in) / Audit Committee	Annually before the start of the financial year to which the report relates
Scrutiny of Treasury Management Performance	Audit Committee	Quarterly

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