

Meeting of the

OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 2 July 2013 at 7.00 p.m.

AGENDA

VENUE

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

Members:	Deputies (if any):
Chair: Councillor Motin Uz-Zaman	
Vice-Chair: Councillor Rachael Saunders, (Scrutiny Lead, Adults Health & Wellbeing)	
Councillor Stephanie Eaton, (Scrutiny Lead, Resources)	Councillor Tim Archer, (Designated Deputy representing Councillor David Snowdon)
Councillor Fozol Miah	Councillor Khaled Uddin Ahmed, (Designated Deputy representing Councillors Motin Uz-Zaman, Rachael Saunders, Helal Uddin, Abdal Ullah and Amy Whitelock)
Councillor Amy Whitelock, (Scrutiny Lead, Children, Schools & Families)	Councillor Harun Miah, (Designated Deputy representing Councillor Fozol Miah)
Councillor Helal Uddin, (Scrutiny Lead, Communities, Localities & Culture)	Councillor Peter Golds, (Designated Deputy representing Councillor David Snowdon)
Councillor Abdal Ullah, (Scrutiny Lead, Development & Renewal)	Councillor Helal Abbas, (Designated Deputy representing Councillors Motin Uz-Zaman, Rachael Saunders, Helal Uddin, Abdal Ullah and Amy Whitelock)
Councillor David Snowdon, (Scrutiny Lead, Chief Executive's)	Councillor Judith Gardiner, (Designated Deputy representing Councillors Motin Uz-Zaman, Rachael Saunders, Helal Uddin, Abdal Ullah and Amy Whitelock)
1 Vacancy	

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

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

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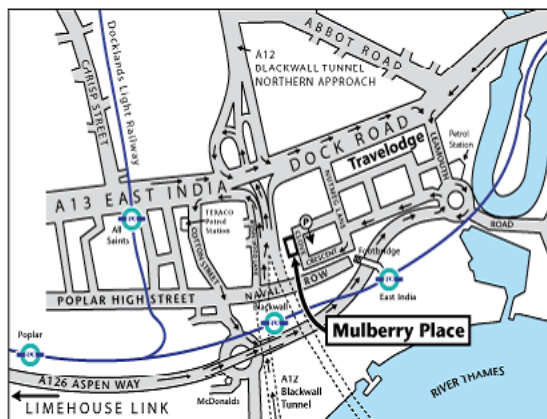
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LONDON BOROUGH OF TOWER HAMLETS
OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 2 July 2013

7.00 p.m.

SECTION ONE

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST **1 - 4**

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

3. UNRESTRICTED MINUTES **5 - 18**

To confirm as a correct record of the proceedings the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 4th June 2013.

4. REQUESTS TO SUBMIT PETITIONS

To receive any petitions (to be notified at the meeting).

5. UNRESTRICTED REPORTS 'CALLED IN'

No decisions of the Mayor in Cabinet (5th June 2013) in respect of unrestricted reports on the agenda were 'called in'.

6. UNRESTRICTED REPORTS FOR CONSIDERATION

- 6 .1 Removing Barriers to Youth Employment - Report of the Scrutiny Working Group** **19 - 48**
- To agree the report and recommendations arising from the Scrutiny Review.
- 6 .2 Improving Post 16 Educational Attainment in Tower Hamlets - Report of the Scrutiny Working Group** **49 - 78**
- To agree the report and recommendations arising from the Scrutiny Review.
- 6 .3 Mental Health and Housing - Report of the Scrutiny Challenge Session** **79 - 94**
- To agree the report and recommendations arising from the Scrutiny Challenge Session.
- 6 .4 Strategic Performance and Corporate Revenue and Capital Budget Monitoring - 2012/13 Draft Outturn** **95 - 226**
- To receive a report on the financial position of the Council at the end of Quarter 4 2012/13 compared to Budget, and service performance against targets.
- 6 .5 Development of the Overview and Scrutiny Committee Work Programme 2013/14 (Oral Report)**
- An OSC Work Programme Development Session is scheduled to take place on Monday 24th June to discuss the Committee's work programme for 2013/14. The OSC will receive an oral report and presentation on outline ideas for the OSC Work Programme.
- 7. PRE-DECISION SCRUTINY OF UNRESTRICTED CABINET PAPERS**
- To consider and agree pre-decision scrutiny questions/comments to be presented to Cabinet.
- 8. ANY OTHER UNRESTRICTED BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT**
- To consider any other unrestricted business that the Chair considers to be urgent.

9. EXCLUSION OF THE PRESS AND PUBLIC

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

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

EXEMPT/CONFIDENTIAL SECTION (Pink Papers)

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

SECTION TWO

10. EXEMPT/ CONFIDENTIAL MINUTES

Nil items.

11. EXEMPT/ CONFIDENTIAL REPORTS 'CALLED IN'

No decisions of the Mayor in Cabinet (5th June 2013) in respect of exempt/ confidential reports on the agenda were 'called in'.

12. PRE-DECISION SCRUTINY OF EXEMPT/ CONFIDENTIAL) CABINET PAPERS

To consider and agree pre-decision scrutiny questions/comments to be presented to Cabinet.

13. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS THAT THE CHAIR CONSIDERS URGENT

To consider any other exempt/ confidential business that the Chair considers to be urgent.

Agenda Item 2

DECLARATIONS OF INTERESTS - NOTE FROM THE MONITORING OFFICER

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

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

Interests and Disclosable Pecuniary Interests (DPIs)

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

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

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

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

Effect of a Disclosable Pecuniary Interest on participation at meetings

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

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

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

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

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

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

Further advice

For further advice please contact:-

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

APPENDIX A: Definition of a Disclosable Pecuniary Interest

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

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

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LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE

HELD AT 7.05 P.M. ON TUESDAY, 4 JUNE 2013

**ROOM C1, 1ST FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE
CRESCENT, LONDON, E14 2BG**

Members Present:

Councillor Motin Uz-Zaman (Chair)
Councillor Rachael Saunders
Councillor David Snowdon
Councillor Helal Uddin
Councillor Amy Whitelock

Co-opted Members Present:

Memory Kampiyawo – (Parent Governor Representative)
Nozrul Mustafa – (Parent Governor Representative)
Rev James Olanipekun – (Parent Governor Representative)
Dr Phillip Rice – (Church of England Diocese Representative)

Other Councillors Present:

–

Guests Present:

–

Officers Present:

Agnes Adrien – (Team Leader, Enforcement & Litigation, Legal Services, Chief Executive's)
Daisy Beserve – (Senior Strategy Policy and Performance Officer, Corporate Strategy and Equality Service, Chief Executive's)
David Galpin – (Head of Legal Services (Community), Legal Services, Chief Executive's)
Chris Holme – (Acting Corporate Director - Resources)
Louise Russell – (Service Head Corporate Strategy and Equality, Chief Executive's)
Angus Taylor – (Principal Committee Officer, Democratic

Services, Chief Executive's)

COUNCILLOR MOTIN UZ ZAMAN (CHAIR) IN THE CHAIR

1. ELECTION OF VICE-CHAIR FOR THE MUNICIPAL YEAR 2013/14

The Chair, nominated Councillor Rachael Saunders, as Vice-Chair of the Overview & Scrutiny Committee for the Municipal Year 2013/14. Councillor Helal Uddin, seconded the nomination.

There being no other nominations it was: -

Resolved

That Councillor Rachael Saunders be elected to serve as Vice-Chair of the Overview & Scrutiny Committee for the Municipal Year 2013/14, or until a successor is appointed.

Action by:

Angus Taylor (Principal Committee Officer, Democratic Services, CE's)

2. APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of:

- Councillor Stephanie Eaton.
- Frances Jones, One Tower Hamlets Service Manager, Corporate Strategy & Equality Service, Chief Executive's.
- Shibir Ahmed, Strategy, Policy & Performance Officer, Corporate Strategy & Equality Service, Chief Executive's

- Apologies for lateness were received on behalf of Councillor Sirajul Islam.

Noted

3. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST

No declarations of Disclosable Pecuniary Interest or other declarations of interest were made.

4. UNRESTRICTED MINUTES

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

Resolved

That the unrestricted minutes of the ordinary meeting of the Overview and Scrutiny Committee, held on 7th May 2013, be agreed as a correct record of the proceedings, and the Chair be authorised to sign them accordingly.

Action by:

Angus Taylor (Principal Committee Officer, Democratic Services, CE's)

Variation of Order of Business

At this juncture the Chair informed OSC members that Councillor Sirajul Islam was present to introduce the Scrutiny Working Group report on Co-regulation and the Accountability of Registered Housing Providers (RP's) [Agenda item 8.2]; however he had another meeting to attend this evening and had requested that the order of business be varied to allow OSC consideration of the report to be brought forward on the agenda. The Chair indicated that he considered it appropriate to accommodate this request as far as possible. Accordingly the Chair **Moved** and it was:-

Resolved

That the order of business be varied as follows:

- Agenda Item 5.2 "Appointment of Scrutiny Lead Members, Co-options to Overview and Scrutiny Committee, Health Scrutiny Panel Terms of Reference and Appointments" be considered as the next business.
- Agenda Item 8.2 "Scrutiny Working Group report - Co regulation and the Accountability of Registered Housing Providers (RP's) – Report of the Scrutiny Working Group" be considered after Agenda Item 5.2.
- Subsequently the proceedings be conducted as detailed in the order of business.

5. OVERVIEW AND SCRUTINY PROCEDURAL MATTERS

5.1 Overview & Scrutiny Committee Terms of Reference, Membership, Quorum, Dates of meetings, Protocols and Guidance

Please note that the order of business was varied by resolution of the OSC earlier in the proceedings in order to allow this item to be considered following Agenda Item 8.2 "Scrutiny Working Group report - Co regulation and the Accountability of Registered Housing Providers (RP's) – Report of the Scrutiny Working Group", however for ease of reference the OSC deliberations, and subsequent decisions taken, are set out below in the order detailed in the agenda.

Mr Angus Taylor, Principal Committee Officer, introduced and highlighted key points in the report, which:

- Provided the Terms of Reference, Membership, Quorum and Dates of meetings of the OSC for the Municipal Year 2013/14 for the Committee's information;
- Set out protocols and guidance to facilitate the conduct of OSC business, for adoption by the OSC.
- Requested the OSC to consider and agree a start time for scheduled OSC meetings during the remainder of 2013/14.

Mr David Galpin, Head of Legal Service (Community) subsequently gave a detailed PowerPoint presentation on the Overview and Scrutiny Framework highlighting points including:

- Statutory and Constitutional framework.
- General powers of OSC.
- Process and powers relating to Call In.
- Process and powers relating to Call In of Budget and Policy Framework matters.
- Powers to invite/ require attendance of Members, Officers and others.
- Access to information framework, process and powers for OSC
- Health Scrutiny and Joint Health Scrutiny: statutory framework and powers.
- Education functions: statutory requirements

A discussion followed which focused on the following points:-

- Noted that in recent years the OSC had met at 7.00pm, and the former OSC Chair/ OSC members considered that this time had worked well for both OSC members and others attending. Consensus that a 7.00pm meeting start time would work well for the new OSC membership, and accordingly it was **proposed** that a 7.00pm start time be agreed for scheduled OSC meetings during the remainder of 2013/14 (with the exception of the 23 July meeting held during the holy month of Ramadan).
- The Chair expressed the aspiration that scrutiny in LBTH be as effective as possible, and emphasised his desire to work positively with the Executive and senior officers to address key challenges for local people, thereby improving their quality of life. To that end, he requested recognition of the importance of the OSC's role; and set out his expectation that Corporate Directors would attend OSC for Call In discussions and be present for agenda items relating to their Directorate. Corporate Directors could attend with relevant Service Heads or Managers where necessary, but whenever possible attendance at OSC should not be delegated to less senior managers.
- Comment that at the previous OSC meeting [7 May 2013] the attendance of an Officer and Cabinet Member had been requested, to respond to any questions the OSC had regarding a 'Call In' of a Mayoral Decision, but the Officer had been stood down by the Cabinet Member. Accordingly clarification sought and given as to whether the OSC could oblige Officers and Members to attend OSC and whether Members could direct Officers not to attend. *Yes OSC could require attendance of Officers and Members, particularly in relation to Call Ins, under statutory provisions; and the expectation of attendance, when requested by OSC, was well*

known. However there was no mechanism in place to enforce this, although non-attendance would be a breach of the Council's Code of Conduct for Members and Officers and therefore a disciplinary matter.

- The chair emphasised the importance of the OSC being able to reach a fully informed decision when scrutinising the Executive, particularly with reference to Call Ins. It was therefore important that full information be provided, to give the OSC assurance that it had reached the right decision when undertaking its functions. This required the attendance of appropriate Officers and Members to respond to matters raised by the OSC.

The Chair **Moved** (taking account of the proposal from OSC members), together with an additional recommendation detailed at Resolution 4 below, and it was:-

Resolved

1. That OSC Terms of Reference, Membership, Quorum, Dates of future meetings, as set out in Appendices 1, 2 and 3 to the report, be noted;
2. That 7.00pm be agreed as the start time for scheduled OSC meetings during the remainder of the Municipal Year 2013/14 (with the exception of the 23 July meeting held during the holy month of Ramadan);
3. That the protocols and guidance to facilitate the conduct of OSC business, in line with statutory and constitutional requirements, as set out at Appendix 4 to the report, be adopted and noted respectively; and
4. That the contents of the presentation be noted.

Action by:

Angus Taylor (Principal Committee Officer, Democratic Services, CE's)

5.2 Appointment of Scrutiny Lead Members, Co-options to Overview and Scrutiny Committee, Health Scrutiny Panel Terms of Reference and Appointments

Please note that the order of business was varied by resolution of the OSC earlier in the proceedings in order to allow this item to be considered following Agenda Item 4.0 "Unrestricted Minutes", however for ease of reference the OSC deliberations, and subsequent decisions taken, are set out below in the order detailed in the agenda.

Mr Angus Taylor, Principal Committee Officer, introduced and highlighted key points in the report, which requested the OSC to:

- Appoint Scrutiny Lead Members to Scrutiny Lead portfolios for 2013/14.
- Agree the co-option of representatives to OSC for 2013/14.

- Note the establishment of the Health Scrutiny Panel (HSP), by full Council, appoint its membership and also agree co-option of representatives to the HSP, for 2013/14.

Mr Taylor additionally informed OSC members that:

- Councillor Lesley Pavitt had replaced Councillor Whitelock as a deputy on HSP subsequent to the Labour Group nominations to the membership of the HSP at the Council AGM on 22nd May 2013.
- Mr John Williams, Service Head Democratic Services, had advised that: in accordance with a full Council decision, of 21st September 2012, as part of the process for appointing HSP members/co-optees, the OSC was required to appoint LBTH representatives to the 'Inner North East London Standing Joint Overview & Scrutiny Committee' (INEL JOSOC) for the Municipal Year 2013/14. LBTH could appoint 3 members (2 from Labour Group and 1 from Conservative Group) and these must be members of the HSP.

The Chair informed OSC members that he had **Tabled** a written **Motion** in relation to the recommendations set out in the report and taking account of the advice of the Service Head Democratic Services, a copy of which would be interleaved with the minutes. The Chair then formally **Moved** the written motion as tabled.

Councillor Amy Whitelock, formally **Seconded** the tabled written motion; and it was:-

Resolved

1. That Scrutiny Lead Members be appointed for Scrutiny Lead portfolios, for the Municipal Year 2013/14, as set out at Section 3 of the report and listed in the table below:

Scrutiny Lead Portfolios & appointments 2013/14	
<i>Scrutiny Lead Portfolio</i>	<i>Scrutiny Lead Member</i>
Adults, Health & Wellbeing	Cllr Rachael Saunders
Children's, Schools & Families	Cllr Amy Whitelock
Communities, Localities & Culture	Cllr Helal Uddin
Development & Renewal	Cllr Abdal Ullah
Chief Executive's	Cllr David Snowdon
Resources	Cllr Stephanie Eaton

2. That co-option to the membership of the OSC, for the Municipal Year 2013/14, of representatives in respect of education matters, as set out at paragraphs 4.1 to 4.7 of the report and listed in the table below, be agreed:

Co-option to the membership of the OSC of representatives in respect of education matters 2013/14		
Representing		Appointment
Church of England Diocese representative		Dr Phillip Rice
Roman Catholic Diocese representative		A nomination is awaited
Parent representative	Governor	Memory Kampiyawo
Parent representative	Governor	Nozrul Mustafa
Parent representative	Governor	Reverend James Olanipekun
Muslim Representative	Community	Mr Mushfique Uddin

3. That the establishment of the Health Scrutiny Panel by full Council, to discharge the Council's functions under the National Health Service Act 2006 and the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013, as set out in paragraph 5.1 of the report; with terms of reference and quorum as set out in paragraph 5.2 and Appendix 1 to the report, be noted;
4. That appointment of members to the Health Scrutiny Panel for the Municipal Year 2013/14, as set out at paragraph 5.3 of the report and listed in the table below, be agreed:
5. That the co-option of representatives from the local Healthwatch to the membership of the Health Scrutiny Panel, for the Municipal Year 2013/14, as set out at paragraph 5.4 of the report and listed in the table below, be agreed:

Appointments to Health Scrutiny Panel 2013/14			
Labour Group (4)	Conservative Group (1)	Respect Group (0)	Others (2)

Cllr David Edgar Cllr M A Mukit MBE Cllr Zenith Rahman Cllr Rachael Saunders (Chair)	Cllr Dr Emma Jones	n/a	Cllr Lutfa Begum (Ind) Cllr Gulam Robbani (Ind)
Deputies:- Cllr Anwar Khan Cllr Bill Turner Cllr Lesley Pavitt	Deputies:- Cllr Peter Golds		
Co-opted Members:-			
Mr David Burbridge Dr Amjad Rahi			

6. That appointment of LBTH representatives to the Inner North East London Standing Joint Overview and Scrutiny Committee (INEL JOSOC) for the Municipal Year 2013/14, as set out in the Officer introduction of the report, and listed in the table below, be agreed:

Appointments of LBTH Representatives to Inner North East London Standing Joint Overview & Scrutiny Committee 2013/14	
Labour Group (2)	Conservative Group (1)
Cllr Rachael Saunders Cllr David Edgar	Cllr Dr Emma Jones

Action by:

Angus Taylor (Principal Committee Officer, Democratic Services, CE's)
Alan Ingram (Senior Committee Officer, Democratic Services, CE's)
Daisy Beserve (Senior Strategy Policy & Performance Officer, Corporate Strategy & Equality Service, CE's)

Sarah Barr (Senior Strategy Policy & Performance Officer, Corporate Strategy & Equality Service, CE's)

6. REQUESTS TO SUBMIT PETITIONS

There were no petitions.

7. UNRESTRICTED REPORTS 'CALLED IN'

No decisions of the Mayor in Cabinet on 8th May 2013 had been "called in".

8. UNRESTRICTED REPORTS FOR CONSIDERATION

8.1 Executive Response to questions relating to budget virement decisions

The Chair **Moved** the recommendation as set out in the report, and it was:-

Resolved

That the Executive response to reports attached at appendices 1 and 2 to the report be noted.

8.2 Co regulation and the Accountability of Registered Housing Providers (RPs) - Report of the Scrutiny Working Group (To Follow)

Please note that the order of business was varied by resolution of the OSC earlier in the proceedings in order to allow this item to be considered following Agenda Item 5.2 "Appointment of Scrutiny Lead Members, Co-options to Overview and Scrutiny Committee, Health Scrutiny Panel Terms of Reference and Appointments", however for ease of reference the OSC deliberations, and subsequent decisions taken, are set out below in the order detailed in the agenda.

Councillor Sirajul Islam, Scrutiny Lead Member Development & Renewal 2012/13 and Chair of the Scrutiny Working Group (SWG) on Co-regulation and the Accountability of Registered Housing Providers (RP's), introduced and highlighted key points in the SWG report, which set out the rationale, methodology, key findings and recommendations of the scrutiny review. The following points were highlighted:

- Background to identification of this as a potential area for review, including abolition of the Tenants Services Authority and dilution of control under the Greater London Authority. Detailed reasons for the review were:
 - Understanding how RPs are currently held to account and performance managed.
 - Development of co-regulation and new tenant scrutiny arrangements.

- To include new processes for tenants complaints and support for councillors around these.
- Review Objective: Clearer understanding of how RPs are held to account and performance managed through co-regulation and how Members can support this framework.
- Core Questions:
 - How was co-regulation working across RP's and what are the current strengths, gaps, challenges and opportunities?
 - How could Members work effectively with tenant scrutiny members in holding housing providers to account?
 - What was the appropriate role of Members in the new co-regulation framework particularly in relations to dealing with tenant complaints as set out in the Localism Act?
- Key Findings including:
 - The main gap and potential weakness of the co-regulation framework is that it was voluntary. The abolition of the Tenants Services Authority and the introduction of new national regulatory standards shifted responsibility for monitoring of Registered Providers (RPs) from the national regulator to local tenants. This meant it was difficult to know how well co-regulation was functioning in different RPs in the borough. Co-regulation arrangements had been adopted by all the Register Housing Providers (RPs) giving evidence to the scrutiny review. However implementation varied with some good practice, but also some areas for improvement. Most RPs engaged in the scrutiny review were positive about opportunities available through the new co-regulation process, and were keen to work together to strengthen their practice in this area.
 - Joint working between RPs can help pool resources and provide much better value for money on initiatives that could see real choice and influence for residents. There appeared to be a genuine desire by RPs engaged in the scrutiny review for developing sector-led local quality assurance standards and local partnership approaches to performance management which involve tenants, housing officers and Members working together to improve services and empower residents in the borough. There were opportunities for landlords to focus resources on services and outputs that residents want and design more meaningful quality assurance methods with tenants.
 - The Council wants, and is expected by residents, to play a role in ensuring that RPs manage to the highest possible standard in Tower Hamlets. However this expectation may need to be carefully managed as the Authority did not have any formal powers and its influence over RPs was limited and varied amongst providers.
 - With effect from April 2013 the role of the Independent Housing Ombudsman would be extended to include complaints from Local Authority tenants, formally the jurisdiction of the Local Government Ombudsman. An additional stage had been incorporated in the formal complaints escalation process to include referrals to a "designated person" before a complaint could be considered by the Housing Ombudsman. This additional requirement placed new responsibilities

on Members that would impact on the way they handled some complaints received from social housing tenants in future. A further piece of scrutiny work was required on this to ensure this worked well and Members were adequately trained.

- Recommendations set out in the report were highlighted.
 - Mr Shibbir Ahmed, Strategy Policy & Performance Officer, and Councillors Marc Francis and John Pierce, were formally thanked for their contribution to the review, as were RPs, TH Tenants Federation and TH Housing Forum for their positive engagement in the review.

A discussion followed which focused on clarification being sought and given on the following points:-

- The main gaps/ weaknesses/ areas for improvement in proactive partnership working between the Council and Registered Housing Providers. *A robust system for tenants to hold RPs to account was needed and close working between the Council and the TH Tenants Forum, in the ways outlined in the report recommendations, would greatly strengthen accountability.*
- Given the acknowledged problems with governance and transfer documents relating to Island Homes in Millwall Ward and the lack of success on the part of the Council in addressing these had the scrutiny review examined and identified ways avoid such problems going forward. *The Review had not focused on specific cases but the wider issues. One Housing (RP), which had provided evidence to the Review, had robust arrangements for tenant scrutiny. Its stock transfer documentation was not good but the Council was not currently transferring housing stock so those issues were less of a priority. It should not be a case of the Council trying to dictate to RPs how housing stock should be managed, but rather working through the TH Tenants Forum to build a good working relationship.*
- How strongly prepared were Councillors to take up the responsibilities placed on them in this area under the Localism Act? *Councillors would require training as the responsibilities were different to those of membership of RP governing boards. A further Members Seminar would be helpful.*
- Given the abolition of the Tenants Services Authority would all RPs be required to have a tenants panel to hear complaints? Also given the level of engagement with the Review by RPs what action could the Council require of them. The Review only sought evidence from specific RPs. *The Review recommendations would be presented to the TH Housing Forum on which RPs were represented, and its Chair had engaged with the Review and endorsed its recommendations. It was anticipated that RPs would embrace the recommendations.*

The Chair thanked Councillor Islam for his contribution in chairing this excellent scrutiny review, and for attending OSC to present the report/ recommendations arising. He then **Moved** the recommendations as set out in the report, and it was:-

Resolved

1. That the draft report of the Scrutiny Review Working Group, and the recommendations contained in it be agreed; and
2. That the Service Head for Strategy & Equality be authorised to amend the draft report before submission to Cabinet, after consultation with the Scrutiny Review Working Group.

Action by:

Daisy Beserve (Senior Strategy Policy & Performance Officer, Corporate Strategy & Equality Service, CE's)

Shibbir Ahmed (Strategy Policy & Performance Officer, Corporate Strategy & Equality Service, CE's)

8.3 Use of the Regulation of Investigatory Powers Act 2000

Mr David Galpin, Head of Legal Services (Community), introduced and summarised key points in the report, which provided information concerning the Council's authorisation of investigations under the Regulation of Investigatory Powers Act 2000 (RIPA). The Act recommended that elected Members had oversight of the Council's use of its provisions. Mr Galpin additionally informed OSC members that there had recently been an independent inspection of the Council's activities under the provisions of RIPA and initial feedback was generally positive; once the inspector's report had been received he would **report the outcome to OSC**.

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

Resolved

That the contents of the report be noted.

Action by:

David Galpin (Head of Legal Services [Community], CE's)

8.4 Overview and Scrutiny Committee Work Programme 2013/14 (Oral Report)

Ms Louise Russell, Service Head Corporate Strategy & Equality, gave a detailed PowerPoint presentation on scrutiny policy work in 2012/13 and development of the OSC Work Programme in 2013/14 highlighting points as follows:

- Scrutiny Policy work undertaken in 2012/13
 - Scrutiny reviews: Post 16 attainment, Co-regulation of social housing, Youth unemployment
 - Challenge sessions: Mental health and housing

- Spotlight topics: Electoral Services, Delivering savings in Adults Social Care, Financial Inclusion Strategy, Review of East End Life, Strategic Partnership for ICT services
- Spotlight speakers: Borough Commander, Mayor Rahman
- Developing the 2013/14 Work Programme
 - Directorate specific briefings provided for each Scrutiny lead member & 1:1 meetings with Corporate Directors to identify potential areas of work. w/c commencing 17 June.
 - Corporate Strategy & Equality (CS&E) to provide a backward look (2 years) at implementation of scrutiny review recommendations to inform OSC on areas for potential follow up review. This would also to reflect on successful elements of past scrutiny with a view to replication of good practice.
 - Performance data to be reviewed by CS&E to identify potential areas for scrutiny work to improve performance.
 - CS&E to provide a forward look (Strategic Plan and LBTH Forward Plan) to inform pre-decision scrutiny.
 - Work Programme development session for OSC Chair and Scrutiny Lead Members w/c commencing 24 June.
 - Finalisation of Work Programme (OSC to consider and agree at 23 July OSC) but to retain sufficient flexibility to accommodate further work identified as needed during the year.

A short discussion followed focused on the following points:

- Potential dates for the Work Programme development session were identified. The **clerk was requested** to canvass the availability of OSC members on these dates and confirm arrangements after consultation with the Chair.
- The Chair indicated that he would be inviting the Mayor to the first Spotlight session at the next OSC meeting.

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

Resolved

That the contents of the presentation be noted;

Action by:

Angus Taylor (Principal Committee Officer, Democratic Services, CE's)

Daisy Beserve (Senior Strategy Policy & Performance Officer, Corporate Strategy & Equality Service, CE's)

9. PRE-DECISION SCRUTINY OF UNRESTRICTED CABINET PAPERS

The Chair emphasised the importance of pre-decision scrutiny of decisions of the Mayor to be taken in Cabinet He also highlighted the process for submission of questions in advance of OSC for endorsement and onward presentation, by himself, to Cabinet, as set out at paragraph 4.6 of appendix 4 to the Terms of Reference report at Agenda Item 5.1.

No pre-decision questions submitted to the Mayor in Cabinet [05 June 2013].

10. ANY OTHER UNRESTRICTED BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT

None.

11. EXCLUSION OF THE PRESS AND PUBLIC

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

Resolved:

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

SUMMARY OF EXEMPT PROCEEDINGS

12. EXEMPT/ CONFIDENTIAL MINUTES

Minutes of ordinary OSC 7th May 2013 approved.

13. EXEMPT/ CONFIDENTIAL REPORTS 'CALLED IN'

Nil items.

14. PRE-DECISION SCRUTINY OF EXEMPT/ CONFIDENTIAL) CABINET PAPERS

Nil items.

15. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS THAT THE CHAIR CONSIDERS URGENT

Nil items.

The meeting ended at 8.05 p.m.

Chair, Councillor Motin Uz-Zaman
Overview & Scrutiny Committee

Agenda Item 6.1

Committee: Overview & Scrutiny	Date: 2 July 2013	Classification: Unrestricted	Report No:	Agenda Item:
Report of: Corporate Director Isabella Freeman Originating officer(s) Vicky Allen, Strategy, Policy & Performance Office, Strategy & Equality		Title: Removing Barriers to Youth Employment, report of the Scrutiny Working Group. Wards Affected: ALL		

1. **SUMMARY**

- 1.1 This report submits the report and recommendations of the review on removing barriers to youth employment Working Group for consideration by the Overview and Scrutiny Committee.

2. **RECOMMENDATIONS**

The Overview and Scrutiny Committee is recommended to:-

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

3. **BACKGROUND**

- 3.1 The Working Group was established in November 2012 to look at removing barriers to youth employment.
- 3.2 The objective of the review was to investigate how the council and its partners could improve the support provided to young people to become work-ready, and helping to remove barriers to their employment.
- 3.3 As part of the review, a progress update was provided on the two recent scrutiny reviews on youth unemployment in order to examine whether outstanding recommends had been implemented and where learning from these could be used as a basis of recommendations going forward.
- 3.4 The progress review identified the importance of apprenticeships as a key route for young people into work. Initial analysis into the apprenticeship offer uncovered complexity within the system which could be confusing. The scrutiny

working group therefore chose to focus on apprenticeships. The working group wanted to look at how the council could add value and maximize the apprenticeship agenda to benefit young people within the borough. The review therefore investigated the following areas:

- Understanding the supply of good quality apprenticeships and how this can be stimulated;
- Understanding demand for apprenticeships by young people; and
- Supporting young people to access opportunities and be competitive in the labour market: how can the council add value to this agenda?

3.5 The report with recommendations is attached at Appendix A.

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

4. BODY OF REPORT

4.1 Please refer to appendix 1 for the content of the report.

5. COMMENTS OF THE CHIEF FINANCIAL OFFICER

5.1 This report describes the review on removing barriers to youth employment Working Group for consideration by the Overview and Scrutiny Committee.

5.2 There are no specific financial implications emanating from this report except for recommendation two which would need to be contained within existing budget provision.

5.3 In the event that the Council agrees further action in response to this report's recommendations then officers will be obliged to seek the appropriate financial approval before further financial commitments are made in conjunction with Education, Social Care and Wellbeing Directorates as the lead Directorate for Youth Services and also the Council's external youth employment partners.

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

6.1 The Council is required by section 9F of the Local Government Act 2000 to have an Overview and Scrutiny Committee and to have executive arrangements that ensure the committee has specified powers. Consistent with this obligation, Article 6 of the Council's Constitution provides that the Overview and Scrutiny Committee may consider any matter affecting the area or its inhabitants and may make reports and recommendations to the Full Council or the Executive in connection with the discharge of any functions. It is consistent with the Constitution and the statutory framework for the Executive to provide a response.

- 6.2 The Council does not have a specific employment power. It has, nevertheless, set out employment-related objectives in its sustainable community strategy for the purposes of section 4 of the Local Government Act 2000 (set out in the Tower Hamlets Community Plan). In order to have a prosperous community in Tower Hamlets, the Council seeks to tackle worklessness and to improve educational aspiration and attainment. The Council has adopted an employment strategy to further these objectives. The Council may take action to pursue these strategies, provided that in doing so it acts in accordance with its statutory functions.
- 6.3 Several of the recommendations in the report are concerned with the provision of information, advice and guidance to young people. This is something that the Council may support. The Council has power under section 1 of the Localism Act 2011 to do anything that individuals generally may do, subject to specified restrictions and limitations imposed by other statutes. It should be recognised that significant responsibility is given to schools in relation to career advice and guidance.
- 6.4 Section 42A of the Education Act 1997 makes it the responsibility of governing bodies of maintained, secondary schools (and the local authority in relation to pupil referral units which offer secondary education) to secure that pupils are provided with independent careers guidance during the relevant phase of their education. The guidance is required to –
- Be presented in an impartial manner;
 - Include information on options available in respect of 16 to 18 education or training, including apprenticeships; and
 - Be such as the person giving it considers will promote the best of the pupils to whom it is given.
- 6.5 The relevant phase of a pupil's education for such advice begins with the year in which the majority of the pupil's class attain the age of 14 and ends with the year in which the majority of the pupil's class attain the age of 16.
- 6.6 When considering any action to remove barriers to youth employment, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't.

7. ONE TOWER HAMLETS CONSIDERATIONS

6.1 Around 271% of all JSA claimants in the borough are 16-4 years old, and the JSA unemployment rate for this age group is 8.5% which is around two percentage points higher than that of the working population (16-64). Around 5.4 of the London working age population are employed within the borough. The majority of people employed in Tower Hamlets are working in the financial and insurance industries, in business administration and support services, professional services, and information and communication. Apprenticeships, which mix working with training which leads to a recognised qualification, are a good way of enabling young people from the borough to be supported in their transition from school to work.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

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

8. RISK MANAGEMENT IMPLICATIONS

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

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

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

11. EFFICIENCY STATEMENT

11.1 Reports concerned with proposed expenditure, reviewing or changing service delivery or the use of resources must incorporate an Efficiency Statement. Please refer to the relevant section of the report writing guide.

Local Government Act, 1972 Section 100D (As amended) List of “Background Papers” used in the preparation of this report

¹ December 2012

Brief description of “background papers”

Name and telephone number of holder and address where open to inspection.

To be completed by author

To be completed by author ext. xxx

None

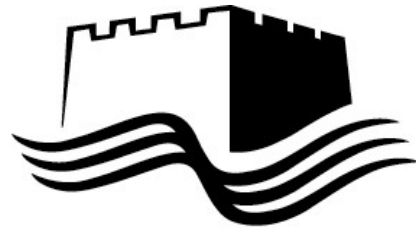
12. APPENDICES

Appendix 1 – Removing barriers to youth employment, report of the Scrutiny Working Group.

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Removing barriers to youth employment

Scrutiny Working Group Report



TOWER HAMLETS

**London Borough of Tower Hamlets
June 2013**

Acknowledgements

The Working Group would like to thank all the officers and partners that supported this review. Most importantly we would like to thank all of the young adults who attended the focus groups and offered their input to the review. These views and perspectives have been fundamental in shaping the final recommendations of this report.

Working Group Chair: Councillor Ann Jackson

Working Group Members:

Councillor John Pearce
Councillor Helal Abbas
Nahimul Islam (Young Mayor) (Co-optee)

London Borough of Tower Hamlets:

Phil Long	Youth Involvement Manager, ESCW Directorate
Andy Scott	Service Head Employment and Enterprise, D&R Directorate
Naznin Chowdhury	Employment & Enterprise, D&R Directorate
Chris Holme	Interim Corporate Director, Resources Directorate
Di Warne	Head of Secondary, Learning and Achievement, ESCW Directorate
Caroline Newte Hardie	Schools Apprenticeship Liaison, ESCW
Alan Davidson	Careers Adviser, ESCW Directorate
Steve Grocott	Service Manager Careers, ESCW Directorate
Jenny Dutton	Workforce Development Manager, Resources Directorate
Louise Russell	Service Head Corporate Strategy and Equality
Daisy Beserve	Senior Strategy Policy and Performance Officer, Corporate Strategy and Equality
Vicky Allen	Strategy Policy and Performance Officer, Corporate Strategy and Equality

External:

Martin Reed	Director of Towerskills, Tower Hamlets College
Patrick Allen	Towerskills, Tower Hamlets College
Sammu Shummo	Business Development Adviser, Towerskills, Tower Hamlets College
Janice Swan	Careers Adviser, Stepney Green Maths, Computing & Science College

Young People Preparing for Adulthood Task Group

Anne Canning (Co-Chair), Interim Corporate Director, ESCW Directorate, LBTH
Stuart Johnson, Service Manager Youth Offending Service, LBTH
Harriet Potemkin, Commissioning Manager, Children with Disabilities, LBTH
Nazmin Yeahia, Strategy, Policy and Performance Officer, LBTH
Steve Grocott, Service Manager Careers, LBTH
Liz Vickerie, Head of Support for Learning Service, LBTH
Shahid Tilly, Service Manager Looked After Children, LBTH
Dinar Hossain, Head of Youth and Connexions Service, LBTH
David Hough, Service Manager Attendance and Welfare, LBTH
Khalida Khan, Service Manager Integrated Services for Disabled Children, LBTH
Nikki Bradley, Group Manager Family Intervention Programme and Family Support Cluster, LBTH
Carol Wallace, Barts Health NHS Trust

Mike Tyler, Director, Tower Hamlets Education Business Partnership
Esther Trenchard-Mabere (Co -Chair), Associate Director of Public Health, LBTH
Esther Holland, Headteacher, Central Foundation Girls' School
Reha Begum, Public Health Strategist, LBTH
Fiona Wyton, (Voluntary Sector Rep) Director, Headliners

Chair's Foreword

The Coalition Government's welfare reform changes currently being implemented has placed a greater need to be in employment as benefits are reduced and access to them tightened. At the same time, the continuing economic recession has made getting a job more difficult for everyone and especially for young people, who may need additional investment in terms of individual support and guidance, job specific training and 'employability' skills.

The Government has not intervened in the UK job market of late, and has instead relied on encouraging corporate and financial growth as the way to bring prosperity and employment. Furthermore, I believe that no serious attempts have been made to consider how we get young people ready for work. There have been some partially successful schemes over the years, but there has been nothing that changes things for the better permanently. If such a scheme was found it would have a lasting impact that would ensure that it naturally continued under its own steam and thus take away the need to intervene at all.

It is my belief that our young people are administered to. They live in a world that tells them what to do constantly; to not speak but listen; do as they're told. When it comes to choosing they are not ready. They find themselves in a position where they have to choose; where they have to monitor themselves and know best. They are invariably influenced by parents, peers and teachers. Even with the best will, the advice given is not always in the young persons' best interests. Many give up here as they do not get the support, and cannot navigate their own way.

However, improving employment opportunities for young people in the borough has been a council key priority for a number of years. The council and other partners in the borough have a strong track record of providing access to jobs for local people, be that by direct employment, or by supporting them gain the necessary skills and qualifications to successfully compete in the open market.

As there has been a recent revival of the use of apprenticeships as a mechanism to address the youth employment issue and significant resources have been invested in developing and promoting them., The review group therefore felt it should focus its investigation on whether the council was doing everything in its power to ensure that these opportunities were maximised for our youth, although I don't necessarily agree with the focus being completely on apprenticeships. I especially wanted to seek out and listen to young people's views about what they felt would help them in their preparedness for apprenticeship work and their employability. I also spoke to young people about their experiences so far and how useful they felt training providers had been in supporting them.

I have highlighted the widespread use of mentoring, the need for greater information, and the refreshing the council's role, as issues I feel are particularly important in tackling youth unemployment.

- **Mentoring:** In researching the issue, I believe that there is a real need to provide mentors for every young person. Young people need a resource that they can rely on that focuses on helping them to develop as a person in their own right. I would like to see this effected through a coordinated, universal mentoring resource that is available to young people through the course of their secondary school life. With mentor encouragement, young people can

consider their options, gain confidence and motivation. Without mentoring opportunities, young people will not always gain the insight needed to see what educational training and careers are available to them, they are also less able to weather problems and issues faced on their journey; something that often derails even the most able academic person.

- **Information:** I have found that there is a huge opportunity to improve the quality and accessibility of the information available for young people, helping them to understand what happens at the end of their school career. I would like to see detailed and easy to understand information made available to young people on what to expect if you are going to look for work. This should include how to look for work, what the DWP will do, how the council can support them, how Skillsmatch and other providers can support them in getting a job, and what happens with benefits (benefits, training, housing). This will all help to provide a more rounded picture to prepare young people for adulthood.
- **Council's role:** I would like to see the council adopt a more custodial approach with partners to ensure the best outcomes are obtained for the boroughs young people. The better and more coherent the council is in what the opportunities are, the better it knows what else might be needed. It will be then be better able to influence funding in the borough, draw providers together and be able to effect results for youngsters.

These issues and others are further explored within the report. Please read the following review with the above in mind. If the council can review current processes to see what steps could be achieved towards the ideal what would be a real boost to our young people's chances for ongoing success at work.

I am grateful to my colleagues on Overview and Scrutiny for agreeing to prioritise a scrutiny review which looked into reducing barriers to youth employment. The Working Group's evidence gathering involved speaking to many individuals and organisations to reflect the complexity of the issues we were dealing with. Our recommendations are based on the evidence given by young people, Council officers, Towerskills, and school representatives. I would like to thank my fellow Panel members, Cllr Helal Abbas and Cllr John Pierce, who contributed their time and ideas. I would also like to thank all the young people, organisations and individuals that contributed their time and effort to this Review.

Please read the following review with the above in mind. If the council can review current processes to see what steps could be achieved towards the ideal what would be a real boost to our young people's chances for ongoing success at work.

Councillor Ann Jackson
Chair of Working Group and Chair, Overview and Scrutiny Committee

Summary of recommendations

Recommendation 1

Increase access to independent information advice and guidance for young people

Recommendation 2

Support the development of a universal mentoring scheme

Recommendation 3

Work with the Education Business Partnership and businesses to improve the work experience offer for young people at school

Recommendation 4

Increase employment opportunities of young people through introductory work experience

Recommendation 5

Improve online information about apprenticeships and other employment opportunities

Recommendation 6

Raise awareness and improve the perception of apprenticeships in schools

Recommendation 7

Support businesses to improve the quality of the opportunities they offer so they can become accredited apprenticeships

Recommendation 8

Clarify the role of the council in the apprenticeship agenda and build on relationships with providers through the employment and enterprise task group

INTRODUCTION

- 1.1 In recent years, the Overview and Scrutiny Committee has undertaken two reviews of youth unemployment: one on graduate unemployment in 2006/07 and another on reducing worklessness amongst young adults aged 18-24 in 2009/10. The Overview and Scrutiny Committee were keen to take a fresh look at this issue to explore what the council and its partners can do to reduce youth unemployment in the borough. The Committee felt that it was appropriate to revisit this issue as, since the last reviews, the continuing global recession has depressed employment further especially for young people.
- 1.2 Improving employment opportunities for residents in general, and for young people in particular, has been a local priority for a number of years. The Mayor is delivering his pledge to create job opportunities to tackle youth unemployment. In addition, there are a number of multi-agency partnership groups which aim to tackle youth unemployment in the borough.
- 1.3 There are a plethora of organisations in Tower Hamlets which support young people in their options post 16. Statutory or publically funded organisations such as schools and the careers service provide support to young people throughout secondary school. Support for school leavers is provided through further or higher education institutes, the Council's Skillsmatch service, and Jobcentre Plus. Some information, advice and guidance is also available from the careers service for young adults outside of the school environment. The third sector plays a vital role in supporting young people in their transition from school to work especially for those who are furthest away from the jobs market. In addition, businesses play a central part in offering insight and exposure to the world of work as well as supplying job opportunities accessible for young people.

The role of the council

- 1.4 The council is a major employer, employing over 8,000 staff, and has an annual budget of over £1 billion. It is therefore well placed and committed to providing and facilitating employment opportunities for local people. This ambition is articulated in a number of key strategies, such as the Employment Strategy, the Children and Families Plan, and the Procurement Strategy. The council has a strong track record of providing local people with access to employment in the public sector. This involves work experience, apprenticeships, entry level posts and graduate jobs as well as career progression opportunities for targeted groups.
- 1.5 Furthermore, by working with businesses and providing employment training and job brokerage services, the council aims to secure economic benefits for local residents. Through its procurement policy, the council has inserted clauses into several major contracts to ensure employment and apprenticeship opportunities. There is a commitment to adopt this approach for all major contracts going forward.
- 1.6 The review group heard that the council's contribution to the total borough spend on information, advice and guidance, capacity building and employment preparation work is approximately 5%. Given its limited financial resources, the council's role as an influencer and an enabler is

crucial in helping young people to effectively access both pre job support and job opportunities.

- 1.7 A central tenet of national policy to tackle youth unemployment is the apprenticeship route. The Government promotes this agenda as being good both for business and for young people. Much of this review focuses on apprenticeship opportunities in Tower Hamlets.

Apprenticeships

- 1.8 Members identified the crucial role that businesses can play in supporting young people to become work-ready. This is done in a number of ways including mentoring, providing work experience, apprenticeships and direct employment. Given the national emphasis on apprenticeships, the working group chose to investigate the apprenticeship route in particular, focusing on what the council could do to facilitate appropriate support for young people to successfully compete in the job market.

- 1.9 Apprenticeships are time limited jobs with in-built education training and progression opportunities. They are promoted as an alternative to full time higher education. Apprenticeships have undergone a renaissance in the past few years. The huge growth in the number apprenticeship opportunities both nationally and regionally (figure 1) is a response to concerns about skills shortages which businesses have themselves identified as a barrier to young people accessing jobs. The training element of apprenticeships is designed to reflect the vocational and academic qualifications that businesses are asking for.

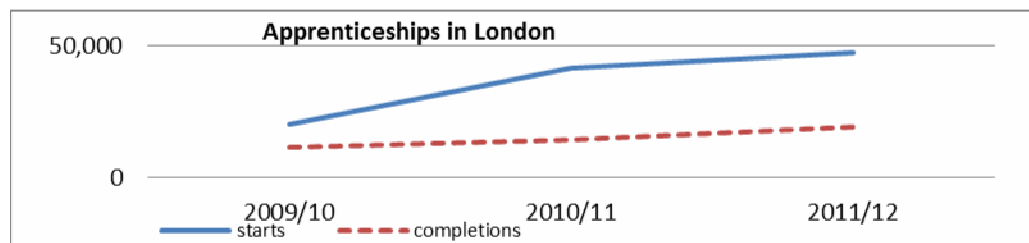


Figure 1: Apprenticeships in London

- 1.10 The National Apprenticeship Service promotes the benefits of apprenticeships for businesses as: increasing productivity, improving competitiveness, and creating a committed and competent workforce which suits business needs. In addition, they promote the cost benefit of hiring apprentices. The National Apprenticeship Service has responsibility for the delivery of apprenticeships throughout England. This includes services for employers, learners, and a web-based vacancy matching system. The service is also responsible for promoting apprenticeships and their value to employers, learners and the country as a whole.
- 1.11 There has been a sustained media campaign to raise awareness of apprenticeship opportunities. The Mayor of London, the Mayor of Tower Hamlets and many organisations and private businesses have been promoting the apprenticeship route into employment for young people. The Mayor of London has committed to increase the number of apprentices

across London to 250,000 by 2016, building on the 88,630 new apprenticeship starts over the last two years.¹

- 1.12 For National Apprenticeship week (March 2013), the council hosted an event ‘celebrating employment and opportunity’ at the Town Hall, celebrating the achievements of local people including apprentices, graduates, interns, jobseekers and trainees. Awareness raising events have also been held around the borough for young school leavers who are considering becoming an apprentice.

2 OBJECTIVES OF REVIEW

- 2.1 The objective of this review was to investigate how the council and its partners could improve the support provided to young people to become work-ready, and help remove barriers to employment.**

- 2.2 As part of the review, a progress report was provided on the two recent scrutiny reviews on youth unemployment to understand which recommendations had been successfully implemented and where learning from the previous reviews could be used as a basis of recommendations going forward.

- 2.3 The progress report identified the importance of apprenticeships as a key route for young people into work. Initial analysis into the apprenticeship offer found complexity within the system which could be confusing to young people. The scrutiny working group therefore chose to focus on apprenticeships. They wanted to ask how the council could add value and maximise the potential of the apprenticeship agenda for local young people.

- 2.4 The review set out to investigate the following areas:
- The demand for apprenticeships by young people.
 - The supply of good quality apprenticeships and how this can be stimulated.
 - Supporting young people to access opportunities and be competitive in the labour market: how can the council add value to this agenda?

3 METHODOLOGY

The following methodology for the review was agreed by the working group:

- 3.1 Introductory meeting
- The working group received a progress report on previous scrutiny reviews of youth unemployment.
 - The group also received a presentation on the local labour market and job opportunities for young people from the council’s economic development service.
 - This aided in setting the scene. The scope of the review was refined at this point to focus on apprenticeships because of both their high profile and their huge potential to reduce local youth unemployment.

¹ <http://www.london.gov.uk/priorities/business-economy/apprenticeships>

- 3.2 Focus Group meetings
- Focus groups with young people of different ages, being supported by various institutions including schools, Skillsmatch and Towerskills (training provider).
 - The young people were consulted on their experience of navigating the post-16 options available to them. They were also asked about their perception of apprenticeships.
- 3.3 Meeting with the Young People Preparing for Adulthood Task Group
- The Chair attended this partnership group to seek their views on issues in the apprenticeship 'system' and any action the council and its partners could take to support the reduction of youth unemployment.
- 3.4 Visit to Tower Hamlets College (Towerskills)
- The Chair visited Towerskills to hear about their work in preparing young people to undertake successful apprenticeships.
 - This included a visit to an apprenticeship screening session where applicants are interviewed for apprenticeship positions by businesses.
- 3.5 Concluding meeting: adding value to the apprenticeship agenda
- Officers from Learning and Achievement, the careers service and those working on apprenticeships discussed how to raise awareness and improve the perception of apprenticeships within schools.

4 BACKGROUND

4.1 This section provides a brief profile of young unemployed people in Tower Hamlets. An analysis of recommendations arising from the previous scrutiny reviews and how they have been implemented is summarised, the full report is appended to this report.

4.2 Profile of young unemployed people and local employment opportunities

4.2.1 There has been a general downward trend in youth unemployment rates in Tower Hamlets, bucking the London trend. This could be attributed to the increase in job opportunities available in the borough, a return to education or a reaction to the recent changes in welfare benefits – more Tower Hamlets residents are affected by the benefit cap than in many other areas.

4.2.2

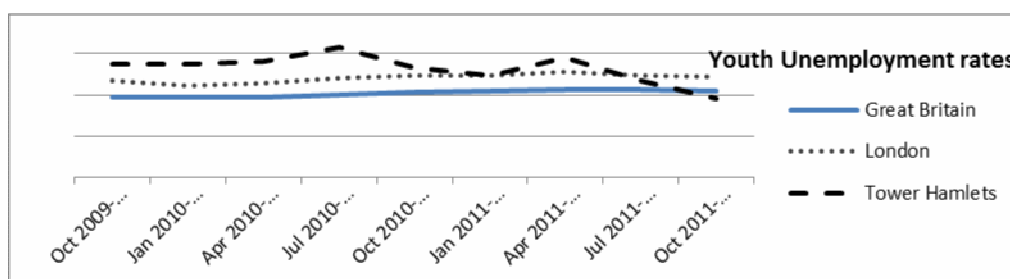


Figure 2: Youth Unemployment Rates

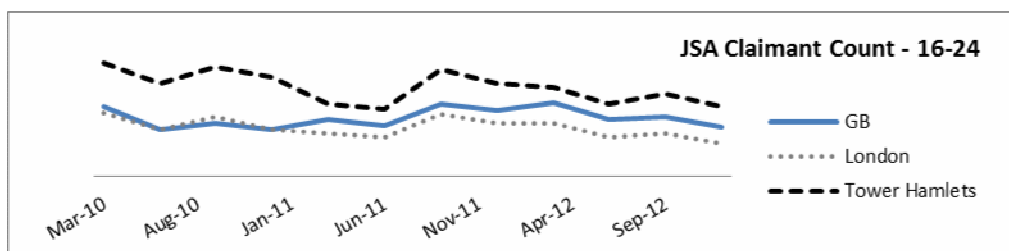


Figure 3: JSA Claimant Count 16-24

Data from the Office for National Statistics (September 2012) identified 4,100 young people in Tower Hamlets aged 16-24 as unemployed, representing 19.1% of the cohort. This is lower than the London and national average, although may reflect the high student population which is included in the figures.

4.2.3 However, the percentage of young unemployed residents claiming Job Seekers Allowance is higher than both the London and national average. Not all unemployed people can claim this benefit and it also excludes students who are not actively seeking work.

4.2.4 The borough's NEET rate is 5.6% which is below the London average, however many other London boroughs have a significantly worse NEET rate than Tower Hamlets. NEETs are young people in school years 12-14 equivalent (encompassing 16-19 year olds) who are not in employment, education or training. Since the beginning of 2012, between 250 and 400 young people have been identified as being NEET, out of a cohort of around 17,600². The majority of NEETs are in year 14 (46%) followed by year 13 (31%) both of which are currently outside of the statutory school age.

4.2.5 The majority of NEETs are so for three months or less. Where the reason why a young person is NEET is known, most said that they were seeking employment, education or training. The borough's NEET Reduction Strategy outlines the activities taken to reduce the number of NEETs, including support provided by the Careers Service and targeted youth support such as the Positive Activities for Young People (PAYP) programme.

Local employment opportunities

4.2.6 The Office for National Statistics estimates there are 328,000 people employed in the borough. This accounts for around 5.4% of all employment in London, with only Westminster, the City of London and Camden having more jobs.

4.2.7 The majority of people employed in Tower Hamlets are working in the financial and insurance industries (32%), in business administration and support activities (11.7%), professional services (9.7%), information and communication (9.7%), health (6.8%) and accommodation and food services (4.6%). However given the number of people who commute into Tower Hamlets for work, these statistics are not necessarily a reflection of the jobs undertaken by the borough's young residents.

²Data from 15billion December 2012.

- 4.2.8 The economic development team presented the working group with information on the economic and job situation, both globally, London wide and specific to Tower Hamlets. The group heard that the borough has both a higher job density ratio compared to London (1.28 in Tower Hamlets compared to 0.88 in London), and a higher median gross weekly pay (£643 in Tower Hamlets compared to £610 in London). The higher gross weekly pay is attributed to the large number of well-paid jobs available in the Canary Wharf and City Fringe employment hubs.
- 4.2.11 The review group received analysis of Jobcentre Plus and Skillsmatch statistics relating to December 2012. They showed a disparity between the jobs sought and the jobs available to residents in the borough. Nearly half of the young people registered with Skillsmatch are seeking office work, and work in the service industries is the second most popular. However just under 10% were placed into office work. The majority were placed in the service industries (retail, hospitality and transport), followed by skilled trades such as security. Jobcentre Plus statistics show that the top job sought by workless people in the borough relates to sales and retail, with 2,930 people registering their interest in this, compared with just 45 vacancies in this sector advertised through Jobcentre Plus. 995 people sought general office assistant/clerk roles, yet there less than 25 vacancies of this nature. This would support the councils' offering more guidance to young people on what work was available and this is looked at in more depth in section 5.5.15.

4.3 Learning from the past: an analytical review of previous scrutiny recommendations

- 4.3.1 The Overview and Scrutiny Committee has previously undertaken two reviews of youth unemployment:
- Graduate Unemployment (2006/07) and
 - Reducing Worklessness Amongst Young Adults 18-24 (2009/10).
- 4.3.2 Analysis of progress arising from these two reviews was undertaken as a starting point for the current review. A progress report considered the key changes which have impacted on the implementation of recommendations, including changes in national policy, budget reductions, and council directorate restructures. The most recent scrutiny review was approved by Cabinet in February 2010, three months before the general election brought in a change of Government and a significant reduction in public sector funding. Furthermore, the double-dip recession has depressed the UK economy and the jobs market since 2008, the year after the first review.
- 4.3.3 Reducing Worklessness Amongst Young Adults (09/10) looked at how the council can support young adults in improving their chances of securing employment, focusing on the information and guidance available, the number of providers in the borough, and examining the role of the third sector in reducing worklessness. Graduate Unemployment (06/07) investigated graduate underemployment and employment in Tower Hamlets, exploring the perception that local graduates face more barriers in accessing appropriate employment opportunities than graduates in other areas. It also looked at the problems that arise when graduates attempt to make the transition from education to employment. The majority of recommendations were implemented either fully or partially, but the report identified a number of areas where further progress could be made.

Evaluation of recommendations

- 4.3.6 The previous reviews looked at both improving the quality of, and increasing the number of apprenticeships both within the council and with the council's partners. There has been good progress in achieving this objective and the council has significantly improved both the range of job training activities and the number of local young people accessing them. However, given the council's reduced resources, it was recognised that it is not feasible to increase the number of apprenticeship placements directly employed within the council.
- 4.3.7 Both reviews investigated improving communications with young adults and widening the reach of less traditional methods of employment-related training and advice. The progress report found that there is currently no specific communications strategy which publicises the third sector employment support available in the borough, although the council is working to address this. There are communication links between Skillsmatch, Job Centre Plus and some third sector organisations, but these are not comprehensive. Promotion by and of the third sector through council channels is ad-hoc, and on an individual basis rather than as a collective, which may impact on their visibility to young people.
- 4.3.8 The Tower Hamlets Council for Voluntary Service website promotes the third sector offer. However, its search facility is limited and it is not easy for people seeking employment to undertake independent job searching. Officers advised the working group that both the AMP (the council's website aimed at young people) and the Skillsmatch websites are due to be re-developed to improve their look, content and links to other sites. The intention is for the AMP website to show up to date training and apprenticeship opportunities.
- 4.3.9 The previous reviews looked at how to improve information, advice and guidance within schools so young people are better informed and reduce their risk of becoming unemployed in the future. As part of their curriculum, schools work with young people to develop their career management and employability skills. However, pressure on curriculum time means that employability skills development can be patchy and does not always lead to accreditation. The council continues to act as an influencer in shaping the careers and employability curriculum of schools through various partnership groups. It has been recognised that there is a need to provide more information to young people so they can make informed and realistic decision on their progression routes, matching their skills, abilities and aspirations to the opportunities available.

5. KEY FINDINGS

- 5.1 There were three areas which the review sought to investigate, these are considered in turn in this section:
- The demand for apprenticeships by young people.
 - The supply of good quality apprenticeships and how this can be stimulated.
 - Supporting young people to access opportunities and be competitive in the labour market: how can the council add value to this agenda?

5.2 A summary of employment support provision for young people including contributors of post-16 support and a description of apprenticeships was mapped to support the review.

5.3 Understanding the demand for apprenticeships from young people

Perception of apprenticeships

- 5.3.1 The review group heard evidence from several contributors that many people had a low perception of apprenticeships. This needs to be raised to make them an attractive option to young people.
- 5.3.2 In the focus groups, young people of varying ages gave their impressions of apprenticeships as a way of accessing employment. A significant number held positive views about apprenticeships and were planning to take this route after completing their GCSEs. The young people in the focus groups who were already apprentices had a positive experience and they felt that their employers were supportive. However some young people were under the impression that apprenticeship work would be boring, these views were based on work experience they had completed in the past. Others felt that taking the apprenticeship route at a young age would be too narrowing career-wise.
- 5.3.3 A high proportion of the young people perceived apprenticeships as ‘cheap labour’ and they reported this was a view their parents held also. The difference between the apprenticeship minimum wage of £2.65 and the national minimum wage for 16-18 year olds of £3.68 for 16-17 year olds and £4.98 for 18-20 year olds is seen as evidence of this. The working group heard that many businesses request apprentices who are aged between 16-18 years old, because they often attract higher funding which means lower initial costs to the business.
- 5.3.4 Anecdotal evidence suggests that many teachers have a poor perception of apprenticeships and tend to encourage academically gifted pupils to continue onto A Levels and progress to higher education. With the raising of the participation age to 18, many secondary schools have increased and widely advertised their post-16 offer to compete with the other options open to young people.
- 5.3.5 The review group heard about the emerging apprenticeship opportunities in and around the borough. The construction industry, a growth area in terms of opportunities available, is often overlooked by young people who wrongly perceive it as temporary work, limited to manual labour, and therefore not a good career opportunity.
- 5.3.6 Section 5.5.14 looks at how the council could improve employment opportunities for young people in the borough by improving the perception of apprenticeships to ensure they are considered as a credible post-16 option.

5.4 Understanding the supply of good quality apprenticeships and how this can be stimulated and simplified.

Growth

5.4.1 There has been a huge growth in the number of apprenticeship opportunities available for young people in recent years. Statistics from london.gov show that the number of apprenticeship opportunities in London has more than doubled.

	2009/10		2010/11		2011/12	
	England	London	England	London	England	London
Number of apprenticeship starts	279,700	20,350	453,000	41,400	515,000	47,230
Number of apprenticeship completions	171,500	11,780	198,800	14,550	231,300	19,240

Table 1: Apprenticeships in London and England

5.4.2 However, the number of apprenticeship completions has not grown at the same rate. This may be explained by a time lag in reporting, by the lack of support, such as screening, to ensure suitability or the lack of in-post support available to some apprentices. It could also be because young people have not understood the structure of apprenticeships, under-estimating the training and education element of the placement.

5.4.3 The review group heard from the Careers Service that access to apprenticeships was increasing year on year locally. Data from the National Apprenticeship Service website shows that approximately 1,080 young people started an apprenticeship in 2011/12, and 1,750 young people who already were undertaking an apprenticeship. The local completion rate, at around 68%, is better than the national and regional average.

Age	Level	Apprenticeship starts			Apprenticeship participation		
		2009/10	2010/11	2011/12	2009/10	2010/11	2011/12
16-18	Intermediate	267	404	414	409	557	611
	Advanced	53	82	91	81	126	131
	Total	320	486	505	490	683	742
19-24	Intermediate	224	382	397	331	538	664
	Advanced	88	161	183	150	259	343
	Higher	<5	<5	<5	<5	<5	5
	Total	313	545	583	482	800	1,012

Table 2: Apprenticeships in Tower Hamlets

5.4.4 The review group heard about the various levels of apprenticeship opportunities. Intermediate is Level 2 (GCSE level), advanced is Level 3 (A Level level), and higher is Level 4 (Foundation Degree level). Apprenticeships are available to masters degree level (level 7) and these are geared towards older age groups. In Tower Hamlets there are around 560 apprenticeship starts and 1,000 participants aged 25+.

- 5.4.5 National Apprenticeship Service data shows the 25 different sectors that young people from the borough are employed in. A breakdown of apprenticeships by sector for 2011/12 shows that the majority work in³ lifelong learning, adult social care, hospitality, leisure, travel and tourism, construction, health care and building services and engineering.

Encouraging local businesses to offer more apprenticeship opportunities to local young people

- 5.4.6 Several contributors felt that there was scope to increase the number of apprenticeships offered by the businesses in Canary Wharf and the City Fringe, as well as in other business sector. The review group heard about the range of measures being put in place by the council to lessen the bureaucratic burden for businesses wishing to hire an apprentice, such as supporting their set up on the National Apprenticeship Service website. Both the council and Towerskills encourage businesses to offer an apprenticeship on a trial basis to mitigate against mis-matching. The council also encourages businesses to ring-fence a percentage of their apprenticeship opportunities for young people from Tower Hamlets.
- 5.4.7 However, the economic development service stressed that the engagement, relationship building and influencing of businesses, necessary to develop these apprenticeship opportunities, is a time consuming and delicate process. This negotiation can be difficult given the current economic climate and businesses ability to afford to hire apprentices. The review group Chair felt that the service could initially focus negotiations in priority growth areas in the borough, such as construction as this could encourage better outcomes and job success for young people.
- 5.4.8 The role and responsibilities of local business, particularly in creating employment opportunities for Tower Hamlets residents is a key concern of the Tower Hamlets Fairness Commission. It is anticipated that their report and recommendations will also address this issue.

Skills and qualifications

- 5.4.9 Young people from Tower Hamlets need to be able to compete effectively with both national and international job seekers in the London job market. The review group heard that although many businesses are committed to local recruitment, their primary goal is to recruit people who will best support their business to grow and make a profit.
- 5.4.10 The Office for National Statistics Annual Population Survey 2011 shows that the number of young people in Tower Hamlets obtaining higher level qualifications has improved and there are less people with no qualifications. There are more young people resident in Tower Hamlets with a degree or equivalent than London on average; however this data does not identify whether those educated to degree level or higher grew up in the borough. The GCSE 5 A*-C including Maths and English rate is above the national average but below the average for London. At A Level however, the average

³ These sector categories are self-selected by the apprenticeship provider and are not scientific; the majority of young people are doing an apprenticeship where the sector has not been disclosed.

point score per pupil in the borough is below both the national and London average. A concurrent scrutiny review of post-16 attainment is considering this issue in more detail.

5.5 Supporting young people to access opportunities and be competitive in the labour market: how can the council add value to this agenda?

Support in schools for young people preparing for work

- 5.5.1 The review group heard from the Young People Preparing for Adulthood (YPPA) task group who said they wanted to see access to careers, mentoring and work experience opportunities increased for young people. This would enable more young people to gain a better understanding of a wider variety of jobs and improve their knowledge of how to conduct themselves in the work place.
- 5.5.2 Since September 2012, although local authorities retain their duty to encourage, enable or assist young people's participation in education or training, schools have been allowed to provide or procure this service independently. A recent publication commissioned by the GLA and London Councils argued there was a role for local authorities to become careers services champions, encouraging schools to purchase or provide impartial careers guidance to all pupils. They also argued councils should share and encourage best practice between schools.
- 5.5.3 The review group heard that, depending on how and where young people accessed their post-16 options, there was a risk that they could be steered into a solution which was inappropriate to them. The careers service suggested that, through partnership agreements with providers of post-16 support, there should be a formal referral mechanism for any young person who was unsure of their next steps to the careers service for independent information, advice and guidance.

Recommendation 1: Increase access to independent information advice and guidance for young people.

- 5.5.4 The YPPA task group and the careers service spoke of the positive outcomes for young people who have a mentor. There are a wide range of mentoring programmes provided both through intermediary organisations and by individual businesses directly engaged with schools. These views were reinforced by Year 11 pupils from Stepney Green Maths, Computing and Science College who spoke positively about the business mentors they had been linked with, although some pupils expressed a desire to have a mentor who worked in the career of their interest.
- 5.5.5 The review group were supportive of the current initiative from the Mayor which provides an 1:1 careers interview and action plan for all young people in Year 11. Recognising that this funding was no longer available, the review group thought that providing universal access to mentors could support young people in working towards their career goals. Ideally every year 11 pupil should have an opportunity to work with a mentor. The review group therefore asked that the council explore the option of commissioning the voluntary organisations currently undertaking this role, the CVS, or a partnership of several organisations, to drive the recruitment of mentors and provide training

to them, with support from the council's careers service. This could be co-ordinated through the Apprenticeship Task Groups and should involve the development of some sort of portal which matches mentors and mentees, as well as a set of standards with clear expectations of both mentors and mentees.

- 5.5.6 The review group Chair further investigated how the mentoring offer could be realized by speaking to the Tower Hamlets Council for Voluntary Service (CVS) and looking into the work of the East London Business Alliance (ELBA). The Chair commented that she felt that an ideal situation would be that professionals volunteered to be mentors, chosen in the needed thriving job fields identified by the council and also wanted by young people. A professional mentoring plan is then drawn up and followed. This would then lead to the young person being able to join their mentors company for work experience. Drawing up job descriptions would ensure that the work experience was seen by both the young person and the company as credible and worthwhile. Besides better outcomes and enthusiasm for work experience than there is presently, it also could potentially open doors for the young person to apply for a job with that company at a later stage. The Chair felt that the Careers Service could be involved in the process by helping with mentoring supervision.

Recommendation 2: Support the development of a universal mentoring scheme

- 5.5.6 The review group heard from some young people whose negative impression of the work experience they had undertaken had led them to believe that apprenticeships would be the same. Furthermore, contributors to the review felt that many young people were too immature to successfully participate in an apprenticeship as they lack basic life skills such as punctuality, attendance, being well presented, being able to work in a team, and a positive attitude.
- 5.5.7 The Schools Apprenticeship Liaison Officer advised the review group of a new work experience model being piloted from September 2013 which aims to support less mature young people's transition into apprenticeship work. The pilot will provide the opportunity to spend one day per week, for a whole term, at Carillion. This would be available to 17 and 18 year olds and would contribute towards their BTEC coursework. The pilot will test whether this model makes it easier for employers to develop a programme of work activities for young people, which the young people would, in turn, find more stimulating. The review group expressed an interest in hearing more pilot about the pilot after its first year.

Recommendation 3: Work with the Education Business Partnership and businesses to improve the work experience offer for young people at school

- 5.5.8 Evidence was about the work experience available to young people who had left school and were unemployed. This is arranged by Skillsmatch through its 'routeway to work' initiative, and by Jobcentre Plus. All young people who are interested in working in construction undergo work experience prior to being applying for a position in the industry. The council has introduced work experience requirements of businesses as part of its contract procurement

and planning negotiations. The aim is that once introduced that young person, the business will be willing to offer them employment.

Recommendation 4: Increase employment opportunities for young people through introductory work experience.

Information

- 5.5.9 All apprenticeship positions are advertised online on the National Apprenticeship Service website. However, a mapping exercise found that there were a number of routes into them:
- Applying directly through the National Apprenticeship Service website where the majority of apprenticeship opportunities are advertised by private businesses.
 - Applying through a training provider who also advertise opportunities;
 - Being referred by Jobcentre Plus to a training provider, via the Department for Work and Pensions Youth Contract.
 - Through the council's Skillsmatch service. Small employers recruit directly from the service and apprenticeships opportunities arising from the Council's procurement obligations and Section 106 agreements are facilitated by this service.
 - Applying directly to a business or organisation offering apprenticeships such as the council. Some businesses and organisations recruit apprentices directly, managing the recruitment, selection and training themselves.
- 5.5.10 Amongst the YPPA task group there was a consensus that a comprehensive and easily accessible directory of apprenticeships and post-16 support should be produced. This echoed the findings of past scrutiny recommendations. The YPPA task group argued that the process of applying for an apprenticeship should be made much clearer, specifically that in order to apply for an apprenticeship position, young people should use the National Apprenticeship Service website.
- 5.5.11 The review group felt the most appropriate host of this information was the council's website. This would enable easy maintenance and ensure it reached a wide audience. Information on how to access local support to become 'apprenticeship ready' should be included as well providing links to the National Apprenticeship Service, Skillsmatch, the AMP website and other training providers. It should also include some broader information about the economic development work undertaken by the council.
- 5.5.12 The review group heard evidence from the youth service about the innovative ways in which they communicate with young people through social media, and felt that social media, such as Facebook and text alerts should complement the council website in promoting this information.
- 5.5.13 Mirroring the findings from previous scrutiny reviews into youth unemployment, the review group thought that the user-friendliness and functionality of the Skillsmatch and AMP websites should be improved. During focus group discussions with young people, the review group found that the AMP website was not well known or used. There is currently no information on the AMP website about apprenticeships and this should be addressed. The 2012/13 Young Mayor spoke about his project to refresh the AMP

website with the aim of developing it to include a searchable tool with live training and job information. The aim is to employ an apprentice (paid from the Young Mayor's budget) to update this information on a daily basis. It is not clear if this will be carried forward under the new Young Mayor.

Recommendation 5: Improve online information about apprenticeships and other employment opportunities

Awareness

- 5.5.14 A lack of awareness and poor perception of apprenticeships in schools, and amongst parents and young people was identified as an issue by a number of contributors to the review. The Learning and Achievement Service stressed the need to improve understanding of apprenticeships so they are seen in an equal light to the traditional university route. It should be emphasised that they are jobs with built in education and training, leading to recognised qualifications. The range of educational levels available within the apprenticeship offer should be highlighted, to discourage the view that they are inferior to the traditional higher education route. This could be achieved by providing training to staff, focusing on the opportunities available for more academically able young people, at levels 3, 4 and above.
- 5.5.15 The review group also thought more could be done to promote different sectors, for example the construction and catering industries. The group considered it vital to produce briefings for schools on the local labour market, broadening staff and young people's understanding of the future job opportunities available.
- 5.5.16 The Learning and Achievement service also highlighted the role of the parental engagement team in communicating to parents about the apprenticeship agenda. This information should also be communicated to anyone else who works with young people and are an influence, such as youth workers.

Recommendation 6: Raise awareness and improve the perception of apprenticeships in schools.

Improving the apprenticeship offer

- 5.5.17 Apprenticeships have to adhere to a set of minimum standards which cover hours, duration, English and maths requirements and new learning and skills expectations. These are set out by the National Apprenticeship Service. Work to further improve on these standards has been identified as a key issue in making them a more attractive option to young people.
- 5.5.18 The council and some training providers support businesses to raise the quality of their job opportunities to ensure education and training provided in-work was of a high standard and fully met the standards set out by the National Apprenticeship Service. Towerskills have a due diligence test they aim to undertake with all businesses they work with. The council are also developing an apprentice quality standard for businesses to adhere to. Towerskills welcomed the opportunity to work in partnership with the council to develop a borough-wide quality standard for apprenticeships for young people from the borough, regardless of who they were registered with.

Apprentices who drop out because of a poor experience are hard to replace, adversely affecting the experience of the business and the young person.

- 5.5.18 With regard to wages, the review group heard how the council and Towerskills encourage businesses to offer more than the statutory apprenticeship rate, although businesses are under no obligation to do this. Towerskills encourages businesses to offer at least £5.00 per hour but they are financially unable to top up wages for those who can't. The council are able to offer some financial incentives in the form of top ups for apprenticeships who are paid the statutory apprenticeship wage. The council has pledged that apprentices employed directly by the council or its contractors will be paid the London Living Wage of £8.55 per hour.

Recommendation 7: Support businesses to improve the quality of the opportunities they offer so they can become accredited apprenticeships.

Supporting apprentices to complete their apprenticeships

- 5.5.19 National Apprenticeship Service data indicates that young people from Tower Hamlets have a better apprenticeship completion rate than the London average. The review group heard evidence on the importance of providing pre-apprenticeship support, such as that provided by the council and its partners. It ensures young people find the right opportunity for them, and supported to prepare through short courses and training which will help them secure a position. There is strong competition for good apprenticeships; nationally around 20,000 young people per month are unsuccessful in their application.
- 5.5.20 The Director of Towerskills spoke about how they support young people into apprenticeship positions. Towerskills provides a brochure for both employers and employees outlining the process, role and responsibilities of each, setting out what each party can expect from Towerskills as a training provider. The brochure is tailored to specific job sectors or to organisations which are recruiting several positions. A rigorous selection procedure has been put in place to help ensure that only candidates with the appropriate skills and qualifications are put forward for interview. Candidates are asked to undertake a two week employability programme to help them to understand the structure and demands of an apprenticeship role. The programme also reinforces key competencies such as time management, teamwork and communication skills. At a Towerskills event the review group Chair spoke to young people who had successfully undertaken this two week programme and had been invited to be interviewed by businesses wishing to hire apprentices.
- 5.5.21 Towerskills also advised the review group of the job coaches they were offering to some apprentices who had been identified as being in need of in-work support. The job coach provides intensive business and life skills to support young people for a few weeks until they find their feet at work. They had supported many young people to continue their employment by providing practical support such as ensuring young people were able to prepare the route to work so that they could get to work on time, and how to manage working relationships with colleagues. Towerskills believe all apprentices would benefit from having a job coach, but they don't currently have the capacity to offer this.

The co-ordinating role of the council

- 5.5.22 The review group felt that the complexity within the apprenticeship 'system' had created some tensions between providers of post-16 support and the council. The number of providers in the borough offering pre-apprenticeship support; the different apprenticeship opportunities available through different providers; and the funding available to provide pre-apprenticeship support and in-apprenticeship training all helped to create an air of competition within the borough.
- 5.5.23 There is also a misconception by some partners of the council's role in the apprenticeship agenda. The previous target-driven approach to delivering job outputs has contributed to the perception that the Skillsmatch service is in competition with other providers of post-16 support in the borough. However, they now achieve their aims by supporting any local young people into work. Any vacancies for jobs 'hosted' by Skillsmatch, including apprenticeships or work experience, are advertised to a range of providers, including Jobcentre Plus, training providers funded by the council, registered social landlords and Towerskills.
- 5.5.24 The review group also found that, despite problems in the system, partners recognised the importance of working in a coordinated way to support young people into apprenticeship opportunities. A number of working groups have been established to bring together key partners to support this activity. These include the Apprenticeship Task Group, the Young People Preparing for Adulthood Task Group, and the Employment and Enterprise Task Group. However, these groups are in the early stages of development and work undertaken by these groups has not yet been fully embedded. The review group felt that because the issue of tackling youth unemployment was split over two service areas (Education, Social Care & Wellbeing, and Development & Renewal) and several working groups, this caused a fragmented approach to the issue. The review group felt that there should be an overarching group which had sole responsibility for youth unemployment.
- 5.5.25 Progress has been made by the council to develop its role as a strategic facilitator of apprenticeship opportunities, and the review group are keen that this is developed further. This has already begun through a number of activities:
- Liaising with businesses to promote apprenticeships.
 - Identifying young people who could benefit from being on an apprenticeship programme.
 - Ensuring support is in place for apprentices.
 - Tracking and monitoring apprentices and report progress to the Apprenticeship Task Group.
- 5.5.26 In its work liaising with training providers, the economic development service have found that there is still some reluctance to share information on apprenticeship opportunities as well as details of young people who have been placed or are receiving pre-apprenticeship support. Construction was highlighted as one area where there are tensions because of perceived competition. The review group heard about Operation Janus, a borough-wide approach to capitalising on construction as a growth industry, led by Towerskills. It brings together the economic development service, Jobcentre

Plus and construction employers. They are assessing the feasibility of creating a construction academy for local young people to enable them to upskill and access opportunities within the construction industry. The review group also heard about the construction desk managed by Skillsmatch which deals directly with a number of smaller contractors and in collaboration with partners for large projects, to broker job and apprenticeships opportunities for residents, providing training specific to the construction industry to facilitate access. The Skillsmatch construction desk is in the process of obtaining the National Skills Academy for Construction accreditation award. Towerskills indicated that they felt that the construction desk at Skillsmatch was undermining the Operation Janus partnership working described above.

- 5.5.27 The review group believe the council should prioritise providing clarity to its partners on its role as a coordinator and emphasise that the council encourages partnership working, cross-referral, advocating for opportunities, and supports the sharing of resources. This should be done in conjunction with a drive to push forward the Apprenticeship Task Group and the establishment of the Employment and Enterprise Task Group in order to further build relationships with all providers and maximise outcomes for young people.

<p>Recommendation 8: Clarify the role of the council in the apprenticeship agenda and build on relationships with providers through the employment and enterprise task group.</p>
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6. CONCLUSION

- 6.1 Apprenticeships have been developed by the Coalition Government as a key route into employment for young people. The economy in Tower Hamlets' economic hubs such as Canary Wharf and the City Fringe has shown resilience over the recession period compared to many other areas in London. The council and its partners are well placed to play a key role in supporting young people to take advantage of these opportunities on their doorstep and elsewhere across London.
- 6.2 The way the apprenticeship framework has been established has not helped to make this route into employment either clear or attractive. Many schools, parents and young people themselves have misconceptions about apprenticeships. The council has a role to play in providing clear and accessible information which is widely available and publicised.
- 6.3 There is a need for businesses in the borough to further support young people's career choices and employability by increasing the opportunities for pupils and school leavers to gain access to mentors and by improving their work experience offer.
- 6.4 Apprenticeships have been presented as a solution to businesses concerns about skills shortages, both relating to industry qualifications and soft employability skills. The council and other key providers of post-16 support have been working to address the lack of employability skills that some young people possess, by offering pre-apprenticeship training. They are also providing some in-work support in order to help young people sustain their apprenticeship. The council should support this good work by establishing itself as a facilitator and coordinator of apprenticeships, spreading good

practice and coordinating the supply and demand in order to maximise benefits for the borough's young people.

Agenda Item 6.2

Committee: Overview & Scrutiny	Date: 2 nd July 2013	Classification: Unrestricted	Report No:	Agenda Item:
Report of: Service Head, Corporate Strategy and Equality Originating officer(s) Naznin Chowdhury, Strategy, Policy and Performance Officer, Corporate Strategy and Equality Sarah Barr, Senior Strategy, Policy and Performance Officer, Corporate Strategy and Equality		Title: Raising Post-16 Educational Attainment – Report of the scrutiny review group Wards Affected: ALL		

1. **SUMMARY**

- 1.1 This report contains the findings and recommendations of a scrutiny review into post-16 educational attainment, for consideration by the Overview and Scrutiny Committee.

2. **RECOMMENDATIONS**

- 2.1 It is recommended that Overview and Scrutiny Committee:
- Agree the draft report and the recommendations contained in it.
 - Authorise the Service Head for Corporate Strategy and Equality to amend the draft report before submission to Cabinet, after consultation with the scrutiny review group.

3. **BACKGROUND**

- 3.1 Post-16 educational attainment was chosen as a priority issue for the Overview and Scrutiny Committee in 2013-14 because of evidence that shows that many young people in Tower Hamlets are not achieving their full potential at this level. Raising attainment at post-16 is a priority for the Mayor and the Education Social Care and Wellbeing Directorate and it was felt strongly that a scrutiny review could make a valuable contribution to the work on this agenda.
- 3.2 The key aim of the review was to explore why post-16 results (AS and A2 Levels) are below average, particularly when considered against performance at GCSE. The review group also sought to understand the barriers which prevent better attainment, and ultimately how the council and its partners could further support schools and young people to increase overall performance at this level. Also, the review group were keen to look at participation in higher education, and young people's aspirations for

employment, as one of the factors which influences their post-16 choices and attainment.

4. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 4.1 The recommendations arising from the report on Post 16 Educational Attainment indicate how available resources should be prioritised and what improvements can be made to ways of working. It is not clear whether any additional resources are being sought in recommendations 1 and 9, for instance. It would be for Cabinet to consider any recommendations that had resource implications and how they were to be funded.

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

- 5.1 The Council is required by section 9F of the Local Government Act 2000 to have an Overview and Scrutiny Committee and to have executive arrangements that ensure the committee has specified powers. Consistent with this obligation, Article 6 of the Council's Constitution provides that the Overview and Scrutiny Committee may consider any matter affecting the area or its inhabitants and may make reports and recommendations to the Full Council or the Executive in connection with the discharge of any functions. It is consistent with the Constitution and the statutory framework for the Executive to provide a response.
- 5.2 The report of the scrutiny review group proposes a range of measures to raise post-16 educational attainment. The Council has a general duty under section 13 of the Education Act 1996, so far as its powers permit, to contribute towards the spiritual, moral, mental and physical development of the community by securing (relevantly) that efficient secondary education and further education are available to meet the needs of the population in Tower Hamlets. When exercising its functions related to the provision of education, the Council is required by section 13A of the Education Act 1996 to do so with a view to –
- (a) promoting high standards,
 - (b) ensuring fair access to opportunities for education and training, and
 - (c) promoting the fulfillment of learning potential by every person to whom its responsibilities extend (i.e. persons under the age of 20 and persons aged 20 or over but under 25 who are subject to learning difficulty assessment)
- 5.3 The borough's maintained schools have statutory responsibilities and budgets in relation to some of the matters the subject of recommendation. The Council's ability to intervene in the management of schools is circumscribed by the Education and Inspections Act 2006.
- 5.4 When considering its approach to post-16 attainment, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good

relations between persons who share a protected characteristic and those who don't.

6. ONE TOWER HAMLETS CONSIDERATIONS

6.1 Raising post-16 attainment is key to expanding the options available to young people when they leave education – either by going on to higher education or into employment. Improving the prospects of young people is an important way of reducing economic inequality within the borough.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

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

8. RISK MANAGEMENT IMPLICATIONS

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

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

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

10. EFFICIENCY STATEMENT

10.1 There are no direct efficiency implications arising from this report or its recommendations.

12. APPENDICES

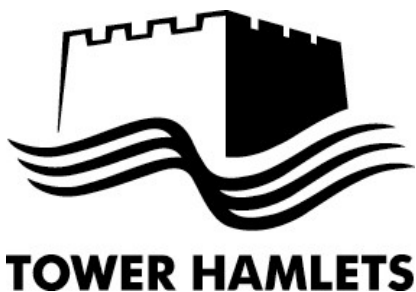
Appendix 1 – Overview and Scrutiny Committee Review Group report:
Raising Post-16 Attainment, July 2013

**Local Government Act, 1972 Section 100D (As amended)
List of “Background Papers” used in the preparation of this report**

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

Overview and Scrutiny Committee Review Group Report

Raising Post-16 Educational Attainment



**London Borough of Tower Hamlets
July 2013**

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- 5. Summary of recommendations**

ACKNOWLEDGEMENTS

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CHAIR'S FOREWORD – CLLR AMY WHITELOCK

Improving post-16 attainment is critical to ensuring all young people in Tower Hamlets are able to achieve their potential and take advantage of the higher education and career opportunities on our doorstep and beyond. Yet despite significant progress in GCSE attainment, this has not been matched by our post-16 results, which remain persistently below the national average. The Overview and Scrutiny Committee felt strongly that this merited further investigation as unless this is addressed, we risk failing our young people. I am very grateful to my colleagues and the parent governors who served on the review group and to council officers, teachers, former and current students, and external contributors, all of whose insights and experience were invaluable.

The review group observed two main findings. Firstly, it is particularly at the higher grades A*-B where we fall well below the national average, with students who achieve As at GCSE tending to underperform at A Level. We were concerned that it seems higher ability students are not being well served post-16, with potentially huge impacts on their subsequent life choices. Secondly, the range of subjects and destinations chosen for higher education is limited, with the vast majority opting to stay close to home to study and only 14% attending Russell Group universities, compared to 21% nationally. While we acknowledge the pressures on students due to both the rising cost of university and family commitments, and that depending on career goals different types of universities may be more appropriate, it is crucial that all students are encouraged to think broadly about their futures and explore different options, so they can make independent choices that are right for them.

The factors behind these overall findings are a complex combination – including the challenge posed to students and teachers by the jump between GCSE and A Level; academic literacy issues; students not necessarily picking the best subjects for them; the complexity of the post-16 landscape and choices on offer; parental influence, cultural context and aspiration. However, we were particularly impressed by good practice we heard about from some of our schools and in neighbouring Hackney and Camden. In Hackney, a strong focus on driving up teaching quality has led to huge improvements in post-16 attainment – in 2012 they had 12 Oxbridge offers compared to 2 in Tower Hamlets. In Camden, investment in an independent higher education advisor has ensured students are able to make more informed choices about higher education and career options, with 50% of students attending universities outside of London, compared to just 17% in Tower Hamlets.

Our main conclusions are that there are three main success criteria for driving up post-16 attainment: independent advice and guidance for students, high teaching quality to support and stretch students, and strong parental engagement – all of which should aim to facilitate high aspirations among our young people. This report makes recommendations for the council and schools on all these areas, which we hope will be adopted. But if we are to see transformational change, as we achieved with GCSE results before, we also need a big drive across the community – from the council and councillors, to parents, community groups, schools and 6th forms – which both supports students to succeed post-16 and broadens their horizons so they are equipped to take full advantage of the opportunities open to them.

1. INTRODUCTION

- 1.1 Post-16 educational attainment was chosen as a priority issue for the Overview and Scrutiny Committee in 2013-14 because of evidence that many young people in Tower Hamlets are not achieving their full potential at this level, in stark contrast to recent progress at GCSE level. Raising attainment at post-16 is also a priority for the Mayor and the Education Social Care and Wellbeing Directorate and it was felt strongly that a scrutiny review could make a valuable contribution to the work on this agenda.
- 1.2 In recent years, Tower Hamlets has seen a significant improvement in GCSE achievement, following a sustained period of focus and investment. Results are now consistently above the national average and in line with regional figures. However, this progress is not reflected in post-16 results where the borough continues to lag behind national averages.
- 1.3 The key aim of the review was to explore why post-16 results (AS and A2 Levels) are below average, particularly when considered against performance at GCSE. The review group also sought to understand the barriers which prevent better attainment, and ultimately how the council and its partners could further support schools and young people to increase overall performance at this level. Also, the review group were keen to look at participation in higher education and young people's aspirations for employment, as factors which influence their post-16 choices and attainment.
- 1.4 Tower Hamlets currently has an employment rate of 61.6%, this is below the national (70.7%), and regional (68.9%) rates. Youth unemployment in Tower Hamlets, measured as the 18 to 24 years Jobseekers Allowance (JSA) claimant rate is 6.8%, compared to 5.7% regionally. Youth unemployment is therefore a significant concern in Tower Hamlets, and another key priority for the Mayor. It was vital and timely that this review looked at the barriers preventing young people reaching their potential in terms of post-16 attainment, higher education and therefore their future employment. Youth unemployment more broadly was considered through a separate scrutiny review led by Cllr Jackson.
- 1.5 This review was undertaken through four evidence gathering sessions:
 - The first session began with a detailed presentation from the Education, Social Care and Wellbeing Directorate on performance at post-16, based on analysis undertaken within the directorate. The presentation provided an excellent introduction to the key issues and more detail on performance statistics at post-16, enabling the review group to refine and agree the scope for the rest of the review.
 - The second session concentrated on the external factors affecting educational attainment and aspirations for higher education. These included parental engagement, the transition to independent learning and support to access Russell Group universities. It considered post-16

performance in other London authorities, drawing out examples of best practice.

- The third session took place at Central Foundation Girls School in their new sixth form centre. This session gave the working group an opportunity to listen to the views and experiences of current year 12 and 13 students as well as teaching staff. This was followed by a round table discussion with all Heads of sixth form providers.
- The final session was an opportunity to discuss all the findings so far and agree the review group's final recommendations.

2. BACKGROUND

National context

- 2.1 There has been significant national interest in recent years in raising post-16 participation in education and training and improving attainment. The current Government has published proposals to make structural changes to address the causes of underachievement and low attainment. For example *The Importance of Teaching: The Schools White Paper 2010* raised concerns about the relevance and standard of qualifications in the UK and proposed a reform of GCSE and A-Levels. These changes would be far-reaching and their likely impact on attainment in Tower Hamlets is yet to be fully assessed. We know that changes which prevent students from multiple re-sits for modular courses will directly affect results, as would the introduction of a linear A-Level system and an increasing focus on "traditional" academic subjects.
- 2.2 The Government has also set out a new framework for widening participation in higher education. *The Higher Education White Paper 2011* sets out the differences in participation in higher education depending on where a person lives:
- "Fewer than one in five young people from the most disadvantaged areas enter higher education compared to more than one in two for the most advantaged areas".¹*
- To meet this objective of widening participation, universities will be required to undertake 'widening participation strategic assessments'.
- 2.3 Furthermore, measures put in place by the previous Government to extend the school leaving age will shortly come into effect. As of summer 2013, all young people in England will be required to continue education or training until the end of the academic year in which they turn 17. Data will be available to show the proportion of students continuing education in school, further education, sixth form college or a higher education institution, as well as those doing an apprenticeship or other work-based learning.

¹https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/31384/11-944-higher-education-students-at-heart-of-system.pdf

Local context

- 2.4 The council has a clear vision to create a Tower Hamlets in which everyone, regardless of their background and circumstances, has the aspiration and opportunity to achieve their full potential. Raising educational attainment and increasing employment and skills are key Mayoral priorities and emphasise the importance of enabling young people to have the best start in life.
- 2.5 In recent years, continued improvements in GCSE results have resulted in attainment levels that are now above national averages. In 2012, 61.8% of pupils achieved five A*- C grades. This compared to a national average of 59.4%.²
- 2.6 However, the same improvement has not been seen in post-16 examination results, including A-Levels, with results persistently below national averages. This is a key issue for the young people of the borough as evidence shows that higher educational attainment is clearly linked to higher earning potential and lower risk of unemployment. Closing the attainment gap at post-16 is central to developing young people's future opportunities. This review contributes to the understanding of post-16 attainment by considering how best to improve educational attainment, broaden participation to higher education and ultimately improve young people's life chances.

3. ANALYSIS OF POST-16 PERFORMANCE AND DESTINATIONS

3.1 Post-16 attainment and current performance

- 3.1.1 No single data source currently exists for post-16 attainment results; however, a reasonable analysis of attainment at these levels can be done by bringing together a number of datasets. These include Department for Education (DfE) data, which covers only the 18 year old cohort, and borough level data for 17-19 year olds. Taken together, this information provides a sufficient picture of post-16 attainment, although the limitations of the sources of data being used should be kept in mind.
- 3.1.2 Department for Education data show that the proportion of students achieving 3 or more A-Levels at A*-E grades is 47% compared to a national average of 52%.³ When considering the higher grades, only 2% of students achieve 3 A-Levels at AAB in 'facilitating subjects',⁴ compared to a national average of 5%. The average point score per A-Level student in Tower Hamlets is 622 (CCC), compared to 736 (BBB) in England.⁵ Members were particularly concerned to note that in 2012 only 37% of Tower Hamlets students achieved A*-B grades compared to 53% nationally.

²<http://data.london.gov.uk/datastore/package/gcse-results-gender-and-location-educational-institution-borough>

³ This does not include vocational qualifications: for example if a student had taken 2 A Levels and a BTEC, only their A Level results would be captured.

⁴ These are subjects considered to leave open a wide range of options for university study, if studied at Advanced Level: English Literature, History, Geography, Maths, Further Maths, Biology, Chemistry, Physics and Language (Modern and Classical)

⁵<http://www.education.gov.uk/schools/performance/>

3.1.3 Table 1 below shows how Tower Hamlets results compare with those of neighbouring London boroughs and national averages. Table 2 shows data on individual sixth forms and Tower Hamlets College. The results vary by institution, partly because the newer 6th form providers have less experience of providing post-16 study, which emphasis the need for support for teaching at post-16 (see below).

Table 1: Department for Education Performance Data – January 2013

How we compare with neighbouring boroughs	% of KS5 students achieving 3 A levels at AAB in facilitating subjects	% of A level students achieving 3 A levels at AAB in facilitating subjects	% of KS5 students achieving 3 or more A levels at A*-E	% of KS5 students achieving 2 or more A levels at A*-E	% of KS5 students achieving at least 1 A level at A*-E	Average point score per A level student	Average point score per A level entry
LB Tower Hamlets	2.00%	3.10%	46.80%	58.60%	65.70%	622.3	198.4
LB Newham	1.8%	3.4%	33.4%	46.5%	50.8%	595.9	199.9
LB Waltham Forest	1.2%	2.1%	47.1%	57.1%	59.7%	671.5	192.7
LB Hackney	2.2%	3.6%	47.9%	56.8%	61.9	649.7	198.7
LB Greenwich	1.9%	2.7%	41.3%	59.5%	70.3	573.6	198.8
LB Islington	1.7%	3.3%	40.5%	50.1%	52.5%	658.7	204.9
LB Barking and Dagenham	1.5%	2.8%	33%	44.3%	53.2%	597.8	198.9
National	4.8%	7.4%	52.3%	60.7%	65.2%	736.2	210.2

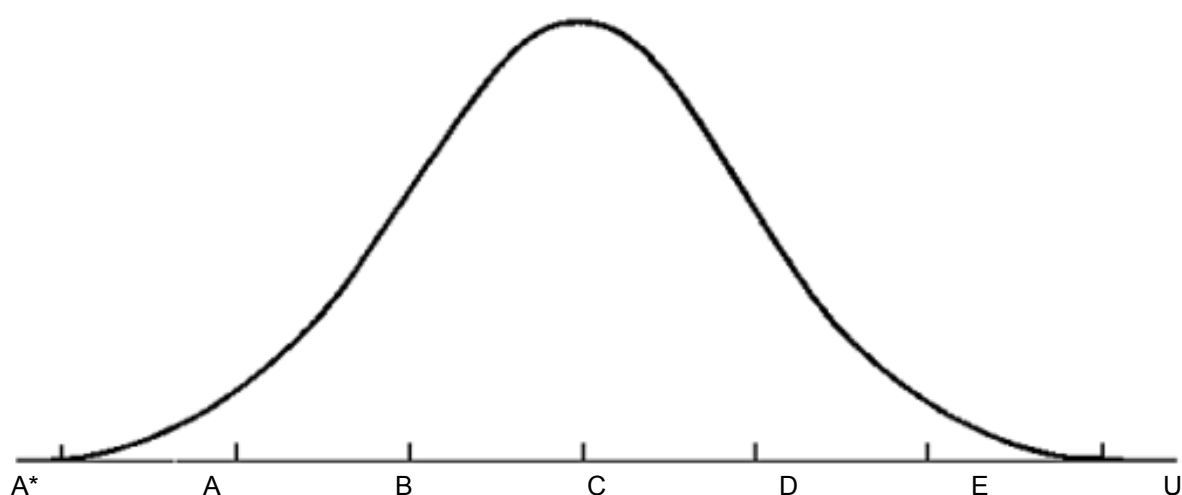
Notes: KS5 includes all Level 3 courses – A-Levels, Applied A-Levels, BTECS, and International Baccalaureate. Points score are deprived from QCA standards where A=270, B=240, C=210, D=180, and E=150

Table 2: Department for Education Performance Data – January 2013: Sixth Forms and Tower Hamlets College ⁶

Tower Hamlets Schools and the College	% of KS5 students achieving 3 A levels at AAB in facilitating subjects	% of A level students achieving 3 A levels at AAB in facilitating subjects	% of KS5 students achieving 3 or more A levels at A*-E	% of KS5 students achieving 2 or more A levels at A*-E	% of KS5 students achieving at least 1 A level at A*-E	Average point score per A level student	Average point score per A level entry
LB Tower Hamlets	2.00%	3.10%	46.80%	58.60%	65.70%	622.3	198.4
Bishop Challoner	0	0	60%	64%	68%	682.3	208.6
Cambridge Heath	2%	4%	33%	41%	49%	565.3	194.1
Central Foundation	1%	2%	53%	60%	63%	700	210.6
George Greens	0	0	14%	41%	43%	462.8	188.9
Mulberry	2%	2%	79%	84%	92%	689.1	209.7
Raines	2%	3%	48%	70%	84%	601.6	202.4
Sir John Cass	5%	6%	55%	68%	77%	648.5	203.7
Tower Hamlets College	2%	3%	33%	49%	56%	552.1	179.8

Notes: KS5 includes all Level 3 courses – A-Levels, Applied A-Levels, BTECS, and International Baccalaureate. Points score are deprived from QCA standards where A=270, B=240, C=210, D=180, and E=150

Figure 1: National distribution curve for A-Level outcomes, non-selective schools



⁶ It should be noted that George Greens sixth form students take International Baccalaureate so this is not measured in the Department for Education performance tables above.

- 3.1.4 Figure 1 shows the standard distribution curve for exam results, i.e. those which would be typically expected in non-selective schools nationally. If we compare this to the distribution curve for Tower Hamlets A2 results (Figure 2), the trend line more or less matches the standard distribution. However, the distribution curve for AS results (Figure 3) does not match the standard. The right hand 'tail' of the trend line in Figure 3 is higher than the average distribution, meaning there are greater than expected number of students receiving lower grades, Es and Us. This trend disappears at A2, results are at the expected levels, suggesting low achievers have dropped out or switched subjects. Members were particularly concerned to note that 25% of boys are dropping out between Y12 and Y13.
- 3.1.5 It can therefore be seen that whilst A2 results are in line with expectations, AS results are below expectations; more Tower Hamlets students are underperforming at AS level, relative to their GCSE performance. This could be because students on the wrong course for them either fail or drop out. Equally, AS Levels can act as a filter and some students either start again, switch courses or change subjects.
- 3.1.6 While Tower Hamlets students perform in line with a normal distribution at A2 Level, ideally the peak of the curve would be more towards the left, as this would mean our results were above national average and students were excelling at the higher grades.

Figure 2: Distribution curve for A2 grades, Tower Hamlets:

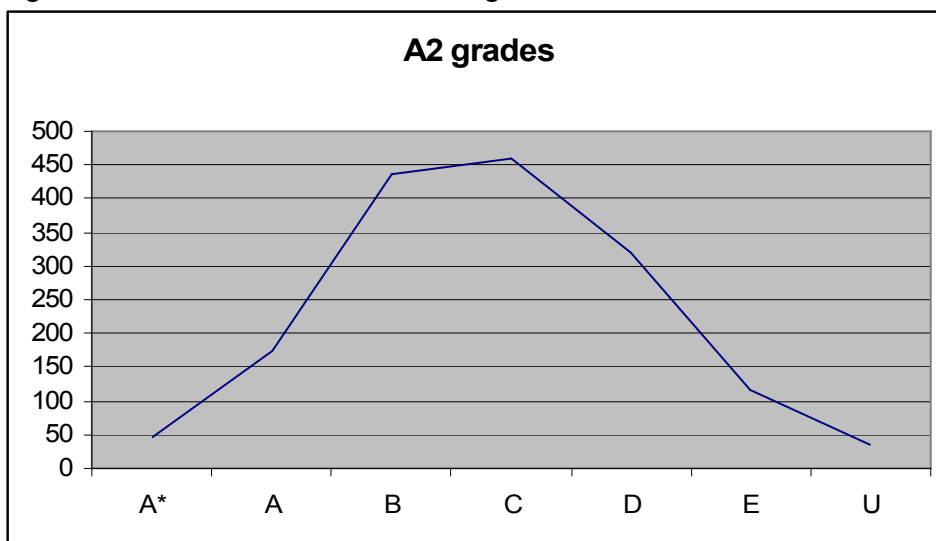
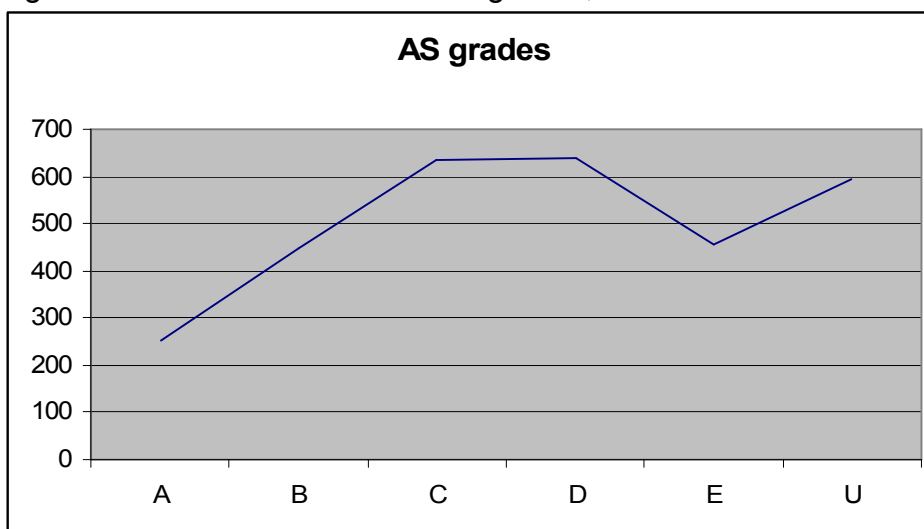


Figure 3: Distribution curve for AS grades, Tower Hamlets



- 3.1.7 As well as Department for Education data, the council and schools use the Advanced Level Performance System (ALPS). ALPS data reports provide detailed analysis of performance by student and subject, benchmarked against the national standards and taking into account student performance in previous exams. Educational institutions are encouraged to use this information to inform strategic planning and to raise student attainment by setting aspirational yet realistic target grades.
- 3.1.8 Table 3 shows that the number of students undertaking A-Levels is gradually increasing. Participation by students who achieved higher grades at GCSE is also increasing annually, though the overall performance score has declined since 2010. Worryingly, this group are underperforming at A-Level relative to their GCSE scores. For example, if student X achieves A grades overall at GCSE they earn a point score of 7.0. The ALPS data shows X's expected UCAS points is 368 (equivalent of AAA), but in Tower Hamlets, on average, student X would achieve only 324 points (equivalent of ABB). This is indicated in blue in Table 3, representing underperformance. Members were especially concerned that students at the top level are not performing as well as expected based on their GCSEs results, given the huge impact this has on further education and career options. Potential reasons for this were discussed including subject choice, higher level language skills and the ease with which they succeeded at GCSE compared to the leap to A Level study.
- 3.1.9 Analysis of ALPS data by the council's Learning and Achievement service identified three distinct groups in terms of post-16 attainment:
- i. Very high achieving GCSE students who *underperform* at A-Levels when considered against their expected grades. This is those with an average point score of 7.0 (grade A) or above.
 - ii. Average achieving GCSE students who perform satisfactorily when considered against their expected grades. This is students with average point score between 5.5 and 6.7 (grades C to B).
 - iii. Lower grade GCSE students who perform strongly when considered against their expected grades. Students with an average point score of

4.0 (grades D) and below are in this group. They perform strongest of all the attainment groups, relative to their GCSE results.

Members felt it was positive that lower grade students are being supported to exceed expectations, but were worried that this is not happening at all levels.

Table 3: ALPS data chart: Expected UCAS points target based on GCSE performance

GCSE score	QCA score	UCAS pts target	2009 [†]			2010 [*]			2011 [*]			2012		
			Student numbers	UCAS pts scored	Alps grade	Student numbers	UCAS pts scored	Alps grade	Student numbers	UCAS pts scored	Alps grade	Student numbers	UCAS pts scored	Alps grade
7.5-8.0	55.0-58.0	445.52	3	373.33	6	6	376.67	7	6	406.67	6	9	355.56	8
7.0-<7.5	52.0-<55.0	368.33	13	335.38	5	22	376.36	3	33	350.30	5	38	324.74	7
6.7-<7.0	50.2-<52.0	331.67	18	273.33	7	20	311.00	5	33	296.97	6	35	296.57	6
6.4-<6.7	48.4-<50.2	304.00	26	296.15	4	25	296.80	4	37	276.22	6	43	280.93	5
6.1-<6.4	46.6-<48.4	277.50	40	248.50	6	39	283.59	3	53	255.85	5	56	259.29	5
5.8-<6.1	44.8-<46.6	255.00	51	240.00	5	44	243.64	4	68	246.18	4	61	236.39	5
5.5-<5.8	43.0-<44.8	233.33	52	224.62	4	52	248.46	3	58	225.86	4	67	221.49	5
5.2-<5.5	41.2-<43.0	212.50	42	225.71	3	52	222.31	3	68	204.12	4	68	209.71	4
4.7-<5.2	38.2-<41.2	190.00	75	188.00	4	63	190.79	3	69	193.04	3	70	176.86	5
4.0-<4.7	34.0-<38.2	166.67	48	162.50	4	41	175.12	3	41	183.90	3	30	175.33	3
0.0-<4.0	10.0-<34.0	160.00	14	138.57	5	8	170.00	3	8	212.50	2	6	163.33	3

Notes: Red shading indicates good performance against target, black shows performance is satisfactory, and blue shading indicates under performance against target points.

3.2 Higher education destinations

3.2.1 In 2012 64.8% of students who completed A-Levels or equivalent qualifications went to university, 0.4 percentage points higher than the national average of 64.2%. However only 0.2% of students were accepted to Oxbridge, compared to a national average of 1.3%. 14% of Tower Hamlets students were accepted into a Russell Group university, 7 percentage points lower than the national level of 21%. Members were keen to explore whether this was due to grades, aspiration or choices, or a combination thereof.

3.2.2 The majority of students in 2012 who went onto university joined the following institutions: University of Westminster (102) Greenwich University (94), University of East London (71) Queen Mary University of London (69), London South Bank University (45), Goldsmiths University of London (37), London Metropolitan University (33), City University (27), Kings College London (160), Kingston University (15) and The School of Oriental and African Studies, University of London (12). In terms of subjects studied at university, the most popular subject was Business (100), followed by Law (39), Sociology (39) and Computing (38).

3.2.3 In 2012, 83% of students remained in London for higher education as can be seen above. Very small proportions, around 7% to 8% from each sixth form, go to universities outside London. Compared to previous years this figure appears to be unchanged or declining, which may be as a result of the rising costs associated with higher education as well as other factors such as wishing to live at home or family commitments.

3.2.4. Members discussed the results data and the analysis undertaken by Learning and Achievement. They identified a number of areas for improvement, which they thought the rest of the review should focus on.

- Why students who achieve top grades at GCSE are underperforming at A Level.
- The apparent difficulties in the transition from GCSE to A Level
- Whether and how students make appropriate subject choices at A Level.
- Progression of students onto higher education, particularly the top universities and a broader range of subjects.

3.2.5 The next section looks in more detail at each of these areas. It also captures the opinions and experiences of current and past post-16 students and examples of best practice from educational institutions both inside and outside Tower Hamlets which the members heard in their evidence gathering sessions.

4. FINDINGS AND RECOMMENDATIONS

4.1 The leap from GCSE to A-Level and 'interventionitis'

4.1.1 The working group were keen to understand the experience of students transitioning from GCSE to A-Level. This was identified as an issue in the data analysis, by Heads of Sixth Forms and current students. It was discussed in some detail when the review group visited Central Foundation Girls School.

4.1.2 At Central Foundation members heard from the Headteacher, the Deputy Head of Sixth Form and current students on some of the key issues affecting the transition from GCSE to A-Level, and why some students find it difficult. These were mainly around academic literacy and independent study. The group also heard that some students use year 12 as a 'correctional' year, retaking GCSEs and starting AS levels, not completing their A Levels until year 14. This can be positive as it enables students who need extra support to complete their post-16 education in school.

4.1.3 Members also heard from CFGS and Hackney Learning Trust that the transition to post-16 education can be a challenge for teachers as well as students, as it requires a different method of tuition to prepare students for independent study and the high academic standards required. This is discussed in more detail in the section below on teaching quality.

Academic literacy

4.1.4 The review group heard that having strong English language skills and a broad vocabulary, or 'academic literacy' is much more important at A Level compared to GCSE. Subjects are assessed through longer essays and examinations and a good to excellent level of literacy, evidence of wider learning and reading is expected and examined. The level of competence required will vary depending on the subjects being studied.

- 4.1.5 Almost three quarters (74%) of Tower Hamlets pupils have a first language other than English⁷, and the borough has a relatively high proportion of residents who use a main language other than English, 34%, compared to 22% in London and 8% in England. Furthermore, in 2010, Tower Hamlets Child Poverty Needs Assessment⁸ found that nearly half of the population had language needs.
- 4.1.6 Students at Central Foundation echoed this, saying that they found they needed support with essay writing, and that the reading material and its volume was challenging for some subjects. The Headteacher felt that the issue of academic literacy was particularly prevalent in their sixth form where 81% of students were of Bangladeshi origin, with many speaking Bengali at home. Students are therefore not exposed to the words and phrases needed to get the top grades at A Level, as they do not have this vocabulary reinforced either through conversations or through the media consumed at home. Teachers also pointed out that Sylheti, the main language of many students, is not a written language which can make written work even more challenging for students.
- 4.1.7 Members were interested to hear about a project to improve the academic writing skills of students on A Level courses and to enable more grades A and B to be achieved, through the provision of one-to-one tuition. Evaluation of the project showed both positive feedback from students and teachers and improvements in results, with targeted students achieving higher grades than the borough average at both A2 and AS Level. The project also worked with teachers to support them to develop skills to improve academic literacy.

RECOMMENDATION 1: That the council funds and supports the development of academic literacy, by providing one to one tuition for students and support for teachers which schools can access

Independent study

- 4.1.8 The group heard from students and sixth form staff that many students find it a big jump between GCSEs and A Level and don't adjust to the need for independent study. Some don't use their 'free' or 'independent study' time productively, or don't know how to study independently effectively. These are skills that they have not necessarily developed at GCSE.
- 4.1.9 To address this, the Central Foundation students had set up their own study group to help each other with difficulties they were having in a particular subject. Sir John Cass sixth form has developed an incentive programme to encourage students to study in specific allocated areas (such as the library) during their free periods. Attendance is checked and signed off in the student's diary by teaching staff. This has encouraged students to manage their time better and use their free periods for learning and revision. A similar initiative members heard about was a Learning Passport which sets out tasks

⁷http://towernet/Intranet/staff_services/business_planning/corporate_research_unit/corporate_research_briefings.aspx

⁸<http://www.towerhamlets.gov.uk/idoc.ashx?docid=d7bda100-561d-4a04-9c04-c8a278173a16&version=-1>

that students can do with prizes attached, which builds their independent study skills and promotes healthy peer competition. Existing borough-wide programmes such as the Mayor's Education Award and the Aim Higher Scheme could be used to similar effect, with payments contingent on learning and independent study, not just general attendance.

- 4.1.10 Teachers also raised that many students face practical challenges to undertaking the independent study required for A Level. Many live in overcrowded homes where there is literally no space to study. A culture of intense study is easier when parents have also been to university, which often is not the case. Many students may have family or caring responsibilities, and some 6th formers are married. Members heard how Central Foundation have tried to address some of these challenges by providing study space at school and encouraging its use beyond school hours, which their students reported was really valued as they can focus on study without home distractions.

RECOMMENDATION 2: That schools teach independent study skills and that the council promotes and facilitates best practice in approaches to incentivise learning and independent study

'Interventionitis'

- 4.1.11 Central Foundation teaching staff attributed some of the difficulties of transition between GCSE and A level to 'interventionitis'. This was described as an unintended consequence of the significant support students receive from teachers at GCSE. Whilst clearly enabling students to do well at GCSE, for some it has stopped them developing independent study skills and limited their awareness of the importance of wider learning and study. They are then ill-prepared for the challenge of A Levels. While some students make the transition well, the phenomenon is particularly noticeable in the first term of year 12 as students adjust to the new teaching and learning regime.
- 4.1.12 To address this issue Central Foundation has created 'Raising Standards' groups which band students into *Excel*, *Accelerate* and *Transform* categories. A tailored teaching approach and programme of support is developed for students in each band to help them succeed and develop their study skills. The review group considered this to be good practice that the council could further develop and disseminate to other schools.
- 4.1.13 The review group discussed how best to reduce the adverse impact of 'interventionitis' while maintaining the support that was obviously working well for GCSE students. They heard that support programmes which 'scaffold' students in the first term of year 12 term was crucial, as are mechanisms which identify and monitor students who are at risk of falling behind or dropping out. Schools should also encourage students to set up peer learning groups and make productive use of study periods, incentivising students if necessary, as discussed above.
- 4.1.14 Members also heard about the summer induction post-GCSE that Central Foundation runs, which enables students to get a taster of the level required at AS Level through real classes and set homework, and also gives the school

an indication of their skills and needs. Initiatives run by Queen Mary university were also cited as good practice, such as one to one mentoring by university students and masterclasses targeted at those who are at or just below the grades needed for Queen Mary, which are currently operating at capacity.

- 4.1.15 It was concluded that there are various effective measures that the council could promote to support schools in helping students manage the step into year 12 and avoid 'interventionitis'. The council can promote best practice from inside and outside Tower Hamlets. It can also help schools better target and evidence the benefits of such support through access to ALPS data. This would help schools set targets and develop individualised learning plans for students.

RECOMMENDATION 3: That the council supports all sixth forms to use ALPS data effectively in their planning, to target support to Year 12 students.

RECOMMENDATION 4: That the council encourages the development of Raising Post-16 Attainment programmes in all sixth forms by sharing best practice examples inside and outside Tower Hamlets and by exploring how to expand the support offered to schools by partners such as Queen Mary University.

RECOMMENDATION 5: That schools adopt initiatives such as summer learning to ensure students are equipped for the transition to post-16 study.

4.2 Aspirations for higher education

- 4.2.1 Aspirations for, and access to, good quality higher education were identified by the review group as fundamental to increasing post-16 attainment and broadening the horizons and future opportunities of young people. Given the lower percentage of Tower Hamlets students progressing onto Oxbridge and Russell Group universities, as identified above, the group were keen to explore how young people could best be encouraged and supported to access these universities. While such universities will not be appropriate for every student, depending on their subject choice and career goals, members felt strongly that all students should be supported to understand and access the full range of opportunities available to them. Members were concerned that this is not necessarily the case currently, given 2 Tower Hamlets gained a place at Oxbridge in 2012, compared to 12 in neighbouring Hackney, an area with similar socioeconomic, cultural and linguistic challenges.
- 4.2.2 The review group also felt quite strongly that leaving home and attending a university somewhere other than east London was often an important part of the university experience and were keen to understand why so many Tower Hamlets students stayed in London to study and whether more students could be encouraged to attend universities further afield, if appropriate for them. Teaching staff raised that attending university closer to home also impacts on the drop out rate, as it can be easier to stop attending if the subject or the environment is challenging and family duties can affect study time.
- 4.2.3 Reasons why students choose to stay closer to home to attend university were discussed by Central Foundation 6th formers, teaching staff and through anecdotal evidence. Home pressures and family commitments, fears about finance due to the cost of university fees, low aspiration and cultural context all play a part. Members heard about students given places at Oxford and even Imperial College in London who were reluctant to attend due to the distance from home and their parents' worries. A former student talked about how cultural background can impact on choices about destination, for example when parents worry about students becoming involved in religiously or culturally inappropriate activities through university life.
- 4.2.4 The Central Foundation students spoke very positively about the opportunities they'd had to attend subject taster sessions and visit different universities, particularly those outside London. They said they would like the opportunity to do more of these visits, although in the discussion with Heads of 6th form, some staff raised concerns about the number of visits, and time out of school, some students end up going on. The few weeks after AS level exams, before the end of Year 12 were identified as a good time for students to do these visits and focus on their higher education choices. Members also heard about Mulberry school funding trips for parents to universities further afield, which has led to students achieving the most university offers outside of London ever. These kinds of initiatives should be expanded to ensure parents are also aware of and reassured about the opportunities available outside London.

- 4.2.5 The students also said they would like wider variety and better quality in the work experience and internship opportunities available to them. Specifically, they would like more ‘aspirational’ placements which better aligned with the subjects they were studying and their goals for higher education and employment. They cited an example of a project at City of London Girls School they’d been involved in where extra-curricular projects were linked to subjects being studied. These projects were considered by the students as strong examples of extra-curricular activities they could include on their personal statements when applying for university. Teachers at Central Foundation also raised concerns that the predominantly low level work experience placements on offer undermined their attempts to encourage their students to think ambitiously about their own future careers, in turn having an impact on their post-16 choices and attainment.
- 4.2.6 The Tower Hamlets Education Business Partnership (EBP) is responsible for coordinating secondary school work experience placements. They also organise placements for post-16 students but this is a limited area of their work. Less than 10% of their placements annually are with Canary Wharf or City corporate businesses and where these are secured it is nearly always through a family friend or relative. The EBP are aware that stronger relationships need to be brokered with Canary Wharf and the City Fringe to open up access to Level 3 & 4 work placements and internships. Members also heard from Central Foundation students that they would like opportunities to access work experience in medical and legal settings.
- 4.2.7 The Mayor of Tower Hamlets currently funds the Aim Higher Programme. The objectives of this programme are to support post-16 students to achieve top grades and access the best universities. It comprises three strands of work: achievement activities, interventions, and information, advice and guidance. The achievement activities include a debating competition, Eton summer school and an Oxbridge project.⁹ Interventions include one to one mentoring by Queen Mary University and University of East London undergraduates as well as subject specific teaching support. Finally, four personal advisers are interviewing all year 11 students (prospective year 12s) to support them with their university subject choices and progression routes.
- 4.2.8 The group heard from Queen Mary University about the support services they offer to local students, which focus on three approaches: raising aspirations at primary age; improving attainment through support for teaching and lending facilities eg labs and art studios; information and advice for young people. A relatively high proportion of their students come from east London. They currently run a partnership project with St Pauls Way School to raise student aspirations and support and encourage them to continue onto higher education. Professors and post-graduates from the university support post-16 teaching staff at the school to increase the quality of teaching and provide subject specific advice. The university emphasised that support and

⁹http://www.towerhamlets.gov.uk/lgs/1-50/17_schools/schools_working_with_universit.aspx

interventions as early as primary school were necessary, in addition to getting to students at year 9 when they make GCSE choices. Queen Mary felt they have good relationships with some schools but there could be a danger not all schools in Tower Hamlets are benefitting.

- 4.2.9 In relation to increasing access to Oxbridge and Russell Group universities, the review group thought that all students should be given appropriate information, support and encouragement to explore applying to such universities, including those outside of London. The welcomed any opportunities for students to attend summer courses and master classes in partnership with different universities and relevant alumni networks. For example, both Oxford and Cambridge have schemes targeted at widening access, including fairs, summer activities and targeted local initiatives across the UK. Members heard that in Tower Hamlets an Oxbridge Fair was to be held in July, which it was hoped would be annual in future and combined with overnight visits for parents and students. Oxbridge graduates from Tower Hamlets are also informally supporting students with their applications and interview preparation and this could be encouraged more widely. Many Russell Group universities have been strengthening their alumni networks, maintaining contact with former students and developing comprehensive alumni databases. These developments suggest the potential to bringing together a Tower Hamlets alumni network to improve outreach work within the borough, develop links between local students and a broad range of universities and provide role models or mentoring by linking up former and prospective students from Tower Hamlets.

RECOMMENDATION 6: That the council sustains and expands the Oxbridge and Russell Group partnerships, through developing an alumni network and improving links with individual universities.

RECOMMENDATION 7: That Aim Higher funding is reinvested in higher education visits for students and parents, following a review by the council into which type of visits have been most well received and most successful, in terms of the impact on choices and mindset.

RECOMMENDATION 8: That the council works with the EBP and local businesses, including Canary Wharf and public services, to increase the number of higher level work experience opportunities and explore their role in addressing the challenge of post-16 attainment and career aspiration.

4.3 Information, advice and guidance

- 4.3.1 Members were keen to understand the information, advice and guidance available to support young people to make their A-Level subject and higher education choices. Current students, local sixth form staff and colleagues from other London boroughs all spoke about this, providing ideas to the review group on how it can be improved in Tower Hamlets. This was thought to be particularly crucial, given the complexity of the post-16 and higher education

landscape and in light of the concerns about whether students are equipped to make their own independent choices in terms of subjects and destinations.

Choosing the right subjects and provider

- 4.3.2 The group heard that lots of students, particularly those who have done well at GCSE, are keen to study science and maths at A Level, but then perform poorly at these subjects relative to their GCSE grades. However, when some of these students switched to social sciences or humanities subjects they performed very well. In many instances, students, having done well at GCSE, felt they should be taking science subjects so they could go on to study medicine or engineering, yet they have less aptitude for those subjects compared with social sciences or humanities. These choices were also informed by family attitudes towards the prestige of medical careers. However, students who stick with their initial choices are less likely to achieve high grades and therefore unlikely to secure places to study medicine.
- 4.3.3 Sixth form staff emphasised the importance of having discussions with students early on regarding their A-Level subjects choices and making them aware of how their choices might impact their choice of subject at university if they intended to participate in higher education. Teachers are often having to deal with the consequences of choices made during year 9 for GCSE options and students echoed this, with some saying they regretted not taking certain subjects at GCSE, such as languages, and others saying not doing a particular subject was hindering their university choices. Some schools reported they found it easier to advise students who achieve lower grades at GCSE on subject choices, indicating which subjects they might find more challenging based on their GCSE performance. Central Foundation give students the opportunity to attend A-Level 'taster classes' in their chosen subjects in the summer term after their GCSE exams. Students said they found this useful in terms of knowing what to expect and confirming whether it was the right subject for them, while teaching staff find it an effective way to gauge how much support students might need in the first term of sixth form.
- 4.3.4 The group also heard anecdotal evidence that a number of students choose to study outside the borough at post-16. Parents reported that Tower Hamlets schools results, support programmes and extra-curricular activities didn't seem as good as those of some providers in other areas, or at least, Tower Hamlets schools weren't as good at marketing themselves – their websites, materials and open days weren't as impressive. This perception is concerning given the new post-16 provision that is opening in the borough. The review group concluded that local post-16 provision could be promoted more by the council; reporting positive news stories to attract interest from Tower Hamlets parents and students. The council could also support schools to improve their marketing materials to help students and parents make informed decisions.

Higher education advice

- 4.3.5 The group heard from a higher education advisor based at LaSwap Sixth Form in Camden about the role he plays in advising students on their higher education choices. LaSwap is a consortium of four schools with over 30 years of experience providing post-16 education. In the previous academic year,

90% of their students applied to university, and 84% were successful, which is well above the national average of 70%. LaSwap employs a higher education advisor because they believe that teachers or even careers advisors are not sufficiently expert to advise young people on higher education. The focus is on presenting higher education as a positive choice and encouraging people to follow what they want to do and keep their options open, given 70% of graduate jobs are for any degree discipline. LaSwap has a self-referral system which allows students to access unlimited higher education and careers advice, information and support. The self-referral element is considered to be an important feature giving students choice and independence, so they can make the appropriate decisions for them.

- 4.3.6 50% of students at LaSwap attended universities outside London compared to 17% in Tower Hamlets. Currently only two schools in Tower Hamlets have dedicated higher education advisors. Although higher education advisors are a cost to the school, effective use of their expertise and the linkages with universities they could create could be excellent value for money and members felt the council should support this given the Mayor's stated commitment to promoting post-16 attainment and higher education. Members heard that funding locally for higher education advice is currently only for students at risk, and there was appetite among teachers for this to be expanded so it is more universal.

RECOMMENDATION 9: That the council invests in permanent support for higher education advisor roles, through

- training for school staff
- recruitment of two independent higher education advisors who can go into schools to support students to make informed choices
- facilitating mentoring to support students who wish to make choices not in line with parents' preferences

RECOMMENDATION 10: That the council improves information to support informed choice, by producing a handbook for students and parents explaining the range of choices available at post-16 and higher education, which is available in different languages and in formats, such as through video and social media.

4.4 Teaching quality

- 4.4.1 The review group heard from Hackney Learning Trust about the recent significant improvements they have made in their A-Level results. Their previous performance at post-16 was very low and their key objective was to raise achievement and enable students to continue their post-16 education in the borough. In 2007 their average point score per student was near the bottom of the national league table, while in 2013 it is above the inner London average. They put their transformational success since 2007 down to a focus on improving teaching quality, which is critical for high attainment.
- 4.4.2 All secondary schools in Hackney now have sixth forms and the council has established a co-operative model which promotes best practice sharing

between sixth forms and colleges. This includes a termly post-16 network for sixth form head teachers and college managers; annual subject networks (moving to termly) which harness peer learning to support improvements in teaching; revision classes available to all Hackney post-16 students which are delivered by the best teachers in the borough for each subject; joint links with higher education institutions including Oxbridge and 19 other universities. Hackney Learning Trust is also aiming for each sixth form and college to have a subject specialism, and a partnership relationship with a good university. ALPS data is used to set aspirational targets and challenge schools where poor teaching is having an impact on grades, supported by coaching and training for teachers.

- 4.4.3 Members heard of a similar focus on supporting and improving the quality of teaching at Central Foundation, where the subjects with a pattern of under-achievement were identified and then solutions were developed through working collaboratively with teachers. Members concluded that quality of teaching is a key factor in improving post-16 attainment, so teachers are able to manage the jump from GCSE, support independent study and stretch the most able students.

RECOMMENDATION 11: That the council works with Heads of sixth forms and Tower Hamlets College to develop a co-operative model which increases support for teaching to high attainment, by adopting best practice from Hackney including:

- Borough revision classes delivered by the best teachers
- Subject networks to support teachers

RECOMMENDATION 12: That the council uses ALPS data to link up schools that are performing well and poorly in a particular subject, to promote peer support to improve teaching quality

4.5 Parental engagement

- 4.5.1 The importance of good and timely parental engagement was raised throughout the review. Parental involvement has a significant influence on educational achievement, which continues into adolescence and young adulthood. High parental involvement is associated with better exam results at 16 in Maths and English, compared to young people whose parents show no interest. Moreover, research from the Institute for Education shows that home learning activities undertaken by parents are more important for a person's intellectual and social development than parental occupation, education or income.¹⁰

- 4.5.2 Involvement from parents takes two forms; parents' involvement in the life of the school, and their involvement in supporting the young person at home. There are barriers which can prevent parents from engagement with school and with learning at home. Work commitments are a common barrier,

¹⁰<http://www.nationalcollege.org.uk/impact-of-parental-involvement-2.pdf>

although this is counter balanced by the benefits for families of parents being in work. Family pressures, such as caring responsibilities, can also limit how much time parents have to support their child's learning. Language and literacy can also impact on parental involvement, in two ways: whether parents feel confident to get involved with the life of the school and support their child at home, and in communicating with the school and teachers about their child. Members also heard that the complexity of the education system and parents' having a poor prior experience of school themselves can make parents reluctant to be involved, particularly when their children are older.

- 4.5.3 The review group heard that early parental engagement was vital – both early on and then throughout their child's education, and early in the decision-making process around transition to GCSE, post-16 and higher education. There are services in Tower Hamlets which parents can access such as The Parent's Advice Centre – which offers advice and support to parents, carers and young people with special educational needs (SEN) – and the Family Information Service – which provides referral and signposting for parents of all 0-19 year olds – as well as engagement activities provided by schools. However, members were concerned to hear that many parental engagement services have been deleted as this is no longer linked to Ofsted inspections, so schools do not always prioritise it. The fact that at year 7 parents are keen to be engaged but by year 9 teaching staff tend to report parents will not come into school was another cause for concern and members questioned whether the existing parental engagement offer from the council is meeting parents' needs effectively.
- 4.5.4 The group heard from the council's parent engagement service that parental engagement levels in Tower Hamlets are strong at Key Stage 1 (children aged between 5 and 7 years) with a high proportion of parents engaged and visible to the school. At Key Stage 2 (children aged between 7 and 11 years) there is good engagement in terms of attending meetings but there is a reduction in overall visibility. In Key Stage 3 (child aged between 11 and 14 years), it becomes more difficult to maintain meaningful relationships with parents and some students reported they would prefer it if their parents were not involved. At Key Stage 4 (children aged between 14 and 16 years) and beyond, while parents may still attend parents evenings, this is in far fewer numbers compared to younger age groups and very little broader engagement occurs with parents, partly due to fewer informal opportunities but also the reduction in connections over time. Parents have said that one driver for them to get involved and become active in the school and their child's education is hearing that other parents are and that peer support is helpful. Parent Governor positions are also an effective way to increase parental involvement and members highlighted that there is often strong interest in governor positions, so parents who are unsuccessful in these posts could be supported to be involved in other ways, for example through parent teacher associations (PTAs). Parental awareness raising events could also be held in conjunction with parents' evenings or academic review days to incentivise attendance. These should take place from year 8 in Key Stage 3 right through to end of Key Stage 4.

- 4.5.5 The group heard from a local resident who had attended Bow School, Tower Hamlets College and then gone onto the University of Cambridge. He argued that more should be done to ensure parents understand the value and importance of post-16 and higher education. In his experience family influence was important to him feeling supported and empowered to study at university, but he had to work hard to convince them of the merits of leaving home to study and he felt not all students would achieve this in their families.
- 4.5.6 The review group concluded that parental engagement was a central factor for improving young people's attainment and aspirations for higher education. It is necessary to support and encourage parents to be more involved in the life of their children's school. Also, keeping parents informed and involved throughout post-16 education can help guide and support the young person. The group thought that events for students and parents, held at the school throughout key stages 3 and 4, with involvement from higher education advisers could be effective, as could more communication materials for parents which set out the benefits of higher education, and how parents can support their children's learning. Furthermore, schools should seek to understand why parental involvement starts to decline after Key Stage 2 and develop approaches to maintain engagement with parents. Members were concerned to note only 25% of secondary schools currently take up the council's parental engagement service, compared to 75% of primaries and felt strongly the reasons for this needed to be explored by the council to ensure the offer meets the needs of parents and schools.

RECOMMENDATION 13: That the council conducts scoping work to better understand parents' and children's aspirations for post-16 study, to inform communications support it can provide to schools to market themselves as a provider of choice to parents and students

RECOMMENDATION 14: That the council conducts a review of its parental engagement and advice services to understand

- **Why schools are not purchasing the offer**
- **How to improve parental engagement at year 9 with a focus on decisions, subjects and careers**
- **How to capitalise on the number of parents unsuccessful at becoming school governors to develop other methods of engagement through PTAs etc**

RECOMMENDATION 15: That schools provide more opportunities for parents to get involved in the life of the school through parent network groups, parent governor positions and volunteering roles.

RECOMMENDATION 16: That all schools run sessions for parents to raise awareness and knowledge of higher education.

5 SUMMARY OF RECOMMENDATIONS

5.1 For ease of reference, this section groups the recommendations by theme.

Supporting the transition to post-16

RECOMMENDATION 1: That the council funds and supports the development of academic literacy, by providing one to one tuition for students and support for teachers which schools can access

RECOMMENDATION 2: That schools teach independent study skills and that the council promotes and facilitates best practice in approaches to incentivise learning and independent study

RECOMMENDATION 3: That the council supports all sixth forms to use ALPS data effectively in their planning, to target support to Year 12 students.

RECOMMENDATION 4: That the council encourages the development of Raising Post-16 Attainment programmes in all sixth forms by sharing best practice examples inside and outside Tower Hamlets and by exploring how to expand the support offered to schools by partners such as Queen Mary university.

RECOMMENDATION 5: That schools adopt initiatives such as summer learning to ensure students are equipped for the transition to post-16 study.

Independent information and advice

RECOMMENDATION 9: That the council invests in permanent support for higher education advisor roles, through

- training for school staff
- recruitment of two independent higher education advisors who can go into schools to support students to make informed choices
- facilitating mentoring to support students who wish to make choices not in line with parents' preferences

RECOMMENDATION 10: That the council improves information to support informed choice, by producing a handbook for students and parents explaining the range of choices available at post-16 and higher education, which is available in different languages and in formats, such as through video and social media.

Teaching quality

RECOMMENDATION 11: That the council works with Heads of sixth forms and Tower Hamlets College to develop a co-operative model which increases support for teaching to high attainment, by adopting best practice from Hackney including:

- Borough revision classes delivered by the best teachers
- Subject networks to support teachers

RECOMMENDATION 12: That the council uses ALPS data to link up schools that are performing well and poorly in a particular subject, to promote peer support to improve teaching quality

Parental engagement

RECOMMENDATION 13: That the council conducts scoping work to better understand parents' and children's aspirations for post-16 study, to inform communications support it can provide to schools to market themselves as a provider of choice to parents and students

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- Why schools are not purchasing the offer
- How to improve parental engagement at year 9 with a focus on decisions, subjects and careers
- How to capitalise on the number of parents unsuccessful at becoming school governors to develop other methods of engagement through PTAs etc

RECOMMENDATION 15: That schools provide more opportunities for parents to get involved in the life of the school through parent network groups, parent governor positions and volunteering roles.

RECOMMENDATION 16: That all schools run sessions for parents to raise awareness and knowledge of higher education.

Raising aspiration

RECOMMENDATION 6: That the council sustains and expands the Oxbridge and Russell Group partnerships, through developing an alumni network and improving links with individual universities.

RECOMMENDATION 7: That Aim Higher funding is reinvested in higher education visits for students and parents, following a review by the council into which type of visits have been most well received and most successful, in terms of the impact on choices and mindset.

RECOMMENDATION 8: That the council works with the EBP and local businesses, including Canary Wharf and public services, to increase the number of higher level work experience opportunities and explore their role in addressing the challenge of post-16 attainment and career aspiration.

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Agenda Item 6.3

Committee: Overview & Scrutiny	Date: 2 nd July 2013	Classification: Unrestricted	Report No:	Agenda Item
Report of: Corporate Director Isabella Freeman Originating officer(s) Paul Gresty, Strategy, Policy and Performance Officer, Corporate Strategy and Equality		Title: Mental Health and Housing– Report of the Scrutiny Challenge Session Wards Affected: ALL		

1. **SUMMARY**

- 1.1 This report contains the findings and recommendations of a scrutiny challenge session on mental health and housing, for consideration by the Overview and Scrutiny Committee.

2. **RECOMMENDATIONS**

It is recommended that Overview and Scrutiny Committee:

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

3. **BACKGROUND**

- 3.1 Appropriate and suitable housing is critical in enabling people to work and to take part in society, particularly for those people with mental health conditions. Many people with mental health conditions live in mainstream social housing but housing providers are sometimes not confident about how to best support such tenants. This can lead to people being allocated unsuitable accommodation. Furthermore, the lack of appropriate housing can impede a person's access to treatment, recovery and social inclusion as access to mental health services and employment is more difficult for people who do not have settled accommodation. .
- 3.2 The aim of the challenge session was to investigate the issues that people with mental health issues face in accessing appropriate housing, particularly in relation to securing prioritisation on the housing waiting list on the grounds of health need. This had been identified as an issue by a number of members through their casework. They wanted to explore whether the current lettings process discriminates against people with mental health problems and to highlight and address what aspects of the lettings process, if any, have a disproportionate impact on people with mental health issues.

3.3 The report with recommendations is attached at Appendix 1.

4. COMMENTS OF THE CHIEF FINANCIAL OFFICER

4.1 This report describes the findings and recommendations of a scrutiny challenge session on mental health and housing by the Overview and Scrutiny Committee.

5.2 The report's recommendations have implications for the Development and Renewal Directorate as the Council's housing client with Tower Hamlets Homes, and also the Education, Social Care and Wellbeing Directorate with responsibilities for mental health, together with Health partners.

5.3 There are no specific financial implications emanating from this report but in the event that the Council agrees further action in response to this report's recommendations then officers will be obliged to seek the appropriate financial approval before further financial commitments are made.

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

5.1 The Council is required to comply with the requirements of Part VI of the Housing Act 1996 when allocating housing accommodation. This section has been subject to a number of changes since it was first passed, the latest being changes introduced by the Localism Act 2011 which returns the Council to the position before the Homelessness Act 2003 and allows the Council to exclude whole classes of people e.g. those in rent arrears or to prescribe whole classes of people who will qualify for social housing. It enables the Council to determine who will qualify based on particular circumstances in Tower Hamlets (subject to direction from the Secretary of State who retains overall control) Section 166A of the Housing Act requires the Council to have a scheme for determining priorities and the procedures to be followed in allocating housing accommodation. The Council is required to allocate housing in accordance with the allocation scheme. Until now the Council has called its allocation scheme the Lettings Policy.

5.2 Section 166A of the Housing Act 1996 specifies a number of matters that the Council's allocation scheme must contain. In particular, the scheme must secure that reasonable preference is given to the following categories of people with urgent housing needs –

- People who are homeless
- People to whom the Council owes a homelessness duty under the Housing Act 1996
- People occupying insanitary or overcrowded housing or otherwise living in unsatisfactory housing conditions
- People who need to move on medical or welfare grounds
- People who would suffer hardship if they were prevented from moving to a particular locality in Tower Hamlets.

- 5.3 The scheme may also give additional preference to these categories of people.
- 5.4 Following the House of Lords decision in R (on the application of Ahmad) v Newham LBC [2009] UKHL 14, it is also clear that reasonable preference does not mean absolute priority over everyone else and that a scheme may provide for factors other than those in section 166A to be taken into account in determining which applicants are to be given preference. It is important, however, that such additional factors do not dominate the scheme and that the scheme continues to operate so as to give reasonable preference to the above categories of persons. The Council's existing allocation scheme was framed with these requirements in mind.
- 5.5 The Secretary of State has published statutory guidance under section 169 of the Housing Act 1996 which deals with the making of allocations schemes following the Localism Act amendments. The guidance is entitled "Allocation of accommodation: guidance for local housing authorities in England" and was published in June 2012. The Council is required to have due regard to the guidance when carrying out its functions under Part 6 of the Housing Act 1996.
- 5.6 Section 166(1)(b) of the Housing Act ensures that the most vulnerable applicants are not disadvantaged in gaining access to the accommodation available. A local housing authority shall ensure that advice and information is available free of charge to persons in their district about the right to make an application for an allocation of housing accommodation. Additionally, any necessary assistance in making such an application should be available free of charge to persons in their district who are likely to have difficulty in doing so without assistance.
- 5.7 The report makes a number of recommendations about the process and procedure by which individuals with mental health difficulties may be given priority on the common housing list on medical grounds. There is a duty to assess the needs and provide services for people with a range of health needs and including mental health needs under community care legislation. Health and social care also have a joint responsibility under section 117 of the Mental Health Act 1983 to provide after care services to persons who are discharged from certain of the compulsory detention provisions in the 1983 Act. Aftercare services are a form of community care service and can include accommodation. Any aftercare services must be provided free of charge.
- 5.8 The Equality Act 2010 imposes a public sector equality duty requiring local housing authority to have 'due regard' to the need to-
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it

5.9 In bringing in a new scheme, there is a duty to consult with those affected. Any decisions regarding the classes of people to be excluded must not be unreasonable and the policy must be proportional to the stated goals. Failure to achieve this could result in judicial review challenges

5.10 By implementing the recommendations in the report the Council will be having regard to its obligations under the Equalities Act 2010, specifically the need to eliminate discrimination. Further, the Council will be fulfilling its obligation under Section 166A of the Housing Act 1996 with regard to who to move on medical or welfare grounds.

6. ONE TOWER HAMLETS CONSIDERATIONS

6.1 The recommendations contained in the summary report will advance equality of opportunity for those people with a mental health condition that are accessing the Housing Service. In line with the Equality Act 2010 and Public Sector Equality Duty, embedding the recommendations will also ensure that those with mental health issues are shown due regard and their needs are considered in service design and delivery.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

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

8. RISK MANAGEMENT IMPLICATIONS

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

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

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

10. EFFICIENCY STATEMENT

10.1 There are no direct efficiency implications arising from this report or its recommendations.

11. APPENDICES

Appendix 1 – Mental Health and Housing Scrutiny Challenge Session Report

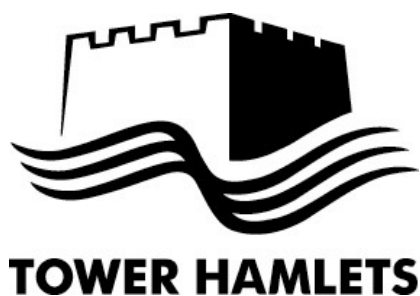
Local Government Act, 1972 Section 100D (As amended)
List of “Background Papers” used in the preparation of this report

Brief description of “background papers” Name and telephone number of holder
and address where open to inspection.

NA for this report

APPENDIX ONE

Mental Health and Housing Scrutiny Challenge Session Report



London Borough of Tower Hamlets January 2013

1. INTRODUCTION

- 1.1 Appropriate and suitable housing is critical in enabling people to work and to take part in society, particularly for those people with mental health conditions. Many people with mental health conditions live in mainstream social housing but housing providers are sometimes not confident about how to best support such tenants. This can lead to people being allocated unsuitable accommodation. Furthermore, the lack of appropriate housing can impede a person's access to treatment, recovery and social inclusion as access to mental health services and employment is more difficult for people who do not have settled accommodation. .

- 1.2 The aim of the challenge session was to investigate the issues that people with mental health issues face in accessing appropriate housing, particularly in relation to securing prioritisation on the housing waiting list on the grounds of health need. This had been identified as an issue by a number of members through their casework. They wanted to explore whether the current lettings process discriminates against people with mental health problems and to highlight and address what aspects of the lettings process, if any, have a disproportionate impact on people with mental health issues.
- 1.3 The objectives of the challenge session were therefore to:
- develop members' understanding and knowledge of the Housing Options and Mental Health Services
 - analyse the relationship between housing and mental health
 - understand on how the council's lettings policy and process impacts on the housing choices of people with mental health issues;
 - assess and compare how health prioritisation decisions are taken in regard to mental and physical health issues.
 - explore how the lettings policy and process could be improved or simplified in light of any identified impacts.
- 1.4 The session was facilitated by Paul Gresty from the One Tower Hamlets service on behalf of Cllr Rachael Saunders, Scrutiny Lead for Adults Health and Wellbeing and Cllr Sirajul Islam, Scrutiny Lead for Development and Renewal. It took place on Wednesday 12th December 2013.
- 1.5 The session was attended by:
- | | |
|-----------------------|---|
| Cllr Rachael Saunders | Scrutiny lead, Adults, Health and Wellbeing |
| Cllr Amy Whitelock | Scrutiny lead, Children, Schools and Families |
| Cllr Sirajul Islam | Scrutiny lead, Development and Renewal |
| James Caspell | Tower Hamlets Homes |
| Colin Cormack | Service Head, Housing Options |
| John Harkin | Assistant Lettings Manager, Housing Options |
| David Amery | Housing Link |
| Deborah Cohen | Service Head, Commissioning and Strategy, Education Social Care and Wellbeing |
| Richard Fradgley | Mental Health Commissioning Lead |
| Carrie Kilpatrick | Commissioning Manager, Education Social Care and Wellbeing |
| Peter Airey | Look Ahead Housing |
| Sarah Barr | Senior Strategy Policy and Performance Officer, Corporate Strategy and Equality |
| Paul Gresty | Strategy, Policy and Performance Officer, Corporate Strategy and Equality |

2. BACKGROUND

The Equality Act

- 2.1 Disability (including mental health) is a protected characteristic under the Equality Act 2010 and Public Sector Equality Duty. As a public facing organisation, the council has a legal obligation to show 'due regard' in all its functions, including housing and lettings policies and processes.

The housing list and the Housing Options Service

- 2.2 The council and its Registered Housing Provider partners have jointly created a Common Housing List to register everyone who applies for housing and is eligible to go on the list. All available housing is offered to people on the list. Tower Hamlets Housing Options Service is responsible for maintaining the list and ensuring vacancies are let in accordance with the Lettings Policy. The service also offers housing advice to families and single people, and works to identify and prevent homelessness. They also acquire and maintain a portfolio of temporary accommodation of around 2,000 units.

There are four bands in the lettings policy. Everyone is put in one of these bands based on the information given on application or following any change in circumstances. It is a statutory requirement to give 'reasonable preference' to people who are overcrowded, homeless, or need to move on medical, welfare or hardship grounds. The law also says that people can be given 'additional preference' because of serious medical, emergency or social and welfare problems.

In terms of those granted prioritisation on medical grounds, Band A includes people with a serious medical or safety factor in urgent need, and those who need a ground floor property for medical or disability reasons. Band B includes people with a serious health problem that is affected by their housing circumstances and those who need to move urgently on social, safety or welfare grounds.

Supporting People

- 2.3 Supporting People commission services which support vulnerable people to access and maintain settled accommodation. Currently, the budget for Supporting People is £14million per annum. The Supporting People team provides support services that improve the quality of life for vulnerable people, including those with mental health, by helping them to live more independently in the community. Nearly half (24,429) of all clients with disabilities accessing Supporting People housing related support in 2008/09 defined themselves as having a disability specifically in relation to their mental health.

Mental health in Tower Hamlets and services available

- 2.4 Tower Hamlets has a registered population of 267,293 of which 42,782 have a common mental health problem. There are 19,552 individuals on the depression register and 3,067 on the serious mental illness register with 1,247 people registered as having dementia. 90% of people with mental health problems are seen in primary care. During 2011/12, 3,503 people entered treatment in primary care. 3,472 adults of working age are accessing services at East London NHS Foundation Trust.

2.5 Mental health services for adults are commissioned jointly by the NHS and the council, through the mental health commissioning team. They have developed the Tower Hamlets Mental Health Strategy which will deliver improvements for service users in line with the “No health without Mental Health” national outcomes strategy.

3. KEY FINDINGS AND RECOMMENDATIONS

3.1 Common Housing List priority on medical grounds

3.1.1 The challenge session mostly focused on the process by which people with mental health conditions may be given priority on the Common Housing list on medication grounds. The feedback that members had from residents, and through their casework suggested that it was really difficult to gain priority status on the basis of a mental health condition, relative to a physical health condition, even where the household felt strongly that their housing circumstances were the cause of or exacerbating the problem. Members were also concerned that the process is not very clear to residents, and the decision-making process is not particularly transparent throughout.

3.1.2 In order to be prioritised on the housing wait list on medical grounds, households need a Priority Medical Award. This will be granted if someone in the household has, a long term, limiting illness, or a permanent and substantial disability and their health or quality of life is severely affected by the home they live in. Households who think they qualify for medical priority request and complete an application form. These are assessed by an external medical advice company who assess the form against the above criteria. The final decision is made by the Housing Options service, based on the information provided in the form and the assessment of the external agency. If the applicant disagrees with the decision, there are a further two stages of review available to them.

Application form

3.1.3 If households believe they qualify for housing list priority status on medical grounds they can ask for and complete an application form. Forms are requested in paper form from the Housing Options service. To limit the number of people applying for medical priority, the forms are not freely available but given out by staff on request. This in itself could be a barrier to people with mental health conditions as they may find it difficult to request a form and may then be refused, particularly given their medical condition is often not visible. People could be screened out by Housing Options staff, in a non-transparent way. No information was available from the service as to the extent of this i.e. number of people who request forms relative to the number completed, but there was anecdotal evidence that requests for forms are sometimes refused, particularly when a medical condition was felt to be temporary, a broken arm or leg for example.

3.1.4 Once they have received the form, households are asked to articulate the nature of their condition, the treatment they are receiving and the involvement

of health professionals. Members felt that people with mental health conditions faced a number of challenges in articulating their needs and issues through the form.

- 3.1.5 Firstly, the application is 12 pages long and there are very few questions which relate to mental health and wellbeing. The focus of the questions is overwhelmingly physical health, making it difficult for someone with a mental health condition to convey their circumstances and how their current housing situation is impacting on their mental health. Furthermore, physical health and its link to where someone lives is a lot easier to describe compared with mental health – insufficient consideration is given to the impact that poor or inappropriate housing could have on a person’s mental wellbeing. It was also felt that the long, detailed nature of the report may be challenging for someone with a mental health condition to complete properly without support.
- 3.1.6 Support to complete the application form is available to households, but very few people take this up. Members felt this could be partly because people with poor mental health are reluctant to discuss their situation with someone they don’t have a trusting relationship with.
- 3.1.7 The lack of questions which relate to mental health on the form, and the challenges of someone with poor mental health explaining their condition and how it relates to their housing, mean it is very difficult to demonstrate medical priority on the basis of mental health using the current form. This in turn means there is little evidence for the Housing Options service to base their decision on. People with mental health problems could ‘fall through the system’ and not get the support in terms of their accommodation that they need.
- 3.1.8 Members felt that many of these issues could be addressed by reviewing the application form to ensure it enables people with mental health conditions to better articulate their situation. People should be able to link their mental health to their housing needs, if this is an issue. This will ensure the Housing Options service have more information on which to base their decision.

Recommendation 1: That the medical priority application form is reviewed, eliminating the bias towards physical health and enabling people with mental health conditions to articulate their situation.

Initial assessment and award criteria

- 3.1.9 Health priority application forms are assessed against a series of criteria set by the council. An external group of medical professionals does the assessment and makes a recommendation; the final decision is made by Housing Options. Most of the external medical professionals are GPs, but they will refer to a consultant psychiatrist for cases requiring more in-depth knowledge of mental health conditions.
- 3.1.10 For medical priority to be awarded in cases where an individual has a mental health condition, the current criteria requires that there is evidence of on-going support or a recent psychiatric hospital admission for a non-drug related

illness. Evidence of current psychosis or extensive past psychiatric illness is also considered. If the individual is taken anti-psychotic medication or depot injection therapy are likely to be awarded health priority.

- 3.1.11 Medical priority is not awarded when the condition is considered less serious, or there is insufficient evidence of the ongoing support required. In terms of individuals with mental health conditions, priority status would be refused if the person has not been referred to a psychiatrist, or their hospital admissions were to Accident and Emergency with no psychiatric follow up. Depression isn't considered a serious enough condition to award medical priority and being on anti-depressant medication along would not score highly against the current criteria. Drug-induced mental health conditions are also unlikely to warrant medical priority status.
- 3.1.12 Members were concerned by the clinical focus of the criteria in relation to mental health conditions, and the emphasis on only the most serious conditions. Mental health is a complex issues and cases should be considered on a more individual basis. An individual may not have sort medical treatment for a variety of reasons, including the stigma still associated with mental ill health, and would not have the evidence base required by the current criteria. That does not mean that their condition isn't serious, or that their wellbeing couldn't be improved by moving house. Furthermore, Members heard that some people with serious mental health conditions are being treated in the primary care environment, rather than being referred to specialist psychiatric treatment. Again, this shouldn't preclude them from being awarded health priority if their case is otherwise strong.
- 3.1.13 Overall, particularly in relation to people with mental health conditions, decisions about medical priority should be based on a more flexible set of criteria, and, where possible, a broader range of information should be considered by the Housing Options service.

Recommendation 2: That the Housing Options service work with colleagues and partners who deliver support people with mental health conditions to review the current medical priority award criteria.

- 3.1.14 The Housing Options service doesn't rely solely on the assessment against the medical criteria when making decisions about medical priority. They use the 'Pereira Test' which asks "*if homeless, would this person be less able to fend for themselves than an ordinary homeless person so that injury or detriment will result when someone less vulnerable would be able to cope without harmful effects*". This is a general principle, used widely in homeless services, on which officers base their final decision.
- 3.1.15 In terms of officers being equipped to make informed judgements and decisions about people with mental health problems and whether they should be awarded medical priority, Members felt that officers had insufficient training specifically on mental health and were less confident in dealing appropriately with these cases. With additional training, officers' ability to gather appropriate

evidence and understand the needs of people with mental health problems in relation to their housing could be improved.

Recommendation 3: That Housing Options officers tasked with assessing medical priority applications receive regular mental health specific training.

Reviewing decisions

- 3.1.16 If a household disagrees with a decision to refuse medical priority there is a two stage review process which they can request. The first review would be done by a GP and/or consultant psychiatrist as with the initial assessment. If it goes to a final review, this would involve a senior officer from the Primary Care NHS Trust (now the Clinical Commissioning Group). Support is available to guide households through this review process, although this was support was identified as an area for improvement in a recent review.
- 3.1.17 The table below shows the number of applications for health priority that were made in the last 5 years, in relation to both mental and physical health conditions. It also shows the number of households which were awarded medical priority, the number of reviews undertaken and the number of decisions which were revised. It should be noted that these figures are not exact – some cases relate to both physical and mental health conditions. The primary condition is the one recorded.

Stage	Mental health	Physical health
Initial assessment	1176	3726
Awarded medical priority	141	815
First review requested	470	922
Decisions revised after first review	94	130
Final reviews undertaken	94	130
Decisions revised after final review	7	26

Table 1: Applications for health priority

3.1.18 Members were concerned that households were requesting reviews of their application because they didn't know why it had been refused. Overall there is a lack of transparency in relation to the criteria for awarding medical priority, the process as well as the review process. The Housing Options service indicated they were looking to reduce the number of review stages to one. If this happens, members stressed that the decision and the review process need to be robust and more transparent.

Recommendation 4: That the Housing Options service explore the possibility of a more robust and transparent decision and review process.

3.2 Supported housing

3.2.1 As well as households seeking to move, there are a number of single people with mental health conditions who have housing needs. This group are able to access supported housing through the Housing Options service, and are given priority in accessing this service. The Housing Options service work closely with the Housing Link service based at Mile End Hospital, and the Community Mental Health team to identify and support the people who are eligible for this service. Members felt that there was sufficient support and housing available to this group, and the housing needs of single people with mental health problems were being relatively well met.

3.3 Information for Members on lettings and housing

3.3.1 A significant amount of Members' casework is related to lettings and housing enquiries on behalf of constituents, issues around housing are regularly raised at members' surgeries, and they are the subject of a significant number of member enquiries. Members at the challenge session reported that many members feel ill-equipped to deal with many of these cases, and have limited understanding of the medical priority award process in particular. Providing members with some guidance on these processes and common issues would increase their knowledge and understanding of the lettings process, enabling them to better support their residents directly and reduce the number of members enquiries sent to the Housing Options service.

Recommendation 5: That the Housing Options service produce a guidance document for Members on the lettings process, including the application process and criteria for awarding medical priority.

4. CONCLUSIONS

- 4.1 This challenge session involved an in-depth discussion on the barriers that people with mental health conditions face when trying to move through the lettings process, particularly in gaining medical priority. Overall, Members felt that the process was weighted too heavily towards people with physical health conditions – the questions on the application form were overwhelmingly about physical health, the form didn't allow people with mental health conditions to articulate how their housing situation was affecting their health, and Housing Options staff didn't have a sufficient understanding of mental health.
- 4.2 Furthermore, mental ill health and its impact on a person's wellbeing is very complex. Each application should be considered carefully, gathering as much information as possible, and thinking flexibly about the criteria used.

Scrutiny Challenge Session Action Plan – Mental Health and Housing

SCRUTINY CHALLENGE SESSION ACTION PLAN – Arts and Events			
Recommendation	Response / Comments / Action	Responsibility	Date
R1. That the medical priority application form is reviewed, eliminating the bias towards physical health and enabling people with mental health conditions to articulate their situation	The current process will meet the needs of those with mental health as well as physical disabilities	Colin Cormack Service Head – Housing Options	TBC
R2. That the Housing Options service work with colleagues and partners who deliver support people with mental health conditions to review the current medical priority award criteria	This will ensure decision makers are given more detailed information to inform decision making. Monitor who is completing application forms (MH and physical health)	Colin Cormack Service Head – Housing Options	TBC
R3. That Housing Options officers tasked with assessing medical priority applications receive regular mental health specific training	Increase in knowledge and understanding of Mental health needs will support decision makers when thinking about awarding a priority on the grounds of mental health	Colin Cormack Service Head – Housing Options	TBC

<p>R4. That the Housing Options service explore the possibility of a more robust and transparent decision and review process</p>	<p>This will ensure that those applying to be re-housed will be able to more clearly and accurately articulate how being re-housed would improve their mental health which may ultimately reduce the possibility of some individuals, such as ex-offenders, falling through the system</p>	<p>Colin Cormack Service Head – Housing Options</p>	<p>TBC</p>
<p>R5. That the Housing Options service produce a guidance document for Members on the lettings process, including the application process and criteria for awarding medical priority</p>	<p>An increase in Members knowledge and understanding of the housing and lettings process may reduce the number of member enquiries to the Housing Options service</p>	<p>Colin Cormack Service Head – Housing Options</p>	<p>TBC</p>

Agenda Item 6.4

Committee/Meeting: Overview & Scrutiny	Date: 2nd July 2013	Classification: Unrestricted	Report No:
Report of: Acting Corporate Director, Resources Originating officer(s) Chris Holme – Acting Corporate Director Resources; Louise Russell – Service Head, Strategy and Performance		Title: Strategic Performance and Corporate Revenue and Capital Budget Monitoring 2012/13 - Draft Outturn Wards Affected: All	

Lead Member	Cllr Alibor Choudhury
Community Plan Theme	One Tower Hamlets
Strategic Priority	Ensuring Value for Money Across the Council

1. SUMMARY

1.1 This report details the draft financial outturn position of the Council at the end of the financial year 2012/13 compared to budget, and service performance against targets. Further adjustments to the financial outturn may be required as the statement of accounts are finalised and the final position is reviewed by KPMG as part of the year end audit.

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

1.2 This report will be considered by Cabinet on 3rd July and Overview & Scrutiny Committee on 2nd July. The draft Statement of Accounts, including the Comprehensive Income & Expenditure Account, Balance Sheet and Cash Flow, will be considered by Audit Committee on 25th June. The Accounts will be 'subject to audit' with the Audit Commission due to sign them off by 30th September 2013.

1.3 Finance Overview

1.3.1 **General Fund**

The outturn for 2012/13 is a net Directorate budget overspend of £0.7 million (0.22%) on an overall net budget of £314 million: this is consistent with the variance reported in previous monitoring reports. The over spend is after transfers to reserves (as detailed in Appendix 5). After taking account of the adjustments this results in an additional underspend of £5.3m. This represents planned transfers to reserves, ring-fenced funds carried forward and project expenditure that has slipped into a later financial year and some of these transfers to reserves require formal approval by Members.

Housing Revenue Account

There is a £1.48 million surplus against a net budget deficit of £1.5 million, this is consistent with what has been reported previously.

Further information is provided in paragraph 3.8 and Appendix 3.

1.3.2 Capital Programme

The capital expenditure for 2012/13 totalled £144.6m against a budget of £161.4m. The slippage of £16.8m (10.4%) was in the main against the housing element of the programme (£8.5m) and the High Street 2012 scheme (£3.8m). In general schemes not completed in 2012/13 have been reprogrammed for later years. Further details are set out in section 4 of the report and Appendix 4.

1.3.3 Collection Fund

The Council will draw down £80.4m of Council Tax income from the Collection Fund in line with budget. The in-year collection rate was 95.1% (2012 - 95.4%) which compares very favourably with neighbouring Boroughs and the projected collection rate remains at 97%, which is in line with budget. £332.3m was collected in NNDR (Business Rates) on behalf of the government with a collection rate of 99.69%, again in line with the original forecast for the year and among the top performers nationwide. With effect for 2013/14, the amount of Business Rates collected will be significant to the Council in terms of the funding that is retained by the Authority. Further information is provided in Section 5.

1.3.4 Pension Fund

The deficit on the Pension Fund at the year-end was £524 million (£423 million 2012) reflecting higher future inflationary increases and a lower discount rate used to calculate the net present value of the liabilities. (see Section 6). This is a snapshot valuation for accounting purposes and the revaluation for contributory purposes is taking place currently and will be available later in the year. This will affect employer contributions to the fund with effect from April 2014.

1.4 Performance Overview

The strategic measures enable the Council to monitor progress against key performance targets. Of the 39 measures used by the Council 34 are reportable, with further data awaited for the remaining 5. 12 (35 %) have met or exceeded their target (Green), 16 (47 %) are within target range (Amber) and 6 (18 %) are below minimum expectation (Red). 16 (47%) of all measures have improved compared to this time last year and only 8 (24 %) have deteriorated. Section 7 provides a summary of performance against our agreed targets.

The Council's Strategic Plan also sets out our strategic activities, which are monitored bi-annually. Progress in delivering the Strategic Plan has also been strong. Section 8 provides a progress report on implementation of our strategic activities.

2. DECISIONS REQUIRED

The Overview and Scrutiny Committee is recommended to:-

- 2.1. Consider and comment on the Council's financial performance compared to budget for 2012/13 as detailed in Sections 3 to 6 and Appendices 1-4 of this report.
- 2.2. Consider and comment on the proposed transfers to reserves as detailed in Appendix 5 of this report; and
- 2.3. Consider and comment on the 2012/13 year end performance for strategic measures and Strategic Plan activities in Sections 7 and 8 and detailed in Appendices 6 &7.

3. REVENUE

3.1 **General Fund Summary**

The following table summarises the General Fund revenue outturn compared to budget for 2012/13. The revised budgets for each service area reflect the adjustments and virements made during the year which are detailed in Appendix 1.

	Revised Budget £'000	Actual £'000	Transfer from Reserves '£000	Transfer to Reserves '£000	Outturn £'000	Variance £'000
Adults, Health and Wellbeing	101,460	99,635	0	1,825	101,460	0
CSF General Fund	77,388	74,898	0	2,490	77,388	0
Sub Total : Education, Social Care & Wellbeing	178,848	174,533	0	4,315	178,848	0
Chief Executives Department	9,820	9,183	0	634	9,817	-3
Communities, Localities and Culture	80,184	72,593	0	7,591	80,184	0
Development and Renewal	19,530	16,292	-1,730	4,968	19,530	0
Resources	10,137	15,963	-5,620	484	10,827	690
Subtotal : Net Service Expenditure	298,519	288,564	-7,350	17,992	299,206	687
Corporate Costs & Capital Financing	15,655	88	0	3,200	3,288	-12,367
Budgeted Contribution to General Reserves	0	6,417	0	0	6,417	6,417
Total	314,174	295,069	-7,350	21,192	308,911	-5,263

* includes parking control income applied to fund General Fund in accordance with the budget

Unallocated contingencies allows the transfer of £5.3m to General Fund reserves. This is in addition to the planned £6.4m transfer to General Fund reserves per Medium Term Financial Plan. General Fund reserves will stand at £38.1m.

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

3.2 **Adults, Health and Wellbeing** **Variance: Nil**

In arriving at this position an amount of £1.825 million, has been requested as an addition to the reserve for Joint Health & Social Care Initiatives (section 256), this is ring-fenced funding which arises from agreements with the NHS to spend in accordance with joint priorities.

3.3 **Chief Executive** **Variance: Nil**

This is in line with the Quarter 3 forecast with a small underspend which will be taken to reserves to fund elections within the borough.

3.4 **Children, Schools and Families** **Variance: Nil**

Children Schools and Families are reporting a break-even position in both the General Fund and the Schools Budget. The Directorate is reporting that some unspent non-ringfenced grants are carried forward to 2013/14.

Members will be aware that DSG is ring-fenced by the Government and is not available for general expenditure.

3.5 Development and Renewal **Variance: Nil**

D&R show a nil variance against the final budget; this is in line with the Quarter 3 forecast. New Homes Bonus funding set aside to fund Decent Homes Projects has not been spent in 2012/13 due to the need to utilise other grant funding first (see capital report).

3.6 Resources **Variance: £0.7m overspend**

The net overspend of approximately £0.7 million is due to the factors reported during the year. This is net of a reported transfer of £484,000 of reserves primarily to support the Council's apprenticeship programme.

3.7 Corporate Costs & Capital Financing **Variance: £5.3m underspend**

After the planned £6.4 million transfer to general fund balances, a further balance of £5.3 million will be taken to General Fund reserves. This is partly £1.2 million of additional investment income and unspent capital financing charges, plus £4.3 million of funding set-aside against risks which have not materialised as anticipated and includes lower than anticipated inflation and the return to General Fund of provisions set aside in previous financial years.

3.8 Housing Revenue Account (HRA) **Variance: £1.48m underspend**

There is a £1.48 million surplus on the HRA which is in line with the latest forecast position. This underspend is the net result of a number of variances, the main ones being that ; the Authority has received a number of one-off payments totalling approximately £0.5m in respect of the recovery of costs incurred as part of various stock transfers carried out a few years ago; the required contribution to the Bad Debt Provision was lower than anticipated; the energy budget has underspent by £0.5m due to the fact that when this budget was set it was anticipated that 2012/13 gas & electricity prices would increase by between 20% and 40%, whereas the actual price changes were significantly lower.

The outturn incorporates an RCCO of £3.5 million towards the non-grant-funded element of the Decent Homes backlog programme, as agreed initially by Cabinet in September 2011 and updated in May 2013.

The 2012/13 surplus will increase HRA balances which will also be used as a contribution towards the non-grant-funded element of the Decent Homes backlog programme.

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

4. **CAPITAL**

4.1 The capital budget now totals £161.4m. The main reasons for the decrease in this budget are the re-profiling of the Housing Capital Programme and section 106-funded Development and Renewal schemes which will now start in 2013/14.

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

4.3 Total capital expenditure to the end of 2012/13 was £144.6m, representing slippage of 10.4% against the capital programme budget for 2012/13 as follows:

	Annual Budget as at 31-Mar-13	Spend 2012/13	Variance	Variance
	£m	£m	£m	%
TOTALS BY DIRECTORATE:				
Children, Schools and Families	17.120	15.344	-1.776	-10.4%
Communities, Localities and Culture	10.788	10.274	-0.514	-4.8%
Development and Renewal	9.214	3.436	-5.778	-62.7%
Building Schools for the Future (BSF)	76.520	76.520	0.000	0.0%
Resources	0.128	0.000	-0.128	-100.0%
Adults, Health and Wellbeing	0.242	0.121	-0.121	-50.0%
Housing Revenue Account (HRA)	47.407	38.883	-8.524	-18.0%
GRAND TOTAL	161.419	144.578	-16.841	-10.4%

4.4 The £16.8m slippage against the 2012/13 capital budget is not an underspend against the total programme; any resources not used in the current year will be used in future years of the programme. The main reasons for the slippage are as follows:

- **High Street 2012 (£3.8m)**

The High Street 2012 project is now scheduled to be completed by December 2013. Resources have been slipped accordingly in agreement with the external funding partners.

- **Housing Capital Programme (£3.5m)**

Due to the need to focus on the Decent Homes programme to ensure grant maximisation, mainstream scheme resources slipped into 2013-14. Schemes have been carried forward into 2013-14 as notified to Cabinet on 8 May 2013,

and all slipped resources have been incorporated into the future Decent Homes and Mainstream programmes.

- **Decent Homes (£3.4m)**

Following the approval of the Decent Homes procurement process by Cabinet in January 2013, the full Decent Homes programme for 2013-14 to 2015-16 and the 2013-14 mainstream programme were approved by Cabinet on 8 May 2013. This re-profiled the full Decent Homes programme across financial years, including the schemes that were slipped from 2012-13 due to initial delays in the procurement process.

5. COLLECTION FUND

- 5.1 The Collection Fund is a statutory account for the collection and distribution of amounts due in respect of council tax and National Non-domestic Rates (NNDR or Business Rates). The Council collects council tax both on its own behalf and for the precepting authority, the Greater London Authority (GLA). NNDR is collected by the Council on behalf of the government and this is paid over to the Department of Communities and Local Government in accordance with a monthly schedule issued by the CLG at the beginning of each financial year. A Business Rate Supplement payable to the GLA is also collected to contribute towards the cost of Cross-Rail. £13.03m was collected in year for the Business rate Supplement (BRS)
- 5.2 The council tax base as at 31st March 2013 was £82.4m compared to the budgeted base of £80.4m. The in-year collection rate was 95.1% (95.4% 2012) with a final projected collection rate of 97% (actual 2012 to date 96.2%). £80.4m was transferred from the Collection Fund to the General Fund, in line with budget. After making appropriate provisions for bad debts there is a surplus of around £2.0m on the fund that will be carried forward into 2013/14. The use of this has been planned for the 2013/14 budget.
- 5.3 The Council collected £332.3m in NNDR in 2012/13 relating to that year, an in-year collection rate of 99.69% (99.4% in 2012) – this exceeded the 98.5% collection target. The cumulative gross amount outstanding at the year-end was £9.5m, over £3m less than the previous year.
- 5.4 Details of income collection during 2012/13 are shown below:

Income Stream	Collected in 2011/12 %	2012/13 Target to 31.03.13 %	2012/13 Collected to 31.03.13 %	Direction of Travel
Business Rates	99.40	98.50	99.69	↑
Central Income	93.00	90.00	91.00	↑
Council Tax	95.40	95.10	95.10	-
Housing Rent	99.61	99.60	99.72	↑
Parking Income	61.09	60.00	65.10	↑

6. PENSION FUND

- 6.1 All non-teaching staff employed by the Council are entitled to join the Local Government Pension Scheme (LGPS). Each local authority is required to operate a Pension Fund as part of the scheme although the employee contributions into the fund and the associated pension benefits are determined by the government as part of a national scheme.
- 6.2 The employer contributions into the fund are determined by the funds Actuaries, appointed by the Council, and reflect the actuarial valuation carried-out every three years. The valuation assesses both the assets and liabilities of the fund and the extent to which the fund is either in net surplus or deficit. Any deficit will need to be made good over a rolling 20 year period through increases in employer contributions.
- 6.3 The employee contribution level is currently between 5.5% - 7.5% and staff contributions into the fund in 2012/13 totalled £8.6m. The employer's contribution rate is currently 15.8% with the Council paying a total of £22.9m in contributions, plus an additional payment of £15.25m in deficit funding, into the fund in 2012/13 which is reflected in the total employee costs for the Council in that year of £38.2m. There were 4,789 active members in the scheme from a total establishment of some 8,557 employees.
- 6.4 As at 31st March 2013 there was a deficit on the fund of £519 million (£423m 2012) under the IAS19 (former FRS17 calculation). The increase in the deficit is principally due to the financial assumptions used at 31 March 2013 being less favourable than they were at 31st March 2012. A significant reduction in the discount rate combined with lower than expected returns on investment has led to a higher value being placed on liabilities - this has been the case for most LGPS funds. This is a snapshot valuation for accounting purposes and the revaluation for contributory purposes is taking place currently and will be

available later in the year. This will affect employer contributions to the fund with effect from April 2014.

7. PERFORMANCE

- 7.1. The Council strives to make continuous improvements to its services, year on year, and this is reflected in its ambitious target setting. It has robust performance management arrangements in place, including a Performance Review Group which focuses on those areas identified as needing improvement.
- 7.2. The following sections of the report provide year-end performance information for the Council's strategic measures (appendix 6) and Strategic Plan activities (appendix 7).

STRATEGIC MEASURES

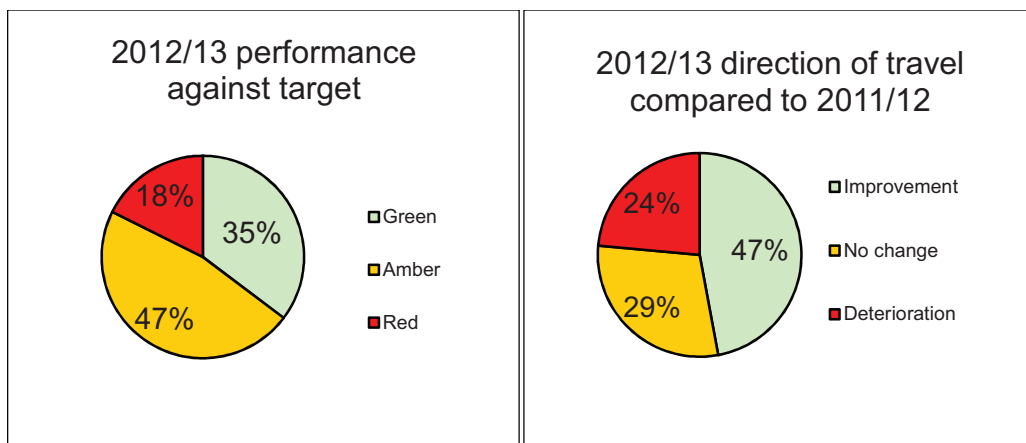
- 7.3. There are 47 strategic measures in the 2012/13 Strategic Plan, including subset of measures, to monitor progress in delivering against the Council's priorities. 34 of the 47 measures are currently reportable. Data is not yet available for some strategic measures. With the exception of the attainment measures, data for these indicators will be available shortly. These measures are:
- Percentage of overall council housing stock that is non-decent.
 - Percentage of CAF reviews with an improved average score.
 - Self-reported experience of social care users.
 - Proportion of students who progressed to a sustain education destination within one year of Key Stage 4. The Department for Education is still working to improve the methodology for this indicator. It is not yet known when the data will be available.
 - Proportion of students who progressed to a sustain education destination within one year of 16-18 learning. The Department for Education is still working to improve the methodology for this indicator. It is not yet known when the data will be available.
 - Annual Resident Survey measures relating to people's perceptions of the Council, community cohesion, and crime and anti-social behaviour.
- 7.4. Outlined below (and detailed in appendix 6) is year-end information, or latest available, performance at year end. Performance against the end of year target is measured as either 'Red', 'Amber' or 'Green' (RAG). Should the performance fall below minimum expectation (standard target) – indicated as the dotted red line, it is marked as 'Red'. Should it fall above the minimum expectation, but below the stretch target – indicated as the solid green line, it is 'Amber' (within target range). Should it be performing at or better than the stretch target, it is 'Green'. Indicators are also measured against the previous year's performance, as 'direction of travel'. If performance is deteriorating, it is indicated as a downward

arrow ↓, if there is no change (or less than 5% change) it is neutral ⇔, and should it be improving compared to last year, it is indicated as an upward arrow ↑.

Performance Measures Summary

7.5. Of the 34 reportable measures:

- 12 (35%) are meeting or exceeding their stretch target (Green), with 11 (85%) of these an improvement from last year (↑);
- 16 (47%) are above the standard target (minimum expectation) but below the stretch target (Amber), with 5 of these improving (↑) and 4 deteriorating (↓) compared to last year's performance;
- 6 (18%) are below the standard target (Red), with 1 indicator improving (↑) and 2 deteriorating (↓);
- Overall 16 out of the 34 indicators (47 %) show improved performance compared to last year (↑), 10 (29%) are stable (⇔), and only 8 (24%) have deteriorated (↓).



7.6. *Areas of strong performance, where the stretch target has been exceeded, include:*

The number of overcrowded families rehoused - lets to overcrowded households

1,410 overcrowded households were rehoused in 2012/13. This is well above the stretch target of 1,200 households.

Improved street and environmental cleanliness – litter

The stretch target for this measure has been exceeded. This is a reflection of the overall performance of the team to deliver very positive results for street cleanliness.

Improved street and environmental cleanliness – detritus

The 2012/13 performance surpassed the stretch target. The public realm service has worked hard to tackle street cleanliness in the borough.

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

The final result for achievement at Level 4 or above in both English and Maths at Key Stage 2 in 2012/13 (academic year 2011/12) was 82%. This exceeds the target and is a significant improvement from the previous year. Tower Hamlets is above the national average result of 80%.

Overall employment rate - gap between the Borough and London average rate (working age)

The borough's employment rate is 61.6 and the London average is 68.9, making the gap between Tower Hamlets and the London average rate 7.3 percentage points. The overall trend shows a steady decrease in the employment rate gap.

JSA Claimant Rate (gap between the Borough and London average rate (working age))

The JSA claimant rates for Tower Hamlets and London are 5.5 and 3.9 respectively. The gap between the borough and London average is now down to 1.6 percentage point, exceeding the stretch target. This equates to 755 fewer JSA claimants.

Rate of residential burglary crimes - The stretch target (15.9) has been achieved and performance has improved by 2.98 percentage points compared to last year.

Rate of motor vehicle crimes - The stretch target (12) has been achieved and performance has improved by 2.15 percentage points compared to last year.

Smoking Quitters

Due to the time lag for this measure, the latest available data is for Quarter 3, which shows that the number of quitters is significantly above the stretch target and this is reflected in each of the quarters for this year. Tower Hamlets continues to be a top performer for this measure.

Female mortality rate

The latest data available relates to 2011/12. This shows that the borough's female mortality rate has surpassed the stretch target.

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

The latest available data relates to Quarter 3. The stretch target has been exceeded and performance has markedly improved since the previous two quarters.

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

Percentage of senior staff who have a disability

Annual performance has improved compared to 2011/12. The staff equality audit (completed in May 2012) has improved data quality with more people with disabilities identifying themselves for monitoring purposes. The 2013/14 Work Force to Reflect Community (WFTRC) action plan will also include specific actions for directorates to improve against this target.

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

The final results show that 55% of children achieved at least 78 points across the Early Years Foundation Stage, with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy. This is an improvement compared to last year's outturn of 49.9%, but falls short of the 60% stretch target.

Proportion of children in poverty - The stretch target (46.9) has not been achieved but the standard target (55) has been exceeded. There has been a 4.4 percentage points reduction in the number of children in poverty compared to this time last year.

Rate of personal robbery crimes - Whilst performance was just off the stretch target (5.20), the standard target (5.70) has been achieved. Throughout the year Tower Hamlets police continued to proactively target known robbers, undertook additional patrols and worked hard on underlying gang issues with partners. For the forthcoming year additional resources will continue to be used to proactively target robbery offences, offenders and location.

Under 18 conception rate

Tower Hamlets has performed exceptionally on this indicator. The Office for National Statistics (ONS) published figures on under-18 conception rates for England and Wales in 2011. They show that the conception rate for Tower Hamlets was 28.5 per 1000 females aged 15-17, a fall of 10.4% from 2010 and 50.7% from the baseline (1998). This compares to a national decrease of 34% against the baseline. More up to date information is not yet available.

Social care clients and carers in receipt of Self Directed Support –

The latest available data relates to Q3. Performance as at 31 December 2012 was 51.3%, showing a very strong improvement trend from the previous year, when 39.7% of social care users were in receipt of self-directed support.

7.8. Areas where performance fell short of the minimum target and deteriorated compared to last year are:

Improved street and environmental cleanliness – graffiti

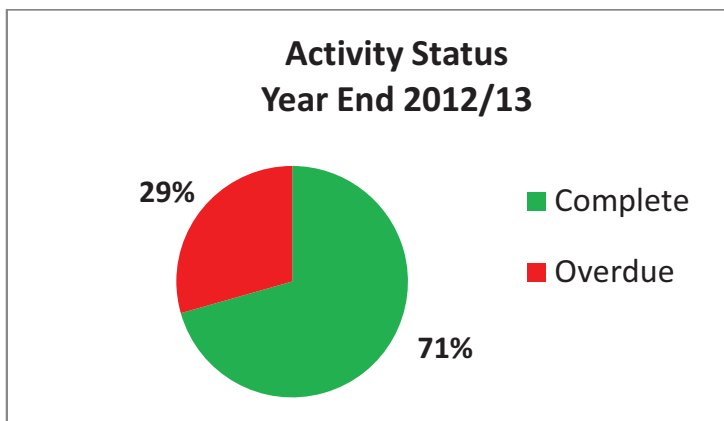
The standard target (8) has not been achieved. Performance was just 0.8 off the standard target. Street Care Teams continue to work hard in dealing with graffiti. The Clean and Green Community Payback and Volunteer Co-ordinator has worked hard at targeting areas with high graffiti utilising volunteers. However, graffiti incidents are on the increase in the borough. Without a graffiti strategy in place it will be very difficult to lower this score.

All-age all-cause mortality rate - Male

The latest available mortality figures relate to 2011/12. This shows that the all-age all-cause mortality rate for males is slightly higher than it was in the previous year. 2012/13 data will be available in August. The Strategic Plan for 2013/14 sets out a range of activities to improve health and wellbeing, with the public health function transferred to the Council since April 2013.

8. STRATEGIC PLAN ACTIVITIES

- 8.1. The Council's performance management and accountability framework requires CMT and Members to consider progress against the Strategic Plan activities every 6 months. This section provides a monitoring update at year-end for the 2012/13 Plan.
- 8.2. All activities within the Strategic Plan have been monitored and are included in Appendix 7. The following criteria are used to report on the status of activities at year-end:
 - Completed (Green) - where an activity has been completed.
 - Overdue (Red) - where an activity has not completed in the 2012/13 financial year, or at the time of reporting. Managers have provided comments for all overdue activities to explain why the deadline was missed; what is being done to rectify the situation; and when the activity will be completed.
- 8.3. There are 68 activities in the 2012/13 Strategic Plan. At year-end, 48 activities (71%) have been completed and 20 (29%) are overdue, with most of these due to complete by the first half of the current financial year.



- 8.4. Overall, performance in delivering the 2012/13 Strategic Plan has been good, with over two thirds of activities completed.
- 8.5. The Council is continuing to deliver its partnership-wide programme to manage the impact of welfare reform on local residents. The Housing Options Team has made contact with every private household likely to be affected by the Benefits Cap. Social housing landlords are visiting their tenants affected by a range of reforms including the bedroom tax. Communications, training and engagement continues with staff across the Council as well as health, housing and voluntary sector partners.
- 8.6. The improvements made in reducing the gap between the borough's employment rate and that of London, as well as between the borough's Jobseekers Allowance claimant rate and the London average (outlined in Appendix 6), is reflected in the completion of employment and enterprise related activities. Employment opportunities are being secured through key strategic developments, almost 4,000 local people secured Games time opportunities and the Council is effectively using its procurement processes to maximise employment outcomes for local people.
- 8.7. Good progress continues to be made in providing affordable homes for local people. Despite missing the target for affordable homes delivery in 2012/13, the Council is on course to deliver over 4,000 affordable homes by 2014. Phase One of the Ocean Estate regeneration programme has completed, with all the affordable homes for this stage delivered, and the programme is on target to deliver over 800 new homes on the estate. The Council also successfully secured 27 homes in the East Village on the Olympic site, and is working to secure more homes for local people on the wider Olympic site.

- 8.8. Community Safety remains a key priority for the borough. The Council, working with its community safety partners, agreed the Community Safety Plan, implemented the Drugs Strategy and delivered the local Prevent programme.
- 8.9. The Council and its partners are tackling health inequalities and make the borough healthier. NHS reforms are being effectively implemented locally: the transfer of Public Health to the Council is complete and the procurement process for Healthwatch Tower Hamlets has been undertaken. Local partners have also completed the Health and Wellbeing Plan, which will provide the strategic direction for the Health and Wellbeing in the borough. The Council has also invested in improving the borough's leisure centres and play pitches.
- 8.10. 19 activities have been assessed as being overdue. Only 5 of these activities are less than 70 per cent complete. Details of these overdue activities, including remedial action, are outlined below. In addition, the Performance Review Group will also be reviewing these activities.

Improve the quality of housing services (60% complete)

The Tower Hamlets Homes 2012/2013 Delivery Plan has been evaluated, and a new one for 2013/14 agreed, securing improvements in Housing Services for THH tenants and leaseholders. Whilst service charge 'actuals' were dispatched on time, achieving transparency for leaseholders; the implementation of the Consolidated Action Plan (CAP) has slipped to May 2013. Transferred registered providers continue to report progress against service promises twice yearly, with the next report going to the Housing Lead Member in summer 2013.

Develop and implement the Mayor's Employment and Enterprise Board (0% complete)

The development of the Board has been postponed as further work is needed to achieve suitably high level representation and personnel. Work will continue in forming the Economic Taskforce (the operational group) to review and implement current work plans in the Employment and Enterprise strategies. This work will then identify any further actions or opportunities, with a view to making additional recommendations to a proposed future Mayor's Board post April 2014.

Improve support to carers (60% complete)

A number of strands are delayed, including the introduction and expansion of carers' budgets and contingency plans for carers as part of the support planning process. Contingency planning is being put in place and the Carers Journey is being taken forward. This activity is anticipated to complete in November 2013.

Improve the customer journey by embedding the principles of choice and control (40% complete)

All milestones remain scheduled for completion however they have slipped past the 2012/13 deadlines. There were delays with the implementation of the new 'customer journey' for the community learning disability service, this is now expected to be completed in July 2013. The launch of the e-marketplace to enable people to purchase health and social care services over the internet has also been delayed. Agilisys have now taken responsibility for procuring the e-marketplace, with Council input. Once approval is given and the contract signed, implementation can begin immediately and the e-marketplace should be online approximately three months later.

Identify and meet the needs of families using our Family Wellbeing Model approach (60% complete)

The FWBM was originally implemented in 2010/11. It was evaluated and amended in 2012 to ascertain how well it was identifying and meeting the needs of children and young people. Further amendments are proposed in conjunction with the implementation of the Multi Agency Safeguarding Hub (now due in July 2013 after delays in building works to house the MASH) and as a consequence of the requirement to review thresholds (required by Working Together 2013, published in late March 2013). It makes sense to complete the two reviews at the same time; a revised target date of July 2013 has been set for this.

9. COMMENTS OF THE CHIEF FINANCIAL OFFICER

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

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

10.1 The report provides performance information, including by reference to key performance indicators and the budget. It is consistent with good administration for the Council to consider monitoring information in relation to plans and budgets that it has adopted.

10.2 Section 3 of the Local Government Act 1999 requires the Council as a best value authority to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". Monitoring of performance information is an important way in which that obligation can be fulfilled.

10.3 The Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council's chief finance officer has established financial procedures to ensure the Council's proper financial administration. These include procedures for budgetary

control. It is consistent with these arrangements for Members to receive information about the revenue and capital budgets as set out in the report.

- 10.4 When considering its performance, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't. Relevant information is set out in section 11 of the report.

11. ONE TOWER HAMLETS CONSIDERATIONS

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

12. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

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

13. RISK MANAGEMENT IMPLICATIONS

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

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

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

14. CRIME AND DISORDER REDUCTION IMPLICATIONS

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

15. **EFFICIENCY STATEMENT**

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

16. **APPENDICES**

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

Appendix 1 – lists revenue and capital budget/target adjustments (including virements) agreed during 2012/13.

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

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

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

Appendix 5 – details all proposed transfers to reserves and the balances in reserves as at 31st March 2013.

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

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

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

List of “Background Papers” used in the preparation of this report:

No “background papers were used in writing this report

CONTROL BUDGET 2012-13								
2012-13 Original Budget at Cash Prices								
Total General Fund	Adults, Health and Wellbeing	Children Schools and Families	Communities, Localities and Culture	Development and Renewal	Chief Executive's	Resources	Corporate/ Capital	Central Items
292,265,595	98,224,219	89,830,451	68,442,875	20,210,279	8,810,700	8,748,968	13,459,542	(15,461,439)
0	0	0	1,025,139	0	0	0	0	(1,025,139)
0	0	0	600,000	0	0	0	0	(600,000)
0	0	0	871,000	0	0	0	0	(871,000)
0	(168,000)	(560,443)	(445,380)	(253,000)	(143,200)	2,297,299	(727,276)	(480,800)
0	0	0	0	0	0	480,800	0	(480,800)
0	0	0	0	0	0	260,000	(260,000)	0
0	0	0	0	122,000	230,000	0	0	(230,000)
0	(122,000)	0	0	0	100,000	0	0	(100,000)
0	0	4,900	(4,900)	0	0	0	0	0
0	0	(21,100)	21,100	0	0	0	0	0
0	0	0	72,000	0	0	0	0	(72,000)
0	0	0	123,332	0	0	0	0	(123,332)
0	0	0	133,000	0	0	0	0	(133,000)
0	0	0	48,000	0	0	0	0	(48,000)
0	0	0	95,133	0	0	0	0	(95,133)
0	0	0	96,293	0	0	0	0	(96,293)
0	0	0	63,390	0	0	0	0	(63,390)
0	0	0	1,355,000	0	0	0	(1,355,000)	0
0	0	0	0	0	92,000	373,000	0	(92,000)
0	0	0	0	0	0	0	(80,000)	(373,000)
0	0	0	0	0	0	0	0	0
0	(23,000)	(87,000)	(28,000)	138,000	0	0	0	0
0	1,213,000	0	0	0	0	0	0	(1,213,000)
0	491,000	0	0	0	0	0	(491,000)	0
0	650,000	0	0	0	0	0	(650,000)	0
0	(5,542,732)	(786,210)	5,542,732	0	0	0	0	0
0	0	0	786,210	0	0	0	0	0
0	547,398	0	66,000	0	0	0	(140,000)	(100,000)
0	0	0	0	0	0	(407,398)	(66,000)	0
0	0	0	0	0	0	50,000	0	(50,000)
0	0	0	0	0	277,000	0	0	(277,000)
0	0	0	0	12,000	0	0	0	(12,000)
0	0	0	(7,800)	0	7,800	0	0	0
0	41,430	(1,357,960)	171,220	(78,710)	0	0	1,224,020	(33,295)
0	0	33,295	0	0	0	0	0	(33,295)
0	0	0	0	0	235,000	289,000	(289,000)	0
0	0	0	573,000	0	0	0	0	(573,000)
0	(10,869)	(68,356)	(308,281)	0	0	387,506	0	(387,506)
0	0	(5,434,300)	136,300	17,400	0	5,280,600	0	(5,280,600)
0	(159,478)	159,478	0	0	(92,000)	0	0	0
0	0	0	0	0	0	(380,000)	0	472,000

Capital Control Budget 2012/13										
	Total Capital Budget	Adults, Health and Wellbeing	Building Schools For the Future	Chief Executive's /Resources	Children Schools and Families	Communities, Localities and Culture	Corporate	Development and Renewal	Housing Revenue Account	
2012-13 Original Budget at February 2012 Cabinet	185,366,156	345,000	68,776,961	0	29,394,000	6,195,000	10,000,000	10,279,195	60,376,000	
Q1 - Total Adjustments	994,575	56,726	(3,532,897)	127,873	(12,974,421)	7,821,936	0	3,439,805	6,055,553	
Q1 - Budget	186,360,731	401,726	65,244,064	127,873	16,419,579	14,016,936	10,000,000	13,719,000	66,431,553	
Q2 - Total Adjustments	6,405,888	0	0	0	285,000	(1,269,112)	0	7,390,000	0	
Q2 - Budget	192,766,619	401,726	65,244,064	127,873	16,704,579	12,747,824	10,000,000	21,109,000	66,431,553	
Q3 - Total Adjustments	(11,264,883)	(160,000)	7,765,000	0	325,000	259,117	(10,000,000)	(680,000)	(8,774,000)	
Q3 - Budget	181,501,736	241,726	73,009,064	127,873	17,029,579	13,006,941	0	20,429,000	57,657,553	
Cabinet Approvals										
D&R Capital Programme - 100 Whitechapel Road - Pedestrian crossing (Cabinet 13/02/13)	320,000							320,000		
Budgets Re-profiled*										
CLC Capital Programme - Bancroft Library - Delay in appointing contractor	(383,000)					(383,000)				
CLC Capital Programme - Banglatown Art Trail & Arches - Delay in appointing contractor	(17,000)					(17,000)				
CLC Capital Programme - Copton Close - Awaiting approval of strategy	(40,000)					(40,000)				
CLC Capital Programme - Poplar High Street - Awaiting approval of strategy	(37,000)					(37,000)				
CLC Capital Programme - Blackwall Way Bus Stops - Awaiting instructions from London Buses	(39,000)					(39,000)				
CLC Capital Programme - St Anne Street - Awaiting on developer	(20,000)					(20,000)				
CLC Capital Programme - Warner Green - Awaiting outcome of consultation	(49,000)					(49,000)				
CLC Capital Programme - Weavers Field & Allen Gardens - Pending decision on Masterplan	(70,000)					(70,000)				
CLC Capital Programme - Albert Gardens -Delays due to consultation	(24,000)					(24,000)				
CLC Capital Programme - Millwall Park & Langdon Park - Delays due to consultation	(39,000)					(39,000)				
CLC Capital Programme - Poplar Park & Jolly's Green - Awaiting planning	(65,000)					(65,000)				
CLC Capital Programme - Ropewalk Gardens - Scheme programmed for 2013/14	(47,000)					(47,000)				
CLC Capital Programme - Mile End Park Capital - Change in project management led delays	(19,000)					(19,000)				
CLC Capital Programme - Bow Area Traffic Review - Scheme delivery as per OPTEMS	(150,000)					(150,000)				
CLC Capital Programme - A12 Wick Lane Junction - Scheme delivery as per OPTEMS	(20,000)					(20,000)				
CLC Capital Programme - Monier Road cycle/pedestrian improvements - as above	(19,000)					(19,000)				
CLC Capital Programme - Dace Road cycle/pedestrian improvements - as above	(13,000)					(13,000)				
CLC Capital Programme - Fairfield Road/Tredegar Road Signals - as above	(17,000)					(17,000)				

Capital Control Budget 2012/13								Total Capital Budget	Adults, Health and Wellbeing	Building Schools For the Future	Chief Executive's /Resources	Children Schools and Families	Communities, Localities and Culture	Corporate	Development and Renewal	Housing Revenue Account		
CLC Capital Programme - Poplar Park - Awaiting planning approval								(44,000)					(44,000)					
CLC Capital Programme - Middlesex Street - Site not agreed with developer								(239,000)					(239,000)					
CLC Capital Programme - Schoolhouse Lane Multi Use Ball Games Area - Snagging issues								(7,000)					(7,000)					
CLC Capital Programme - Pennyfields Open Space - Site being used as a building yard								(15,000)					(15,000)					
CLC Capital Programme - TfL Schemes - delays due to weather, planning and approval								(280,000)					(280,000)					
CLC Capital Programme - Victoria Park Masterplan - Retention to be released in 2013/14								(642,000)					(642,000)					
CLC Capital Programme - Bancroft Library Phase 2b - delay in appointing contractor								(145,000)					(145,000)					
CLC Capital Programme - Contaminated Land Strategy - Awaiting approval of strategy								(62,000)					(62,000)					
CLC Capital Programme - Whitechapel Ideas Store - Retention to be realised in 2013/14								(15,000)					(15,000)					
CLC Capital Programme - Brickfield Gardens - Delays due to weather conditions								(40,247)					(40,247)					
CSF Capital Programme - Match Funding for Schools - works completed ahead of schedule								100,000				100,000						
BSF - Design and Build Schemes - Works completed early								4,637,000		4,637,000								
BSF - Infrastructure schemes - delayed to 2013/14								(241,000)		(241,000)								
BSF - 5 BSF (previously LPP) - approval led delays								(884,745)		(884,745)								
D&R Capital Programme - East India Dock Station Improvements - Work to begin in 2013/14								(160,661)						(160,661)				
D&R Capital Programme - BBB Station Improvements - Work to begin in 2013/14								(3,500,000)						(3,500,000)				
D&R Capital Programme - Wellington Way Health Centre - Work to begin in 2013/14								(3,200,000)						(3,200,000)				
D&R Capital Programme - Energy Efficiency Programme - To be delivered alternatively								(190,000)						(190,000)				
D&R Capital Programme - Regional Housing Pot - Grant agreement with GLA. Spend in 2013/14								(2,400,000)						(2,400,000)				
D&R Capital Programme - Affordable Housing Measures - Projects adopted late in 2012/13								(2,900,000)						(2,900,000)				
HRA Capital Programme - Housing Capital Programme - DH1 Programme prioritised								(7,700,000)						(7,700,000)				
HRA Capital Programme - Ocean Regeneration - Works completed ahead of schedule								1,111,000								1,111,000		
HRA Capital Programme - Blackwall Reach - Not all buy-backs achieved therefore slippage								(3,662,000)								(3,662,000)		
Decisions Delegated to Corporate Directors**																		
CLC Capital Programme - Watney Market Ideas Store - Increased costs of design and QS								250,000					250,000					
CLC Capital Programme - Highway Improvement Programme - Funding of additional works								27,000					27,000					
CLC Capital Programme - Bartlett Park - For a detailed feasibility study								21,000					21,000					
CLC Capital Programme - Brickfield Gardens - Installation of Street Lighting								40,247					40,247					

Capital Control Budget 2012/13										
	Total Capital Budget	Adults, Health and Wellbeing	Building Schools For the Future	Chief Executive's / Resources	Children Schools and Families	Communities, Localities and Culture	Corporate	Development and Renewal	Housing Revenue Account	
CSF Capital Programme - Tower Project - Purchase of equipment	6,989				6,989					
CSF Capital Programme - Youth Sports Foundation - Purchase of equipment	47,295				47,295					
CSF Capital Programme - QALB Contract to Discovery Home and House - Facilities upgrade	33,551				33,551					
D&R Capital Programme - East India Dock Station Improvements	160,661							160,661		
D&R Capital Programme - Electronic Indicator Board - Notice boards at DLR Stations	80,158							80,158		
Other Approvals/Adjustments										
CSF Capital Programme - Statutory Requirements - Reduction in the budget required	(65,000)				(65,000)					
CSF Capital Programme - Statutory Requirements - Budget correction	(32,000)				(32,000)					
D&R Capital Programme - High Street 2012 - Reversal of Q3 movement	680,000							680,000		
D&R Capital Programme - Millennium Quarter - Relates to revenue expenditure	(104,000)							(104,000)		
Q4 - Total Adjustments	(20,081,752)	0	3,511,255	0	90,835	(2,219,000)	0	(11,213,842)	10,251,000	
Total Revised Budget 2012-13	161,419,983	241,726	76,520,319	127,873	17,120,414	10,787,941	0	9,215,158	47,406,553	

* This involves changes to the timing of spending not the

** For items exceeding £100k and not exceeding £250k, see relevant noting report to cabinet

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CORPORATE MONTHLY BUDGET MONITORING

MARCH 2013

ADULTS, HEALTH & WELLBEING		Original Budget		Latest Budget		Actual Outturn		Use of Reserves Requested		New Reserves Requested		Outturn		Variance (Outturn 2012/13 to Latest Budget 2012/13)		Variance Outturn 2012/13 to Latest Budget 2012/13	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	Explanation of any variance that is considered to be significant and all variances greater than £100k
A53 Commissioning and Strategy M&A	Expenditure	198	457	456	0	0	456	0	0	0	0	456	(1)	(0)			
	Income	(30)	(155)	(227)	0	0	(227)	0	0	0	0	(227)	(72)	46			
	Net Expenditure	168	302	229	0	0	229	0	0	0	0	229	(73)	(24)			
Vote Budget Manager: D. Cohen Budget Risk: Low Date of last review: February 2013																	
A04 Preventative Technology	Expenditure	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	0	0	0	0	0	0	0	0	0	0	0	0	0			
Vote Budget Manager: K. Sugars Budget Risk: Low Date of last review: February 2013																	
A05 Carers Grant	Expenditure	1,041	1,199	1,159	0	0	1,159	0	0	0	0	1,159	(40)	(3)			
	Income	0	(140)	(130)	0	0	(130)	0	0	0	0	(130)	10	(7)			
	Net Expenditure	1,041	1,059	1,029	0	0	1,029	0	0	0	1,029	(30)	(3)				
Vote Budget Manager: B. Disney Budget Risk: Medium Date of last review: February 2013																	
A42 Older People Commissioning	Expenditure	25,330	26,211	26,151	0	0	26,151	0	0	0	0	26,151	(60)	(0)			
	Income	(4,482)	(4,482)	(4,600)	0	0	(4,600)	0	0	0	0	(4,600)	(118)	3			
	Net Expenditure	20,848	21,729	21,551	0	0	21,551	0	0	0	21,551	(178)	(1)				
Vote Budget Manager: B. Disney Budget Risk: High Date of last review: February 2013																	
A43 Learning Disabilities Commissioning	Expenditure	21,147	22,079	23,196	0	0	23,196	0	0	0	0	23,196	1,117	5			
	Income	(3,687)	(3,687)	(3,746)	0	0	(3,746)	0	0	0	0	(3,746)	(59)	2			
	Net Expenditure	17,460	18,392	19,450	0	0	19,450	0	0	0	19,450	1,058	6				
Vote Budget Manager: B. Disney Budget Risk: High Date of last review: February 2013																	

ADULTS, HEALTH & WELLBEING		Original Budget		Latest Budget		Actual Outturn		Use of Reserves Requested		New Reserves Requested		Outturn		Variance (Outturn 2012/13 to Latest Budget 2012/13)		Variance Outturn 2012/13 to Latest Budget 2012/13	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	Explanation of any variance that is considered to be significant and all variances greater than £100k
A44 Mental Health Commissioning	Expenditure	9,640	9,386	9,859	0	0	9,859	0	9,859	473	5	Potential delays with efficiency projects (domiciliary care recommissioning and mental health resettlement). Projected overspends will be met through bringing forward other directorate efficiency projects.					
	Income	(1,886)	(1,972)	(1,941)	0	0	(1,941)	0	(1,941)	31	(2)						
	Net Expenditure	7,754	7,414	7,918	0	0	7,918	0	7,918	504	7	Vote Budget Manager: R. Fradgley Budget Risk: High					
A45 Physical Disabilities Commissioning	Expenditure	7,264	7,572	8,569	0	0	8,569	0	8,569	997	13	Projected overspends due to delays in delivering commissioning savings - will be met by bringing forward other directorate efficiency projects.					
	Income	(1,714)	(1,715)	(1,581)	0	0	(1,581)	0	(1,581)	134	(8)						
	Net Expenditure	5,550	5,857	6,988	0	0	6,988	0	6,988	1,131	19	Vote Budget Manager: B. Disney Budget Risk: Medium					
A46 HIV Commissioning	Expenditure	214	269	148	0	0	148	0	148	(121)	(45)						
	Income	0	(55)	(1)	0	0	(1)	0	(1)	54	(98)						
	Net Expenditure	214	214	147	0	0	147	0	147	(67)	(31)	Vote Budget Manager: B. Disney Budget Risk: High Date of last review: February 2013					
A47 Access to Resources	Expenditure	1,076	1,125	1,302	0	0	1,302	0	1,302	177	16	Agency staff employed to process payments backlog					
	Income	0	0	(177)	0	0	(177)	0	(177)	(177)	0						
	Net Expenditure	1,076	1,125	1,125	0	0	1,125	0	1,125	0	0	Vote Budget Manager: D. Ingram Budget Risk: Low Date of last review: January 2013					
A48 Strategic Commissioning	Expenditure	508	508	533	0	0	533	0	533	25	5						
	Income	(96)	(96)	(122)	0	0	(122)	0	(122)	(26)	27						
	Net Expenditure	412	412	411	0	0	411	0	411	(1)	(0)	Vote Budget Manager: B. Disney Budget Risk: Low Date of last review: January 2013					

ADULTS, HEALTH & WELLBEING		Original Budget		Latest Budget		Actual Outturn		Use of Reserves Requested		New Reserves Requested		Outturn		Variance (Outturn 2012/13 to Latest Budget 2012/13)		Explanation of any variance that is considered to be significant and all variances greater than £100k	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%		
A50 Supporting People	Expenditure	13,962	14,390	13,119	13,119	0	0	13,119	(1,271)	(9)	Savings projects b/fwd (review of hostels service) to meet timing delays in other parts of the directorate efficiency programme.						
	Income	0	(25)	(28)	(28)	0	0	(28)	(3)	12							
	Net Expenditure	13,962	14,365	13,091	13,091	0	0	13,091	(1,274)	(9)	Vote Budget Manager: C. Kilpatrick Budget Risk: Medium Date of last review: March 2013						
A55 Quality and Performance	Expenditure	703	865	799	799	0	0	799	(66)	(8)							
	Income	(50)	(62)	(61)	(61)	0	0	(61)	1	(2)							
	Net Expenditure	653	803	738	738	0	0	738	(65)	(8)	Vote Budget Manager: K. Sugars Budget Risk: Low Date of last review: March 2013						
A56 Social Services I.T.	Expenditure	356	550	543	543	0	0	543	(7)	(1)							
	Income	0	0	0	0	0	0	0	0	0							
	Net Expenditure	356	550	543	543	0	0	543	(7)	(1)	Vote Budget Manager: E. Hussein Budget Risk: Low Date of last review: February 2013						
A58 Technical Resources	Expenditure	901	995	1,012	1,012	0	0	1,012	17	2							
	Income	(23)	(47)	(38)	(38)	0	0	(38)	9	(19)							
	Net Expenditure	878	948	974	974	0	0	974	26	3	Vote Budget Manager: K. Sugars Budget Risk: Medium Date of last review: March 2013						
A59 Corporate Services	Expenditure	2,307	619	1,226	1,226	0	0	1,226	607	98							
	Income	(470)	(165)	(3,039)	(3,039)	0	1,825	(1,214)	(1,049)	636							
	Net Expenditure	1,837	454	(1,813)	(1,813)	0	1,825	12	(442)	(97)	Vote Budget Manager: E. Hussein Budget Risk: Medium Date of last review: February 2013						
A61 Business Supp & Prog Management	Expenditure	710	415	248	248	0	0	248	(167)	(40)	Slippage in planned Telecare spend from Section 256 monies, vacant posts and secondments.						
	Income	(150)	(121)	(90)	(90)	0	0	(90)	31	(26)							
	Net Expenditure	560	294	158	158	0	0	158	(136)	(46)	Vote Budget Manager: K. Sugars Budget Risk: Medium Date of last review: March 2013						

ADULTS, HEALTH & WELLBEING		Original Budget		Latest Budget		Actual Outturn		Use of Reserves Requested		New Reserves Requested		Outturn		Variance (Outturn 2012/13 to Latest Budget 2012/13)		Variance (Outturn 2012/13 to Latest Budget 2012/13)		Explanation of any variance that is considered to be significant and all variances greater than £100k	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%			
A62 Strategy and Policy		Expenditure	122	122	128	128	0	0	0	0	128	6	5						
		Income	(67)	(67)	(70)	(70)	0	0	0	0	(70)	(3)	4						
		Net Expenditure	55	55	58	58	0	0	0	0	58	3	5						
Commissioning & Strategy		Expenditure	85,479	86,762	88,448	88,448	0	0	0	0	88,448	1,686	2						
		Income	(12,655)	(12,789)	(15,851)	(15,851)	0	0	0	1,825	(14,026)	(1,237)	10						
		Net Expenditure	72,824	73,973	72,597	72,597	0	1,825	0	1,825	74,422	449	1						
A08 Older People Mental Health		Expenditure	380	380	404	404	0	0	0	0	404	24	6						
		Income	0	0	0	0	0	0	0	0	0	0	0						
		Net Expenditure	380	380	404	404	0	0	0	0	404	24	6						
A15 Occupational Therapy		Expenditure	431	431	326	326	0	0	0	0	326	(105)	(24)						
		Income	0	0	(1)	(1)	0	0	0	0	(1)	(1)	0						
		Net Expenditure	431	431	325	325	0	0	0	0	325	(106)	(25)						
A16 Community Equipment Service		Expenditure	1,169	1,219	1,012	1,012	0	0	0	0	1,012	(207)	(17)						
		Income	(250)	(300)	(92)	(92)	0	0	0	0	(92)	208	(69)						
		Net Expenditure	919	919	920	920	0	0	0	0	920	1	0						
A30 Adult Resources Sub Div M&A		Expenditure	99	99	96	96	0	0	0	0	96	(3)	(3)						
		Income	0	0	0	0	0	0	0	0	0	0	0						
		Net Expenditure	99	99	96	96	0	0	0	0	96	(3)	(3)						
A31 Physical Disabilities Establishments		Expenditure	549	549	465	465	0	0	0	0	465	(84)	(15)						
		Income	(1)	(1)	(2)	(2)	0	0	0	0	(2)	(1)	100						
		Net Expenditure	548	548	463	463	0	0	0	0	463	(85)	(16)						

ADULTS, HEALTH & WELLBEING		Original Budget		Latest Budget		Actual Outturn		Use of Reserves Requested		New Reserves Requested		Outturn		Variance (Outturn 2012/13 to Latest Budget 2012/13)		Variance Outturn 2012/13 to Latest Budget 2012/13	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	Explanation of any variance that is considered to be significant and all variances greater than £100k
A33 Older People Day Centres		Expenditure	1,619	1,619	1,610	0	0	0	0	0	0	1,610	(9)	(1)			
		Income	(37)	(37)	(38)	0	0	0	0	0	0	(38)	(1)	3			
		Net Expenditure	1,582	1,582	1,572	0	0	0	0	0	0	1,572	(10)	(1)			
																	Vote Budget Manager: C. Oates Budget Risk: Medium Date of last review: January 2013
A34 Home Care		Expenditure	4,074	4,724	4,591	0	0	0	0	0	0	4,591	(133)	(3)			
		Income	(44)	(44)	(51)	0	0	0	0	0	0	(51)	(7)	16			The projected variance has arisen from the action taken to reduce the volume of agency staff and overtime. This has been possible as a result of a reduction in the number of long term service users.
		Net Expenditure	4,030	4,680	4,540	0	0	0	0	0	0	4,540	(140)	(3)			Vote Budget Manager: C. Oates Budget Risk: High Date of last review: January 2013
Ag2 Disabilities & Health		Expenditure	175	271	393	0	0	0	0	0	0	393	122	45			
		Income	0	0	0	0	0	0	0	0	0	0	0	0			Backfilling of posts vacant due to maternity and the cost of consultancy in relation to strategy are the cause of this overspend
		Net Expenditure	175	271	393	0	0	0	0	0	0	393	122	45			Vote Budget Manager: J. Rutherford Budget Risk: Low Date of last review: February 2013
A13 Learning Dis Sub Division M&A		Expenditure	83	83	74	0	0	0	0	0	0	74	(9)	(11)			
		Income	(35)	(35)	(35)	0	0	0	0	0	0	(35)	0	0			
		Net Expenditure	48	48	39	0	0	0	0	0	0	39	(9)	(19)			Vote Budget Manager: S. Howard Budget Risk: Low Date of last review: January 2013
A14 Learning Dis Assess & Care Mgmt.		Expenditure	976	976	1,111	0	0	0	0	0	0	1,111	135	14			
		Income	(204)	(204)	(340)	0	0	0	0	0	0	(340)	(136)	67			
		Net Expenditure	772	772	771	0	0	0	0	0	0	771	(1)	(0)			Vote Budget Manager: S. Howard Budget Risk: Medium Date of last review: January 2013
A19 Adult Protection		Expenditure	310	330	280	0	0	0	0	0	0	280	(50)	(15)			
		Income	(38)	(38)	(39)	0	0	0	0	0	0	(39)	(1)	3			
		Net Expenditure	272	292	241	0	0	0	0	0	0	241	(51)	(17)			Vote Budget Manager: M. Gomes Budget Risk: Low Date of last review: January 2013

ADULTS, HEALTH & WELLBEING		Original Budget		Latest Budget		Actual Outturn		Use of Reserves Requested		New Reserves Requested		Outturn		Variance (Outturn 2012/13 to Latest Budget 2012/13)		Explanation of any variance that is considered to be significant and all variances greater than £100k
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%		
A23 Mental Health Sub Division M&A	Expenditure	92	92	90	90	0	0	0	0	0	90	(2)	(2)	(2)		
	Income	(90)	(90)	(67)	(67)	0	0	0	0	0	(67)	23	(26)	(26)		
	Net Expenditure	2	2	23	23	0	0	0	0	0	23	21	1,050	1,050		
Vote Budget Manager: S. Diffey Budget Risk: Medium Date of last review: January 2013																
A24 Area Mental Health Teams	Expenditure	2,458	2,458	2,537	2,537	0	0	0	0	0	2,537	79	79	3		
	Income	(277)	(277)	(260)	(260)	0	0	0	0	0	(260)	17	(6)	(6)		
	Net Expenditure	2,181	2,181	2,277	2,277	0	0	0	0	0	2,277	96	4	4		
Vote Budget Manager: S. Diffey Budget Risk: Medium Date of last review: January 2013																
A25 Mental Health Day Centres	Expenditure	477	477	448	448	0	0	0	0	0	448	(29)	(29)	(6)		
	Income	(34)	(11)	(1)	(1)	0	0	0	0	0	(1)	10	(91)	(91)		
	Net Expenditure	443	466	447	447	0	0	0	0	0	447	(19)	(4)	(4)		
Vote Budget Manager: L. A. Johnson Budget Risk: Medium Date of last review: March 2013																
A32 Learning Disabilities Day Centre	Expenditure	472	418	284	284	0	0	0	0	0	284	(134)	(32)	(32)		
	Income	(5)	(5)	(5)	(5)	0	0	0	0	0	(5)	0	0	0		
	Net Expenditure	467	413	279	279	0	0	0	0	0	279	(134)	(32)	(32)		
Vote Budget Manager: S. Howard Budget Risk: Medium Date of last review: January 2013																
A37 Emergency Duty Social Work Service	Expenditure	231	361	442	442	0	0	0	0	0	442	81	81	22		
	Income	(20)	(20)	(32)	(32)	0	0	0	0	0	(32)	(12)	(12)	60		
	Net Expenditure	211	341	410	410	0	0	0	0	0	410	69	20	20		
Vote Budget Manager: I. Williamson Budget Risk: Medium Date of last review: January 2013																

ADULTS, HEALTH & WELLBEING		Original Budget		Latest Budget		Actual Outturn		Use of Reserves Requested		New Reserves Requested		Outturn		Variance (Outturn 2012/13 to Latest Budget 2012/13)		Explanation of any variance that is considered to be significant and all variances greater than £100k			
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%				
A81	First Response	Expenditure	2,229	2,879	2,855	0	0	0	0	0	0	2,855	(24)	(1)					
		Income	(102)	(192)	(210)	0	0	0	0	0	0	(210)	(18)	9					
		Net Expenditure	2,127	2,687	2,645	0	0	0	0	0	0	2,645	(42)	(2)					
Vote Budget Manager: L. Drake Budget Risk: Medium Date of last review: January 2013																			
A82	Reablement	Expenditure	2,341	2,375	2,305	0	0	0	0	0	0	2,305	(70)	(3)					
		Income	(126)	(169)	(143)	0	0	0	0	0	0	(143)	26	(15)					
		Net Expenditure	2,215	2,206	2,162	0	0	0	0	0	0	2,162	(44)	(2)					
Vote Budget Manager: C. Oates Budget Risk: Medium Date of last review: January 2013																			
A83	Longer Term Support - Social Care	Expenditure	2,385	2,385	2,329	0	0	0	0	0	0	2,329	(56)	(2)					
		Income	0	0	(6)	0	0	0	0	0	0	(6)	(6)	0					
		Net Expenditure	2,385	2,385	2,323	0	0	0	0	0	0	2,323	(62)	(3)					
Vote Budget Manager: A. Tyrer Budget Risk: Medium Date of last review: January 2013																			
A84	Longer Term Support -	Expenditure	933	933	950	0	0	0	0	0	0	950	17	2					
		Income	0	0	(1)	0	0	0	0	0	0	(1)	(1)	0					
		Net Expenditure	933	933	949	0	0	0	0	0	0	949	16	2					
Vote Budget Manager: C. Squire Budget Risk: Medium Date of last review: February 2013																			
Adult Social Care		Expenditure	21,483	23,059	22,614	0	0	0	0	0	0	22,614	(445)	(2)					
		Income	(1,263)	(1,423)	(1,323)	0	0	0	0	0	0	(1,323)	100	(7)					
		Net Expenditure	20,220	21,636	21,291	0	0	0	0	0	0	21,291	(345)	(2)					
															(2) Service Head:			J. Rutherford	

ADULTS, HEALTH & WELLBEING		Original Budget		Latest Budget		Actual Outturn		Use of Reserves Requested		New Reserves Requested		Outturn		Variance (Outturn 2012/13 to Latest Budget 2012/13)		Explanation of any variance that is considered to be significant and all variances greater than £100k	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%		
A66 Learning and	Expenditure	587	587	526	526	0	0	0	0	0	0	526	(61)	(10)			
	Income	0	0	(3)	(3)	0	0	0	0	0	0	(3)	(3)	0			
	Net Expenditure	587	587	523	523	0	0	0	0	0	0	523	(64)	(11)			Vote Budget Manager: E. Hussein Budget Risk: Medium Date of last review: February 2013
A71 Finance Services	Expenditure	1,500	1,550	1,333	1,333	0	0	0	0	0	0	1,333	(217)	(14)			
	Income	(764)	(764)	(622)	(622)	0	0	0	0	0	0	(622)	142	(19)			
	Net Expenditure	736	786	711	711	0	0	0	0	0	0	711	(75)	(10)			Vote Budget Manager: E. Hussein Budget Risk: Medium Date of last review: February 2013
A90 Support Services	Expenditure	3,857	4,478	4,513	4,513	0	0	0	0	0	0	4,513	35	1			
	Income	0	0	0	0	0	0	0	0	0	0	0	0	0			
	Net Expenditure	3,857	4,478	4,513	4,513	0	0	0	0	0	0	4,513	35	1			Vote Budget Manager: E. Hussein Budget Risk: Low Date of last review: February 2013
Other	Expenditure	5,944	6,615	6,372	6,372	0	0	0	0	0	0	6,372	(243)	(4)			
	Income	(764)	(764)	(625)	(625)	0	0	0	0	0	0	(625)	139	(18)			
	Net Expenditure	5,180	5,851	5,747	5,747	0	0	0	0	0	0	5,747	(104)	(2)			Service Head: E. Hussein
TOTAL FOR ADULTS HEALTH & WELLBEING	Expenditure	112,906	116,436	117,434	117,434	0	0	0	0	0	0	117,434	998	1			
	Income	(14,682)	(14,976)	(17,799)	(17,799)	0	0	0	0	1,825	0	(15,974)	(998)	7			
	Net Expenditure	98,224	101,460	99,635	99,635	0	0	0	0	1,825	0	101,460	0	0			

CHIEF EXECUTIVES		Original Budget		Latest Budget		Actual Outturn		Use of Reserves Requested		New Reserves Requested		Outturn		Variance (Outturn 2012/13 to Latest Budget 2012/13)		Variance Outturn 2012/13 to Latest Budget 2012/13		
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	Explanation of any variance that is considered to be significant and all variances greater than £100k	Date of last review
C60 Borough Elections		Expenditure	30	28	28	0	0	0	0	0	0	28	0	0	0			
		Income	0	0	0	0	0	0	0	0	0	0	0	0	0			
		Net	30	28	28	0	0	0	0	0	0	28	0	0	0			
C82 Business Unit Support team		Expenditure	94	784	784	0	0	0	0	0	0	784	0	0	0			
		Income	0	(784)	(784)	0	0	0	0	0	0	(784)	0	0	0			
		Net	94	0	0	0	0	0	0	0	0	0	0	0	0			
C64 Information Governance & Complaints		Expenditure	519	519	421	0	83	0	0	83	0	504	(15)	(3)	(3)			
		Income	(409)	(436)	(421)	0	0	0	0	0	0	(421)	15	(3)	(3)			
		Net	110	83	0	0	83	0	83	83	83	83	0	0	0			
TOTAL FOR LEGAL, ELECTORAL SERVICES & BUSINESS		Expenditure	4,687	5,401	5,836	0	134	0	0	134	0	5,970	569	11	11			
		Income	(3,928)	(4,487)	(5,056)	0	0	0	0	0	0	(5,056)	(569)	13	13			
		Net	759	914	780	0	134	0	134	134	134	914	0	0	0			
C56 Registration of Births, Deaths		Expenditure	774	794	912	0	55	0	0	55	0	967	173	22	22			
		Income	(479)	(495)	(668)	0	0	0	0	0	0	(668)	(173)	35	35			
		Net	295	299	244	0	55	0	55	55	55	299	0	0	0			
C62 Democratic Services		Expenditure	2,609	3,019	2,970	0	49	0	0	49	0	3,019	0	0	0			
		Income	(7)	(7)	(7)	0	0	0	0	0	0	(7)	0	0	0			
		Net	2,602	3,012	2,963	0	49	0	49	49	49	3,012	0	0	0			

CHIEF EXECUTIVES		Original Budget		Latest Budget		Actual Outturn		Use of Reserves Requested		New Reserves Requested		Outturn		Variance (Outturn 2012/13 to Latest Budget 2012/13)		Variance Outturn 2012/13 to Latest Budget 2012/13		
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	Explanation of any variance that is considered to be significant and all variances greater than £100k	
C78	Demo Representation & Mgt	861	861	929	929	929	929	0	0	0	0	0	0	0	0			
	Expenditure																	
	Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	Net	861	861	929	929	929	929	0	0	0	0	0	0	0	0			
Vote Budget Manager: JohnS Williams Budget Risk: Low Date of last review 14/03/2013																		
TOTAL FOR DEMOCRATIC & REGISTRARS SERVICES																		
	Expenditure	4,244	4,742	4,811	4,915	4,811	4,915	0	104	104	104	4,915	173	4				
	Income	(486)	(502)	(675)	(675)	(675)	(675)	0	0	0	0	(675)	(173)	34				
	Net	3,758	4,240	4,136	4,240	4,136	4,240	0	104	104	104	4,240	0	0	0			JohnS Williams
C80	Corporate Management	2,101	2,396	2,114	2,398	2,114	2,398	0	284	284	284	2,398	2	0				
	Expenditure																	
	Income	0	0	(1)	(1)	(1)	(1)	0	0	0	0	(1)	(1)	0				
	Net	2,101	2,396	2,113	2,397	2,113	2,397	0	284	284	284	2,397	1	0	0			Isabella Freeman
Vote Budget Manager: Isabella Freeman Budget Risk: Low Date of last review 14/03/2013																		
TOTAL FOR CHIEF EXECUTIVES																		
	Expenditure	15,859	17,959	18,781	19,413	18,781	19,413	0	634	634	634	19,413	1,454	8				
	Income	(7,050)	(8,139)	(9,595)	(9,595)	(9,595)	(9,595)	0	0	0	0	(9,595)	(1,456)	18				
	Net	8,809	9,820	9,186	9,818	9,186	9,818	0	634	634	634	9,818	(2)	(0)	(0)			Isabella Freeman

CORPORATE MONTHLY BUDGET MONITORING

MARCH 2013

		Original Budget	Latest Budget	Actual Outturn	Use of Reserves Requested	New Reserves Requested	Outturn	Variance (Outturn 2012/13 to Latest Budget 2012/13)	Variance Outturn 2012/13 to Latest Budget 2012/13	Explanation of any variance that is considered to be significant and all variances greater than £100k
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
E01 Management & Admin	Expenditure	3,617	3,737	3,671	0	0	3,671	(66)	(2)	
	Income	(3,617)	(3,737)	(3,671)	0	0	(3,671)	66	(2)	
	Net Expenditure	0	0	0	0	0	0	0	0	Vote Budget Manager: Robin Beattie Budget Risk: Low
E02 Olympics	Expenditure	225	265	245	0	0	265	0	0	
	Income	0	(40)	(20)	0	0	(40)	0	0	
	Net Expenditure	225	225	225	0	0	225	0	0	Vote Budget Manager: Robin Beattie Budget Risk: Low
Strategy & Resources Total	Expenditure	3,842	4,002	3,916	0	0	3,916	(86)	(2)	
	Income	(3,617)	(3,777)	(3,691)	0	0	(3,691)	86	(2)	
	Net Expenditure	225	225	225	0	0	225	0	0	Robin Beattie Budget Risk: Low
E10 Public Realm M&A	Expenditure	719	718	683	0	0	683	(35)	(5)	
	Income	(728)	(718)	(683)	0	0	(683)	35	(5)	
	Net Expenditure	(9)	0	0	0	0	0	0	0	Vote Budget Manager: Jamie Blake Budget Risk: Low
E12 Transportation & Highways	Expenditure	11,134	11,633	11,733	0	0	11,733	100	1	Increased Permit income and fees
	Income	(4,606)	(4,827)	(3,855)	0	0	(3,855)	972	(20)	
	Net Expenditure	6,528	6,806	7,878	0	0	7,878	1,072	16	Vote Budget Manager: Margaret Cooper Budget Risk: High
E15 Clean & Green	Expenditure	31,633	35,303	35,374	0	0	35,374	71	0	Olympic games costs, growth for landfilltax, contract inflation
	Income	(7,103)	(7,357)	(7,421)	0	0	(7,421)	(64)	1	
	Net Expenditure	24,530	27,946	27,953	0	0	27,953	7	0	Vote Budget Manager: Simon Baxter Budget Risk: High
E23 Concessionary Fares	Expenditure	7,968	8,582	8,516	0	57	8,573	(9)	(0)	Growth for Freedom Passes
	Income	0	(11)	(11)	0	0	(11)	0	0	
	Net Expenditure	7,968	8,571	8,505	0	57	8,562	(9)	(0)	Vote Budget Manager: Jamie Blake Budget Risk: Low

COMMUNITIES, LOCALITIES & CULTURE		Latest Budget				Use of Reserves Requested		New Reserves Requested		Outturn		Variance (Outturn 2012/13 to Latest Budget 2012/13)		Explanation of any variance that is considered to be significant and all variances greater than £100k	
		Original Budget	Latest Budget	Actual Outturn	Use of Reserves Requested	New Reserves Requested	Outturn	Variance (Outturn 2012/13 to Latest Budget 2012/13)	Vote Budget Manager:	Budget Risk:					
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%					
E24 Parking Control	Expenditure	7,856	7,903	10,747	0	0	10,747	2,844	36						
	Income	(7,856)	(7,903)	(18,101)	0	6,281	(11,820)	(3,917)	50						
	Net Expenditure	0	0	(7,354)	0	6,281	(1,073)	(1,073)	0						
Vote Budget Manager: Jamie Blake Budget Risk: Low															
Public Realm Total	Expenditure	59,310	64,139	67,053	0	57	67,110	2,971	5						
	Income	(20,293)	(20,816)	(30,071)	0	6,281	(23,790)	(2,974)	14						
	Net Expenditure	39,017	43,323	36,982	0	6,338	43,320	(3)	(0)					Jamie Blake	
E80 Safer Communities Man:	Expenditure	151	171	296	0	0	296	125	73						
	Income	(155)	(171)	(296)	0	0	(296)	(125)	73						
	Net Expenditure	(4)	0	0	0	0	0	0	0						
Vote Budget Manager: Andy Bamber Budget Risk: Low															
E81 Community Safety Partnership, DV & HC	Expenditure	2,425	2,980	2,363	0	590	2,953	(27)	(1)					Accelerated delivery growth items	
	Income	(321)	(393)	(371)	0	0	(371)	22	(6)						
	Net Expenditure	2,104	2,587	1,992	0	590	2,582	(5)	(0)						
Vote Budget Manager: Emily Fieran-Reed Budget Risk: Medium															
E83 Enforcement & Intervent	Expenditure	2,434	2,494	2,700	0	0	2,700	206	8						
	Income	(196)	(176)	(372)	0	0	(372)	(196)	111						
	Net Expenditure	2,238	2,318	2,328	0	0	2,328	10	0						
Vote Budget Manager: Gavin Dooley Budget Risk: Medium															
E84 Drugs Action Team	Expenditure	5,732	5,468	5,694	0	0	5,694	226	4					increased NHS s258 income	
	Income	(4,161)	(4,161)	(4,458)	0	0	(4,458)	(297)	7						
	Net Expenditure	1,571	1,307	1,236	0	0	1,236	(71)	(5)						
Vote Budget Manager: Rachael Sadegh Budget Risk: Low															
E85 Env Commercial Services	Expenditure	4,337	4,708	4,547	0	85	4,632	(76)	(2)						
	Income	(1,345)	(1,674)	(1,628)	0	0	(1,628)	46	(3)						
	Net Expenditure	2,992	3,034	2,919	0	85	3,004	(30)	(1)						
Vote Budget Manager: Collin Perrins Budget Risk: Medium															

COMMUNITIES, LOCALITIES & CULTURE		Variance Outturn 2012/13 to Latest Budget 2012/13										Explanation of any variance that is considered to be significant and all variances greater than £100k
		Original Budget	Latest Budget	Actual Outturn	Use of Reserves Requested	New Reserves Requested	Outturn	(Outturn 2012/13 to Latest Budget 2012/13)	Variance			
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
E86	Env Health Protection Services	Expenditure	4,221	4,317	4,289	0	70	4,359	42	1		
		Income	(922)	(986)	(1,071)	0	0	(1,071)	(85)	9		
		Net Expenditure	3,299	3,331	3,218	0	70	3,288	(43)	(1)		
Vote Budget Manager: Andrew Weaver Budget Risk: Medium												
E87	Youth & Connexions Service	Expenditure	0	8,866	8,693	0	0	8,693	(173)	(2)		
		Income	0	(3,296)	(3,375)	0	252	(3,123)	173	(5)		
		Net Expenditure	0	5,570	5,318	0	252	5,570	0	0		
Vote Budget Manager: Dinar Hossain Budget Risk: Medium												
Safely		Expenditure	19,300	29,004	28,582	0	745	29,327	323	1		
0		Income	(7,100)	(10,857)	(11,571)	0	252	(11,319)	(462)	4		
1		Net Expenditure	12,200	18,147	17,011	0	997	18,008	(139)	(1)		
Service Head: Andy Bamber												
E40		Expenditure	134	129	188	0	0	188	59	46		
2		Income	(134)	(129)	(188)	0	0	(188)	(59)	46		
		Net Expenditure	0	0	0	0	0	0	0	0		
Vote Budget Manager: Heather Bonfield Budget Risk: Low												
E41		Expenditure	8,401	8,322	8,820	0	0	8,820	498	6		
		Income	(1,233)	(1,233)	(1,581)	0	0	(1,581)	(348)	28		
		Net Expenditure	7,168	7,089	7,239	0	0	7,239	150	2		
Vote Budget Manager: Judith St John Budget Risk: Medium												
E42		Expenditure	3,892	3,969	4,059	0	0	4,059	90	2		
		Income	(338)	(379)	(464)	0	0	(464)	(85)	22		
		Net Expenditure	3,554	3,590	3,595	0	0	3,595	5	0		
Vote Budget Manager: Lisa Pottinger Budget Risk: High												
E43		Expenditure	3,153	3,523	4,000	0	0	4,000	477	14		
		Income	(221)	(231)	(648)	0	0	(648)	(417)	181		
		Net Expenditure	2,932	3,292	3,352	0	0	3,352	60	2		
Vote Budget Manager: Michael Rowan Budget Risk: Medium												

COMMUNITIES, LOCALITIES & CULTURE		Original Budget				Latest Budget		Actual Outturn		Use of Reserves Requested		New Reserves Requested		Outturn		Variance (Outturn 2012/13 to Latest Budget 2012/13)		Explanation of any variance that is considered to be significant and all variances greater than £100k	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%		
E44 Arts & Events		Expenditure	2,261	2,421	2,798	2,798	0	0	2,798	0	0	0	2,798	377	16				
		Income	(984)	(984)	(1,361)	(1,361)	0	0	(1,361)	0	0	0	(377)	(377)	38				
		Net Expenditure	1,277	1,437	1,437	1,437	0	0	1,437	0	0	0	0	0	0				
																			Vote Budget Manager: Steve Murray
																			Budget Risk: Low
E45 Mile End Park		Expenditure	763	741	917	917	0	0	917	0	0	0	176	176	24				
		Income	(763)	(741)	(917)	(917)	0	0	(917)	0	0	0	(176)	(176)	24				
		Net Expenditure	0	0	0	0	0	0	0	0	0	0	0	0	0				
																			Vote Budget Manager: Michael Rowan
																			Budget Risk: Low
E47 Lifelong Learning		Expenditure	5,219	5,370	5,254	5,254	0	0	5,254	0	0	0	(116)	(116)	(2)				
		Income	(3,553)	(3,553)	(3,449)	(3,449)	0	0	(3,449)	0	0	0	104	104	(3)				
		Net Expenditure	1,666	1,817	1,805	1,805	0	0	1,805	0	0	0	(12)	(12)	(1)				
																			Vote Budget Manager: Judith St John
																			Budget Risk: Low
E48 Community Languages		Expenditure	0	1,093	1,052	1,052	0	0	1,052	0	0	0	(41)	(41)	(4)				
		Income	0	(306)	(327)	(327)	0	0	(327)	0	0	0	(21)	(21)	7				
		Net Expenditure	0	787	725	725	0	0	725	0	0	0	(62)	(62)	(8)				
																			Vote Budget Manager: Jamal Uddin
																			Budget Risk: Low
Cultural Services Total		Expenditure	23,823	25,568	27,088	27,088	0	0	27,088	0	0	0	1,520	1,520	6				
		Income	(7,226)	(7,556)	(8,935)	(8,935)	0	0	(8,935)	0	0	0	(1,379)	(1,379)	18				
		Net Expenditure	16,597	18,012	18,153	18,153	0	0	18,153	0	0	0	141	141	1				
																			Service Head: Heather Bonfield
E71 Service Integration		Expenditure	404	476	429	429	0	82	511	0	82	0	35	35	7				
		Income	0	0	(35)	(35)	0	0	(35)	0	0	0	(35)	(35)	0				
		Net Expenditure	404	476	394	394	0	82	476	0	82	0	0	0	0				
																			Contract hire, operating lease charges, Increased recharge due to demand
																			Service Head: Shazia Hussain
																			Budget Risk: Medium
E30 Fleet Management		Expenditure	922	1,686	1,868	1,868	0	0	1,868	0	0	0	182	182	11				
		Income	(922)	(1,686)	(1,840)	(1,840)	0	0	(1,840)	0	0	0	(154)	(154)	9				
		Net Expenditure	0	0	28	28	0	0	28	0	0	0	28	28	0				
																			Vote Budget Manager: Margaret Cooper
																			Budget Risk: Low

COMMUNITIES, LOCALITIES & CULTURE	Original Budget				Latest Budget		Actual Outturn		Use of Reserves Requested		New Reserves Requested		Outturn		Variance (Outturn 2012/13 to Latest Budget 2012/13)		Explanation of any variance that is considered to be significant and all variances greater than £100k	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%		
E31 Passenger Transport	Expenditure	4,937	5,218	5,023	0	0	5,023	5,023	0	0	0	5,023	(195)	(4)				
	Income	(4,937)	(5,218)	(5,074)	0	0	(5,074)	(5,074)	0	0	0	(5,074)	144	(3)				
	Net Expenditure	0	0	(51)	0	0	(51)	(51)	0	0	0	(51)	(51)	0				
Vote Budget Manager: Margaret Cooper Budget Risk: Low Date of last review: January 2013																		
E32 DSO Vehicle Workshop	Expenditure	456	423	420	0	0	420	420	0	0	0	420	(3)	(1)				
	Income	(456)	(423)	(397)	0	0	(397)	(397)	0	0	0	(397)	26	(6)				
	Net Expenditure	0	0	23	0	0	23	23	0	0	0	23	23	0				
Vote Budget Manager: Margaret Cooper Budget Risk: Low Date of last review: January 2013																		
E32 Street Trading	Expenditure	2,314	2,314	2,152	0	174	2,326	2,326	0	174	174	2,326	12	1				
	Income	(2,314)	(2,314)	(2,326)	0	0	(2,326)	(2,326)	0	0	0	(2,326)	(12)	1				
	Net Expenditure	0	0	(174)	0	174	0	(174)	0	174	174	0	0	0				
Vote Budget Manager: Gavin Dooley Budget Risk: Medium																		
TOTAL FOR COMMUNITIES, LOCALITIES & CULTURE	Expenditure	115,308	132,831	136,533	0	1,058	137,591	137,591	0	1,058	1,058	137,591	4,760	4				
	Income	(46,865)	(52,647)	(63,940)	0	6,533	(57,407)	(57,407)	0	6,533	6,533	(57,407)	(4,760)	9				
	Net Expenditure	68,443	80,184	72,593	0	7,591	80,184	80,184	0	7,591	7,591	80,184	0	0			Director: Stephen Halsey	

CHILDREN, SCHOOLS AND FAMILIES (Dedicated Schools Grant)		Original Budget	Latest Budget	Actual Outturn	Use of Reserves Requested	New Reserves Requested	Outturn	Variance (Outturn 2012/13 to Latest Budget 2012/13)	Variance Outturn 2012/13 to Latest Budget 2012/13 Explanation of any variance that is considered to be significant and all variances greater than £100k	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
TOTAL FOR PRE-PRIMARY EDUCATION		4,968	4,825	5,427	0	0	5,427	602	12	
	Expenditure	(103)	(59)	(727)	0	0	(727)	(668)	1,132	
	Income	4,865	4,766	4,700	0	0	4,700	(66)	112	Service Head Budget Risk: High Date of last review 23.01.2013
	Net Expenditure	4,865	4,766	4,700	0	0	4,700	(66)	112	
TOTAL FOR PRIMARY EDUCATION DSG		150,741	154,383	176,043	0	0	176,043	21,660	14	£52k of £1.062m forecast overspend on School Specific Contingency, reported to Schools Forum 23rd January 2013.
	Expenditure	(4,841)	(7,958)	(28,842)	0	0	(28,842)	(20,884)	262	
	Income	145,900	146,425	147,201	0	0	147,201	776	(10)	Service Head Budget Risk: High Date of last review 23.01.2013
	Net Expenditure	145,900	146,425	147,201	0	0	147,201	776	(10)	
TOTAL FOR SECONDARY EDUCATION DSG		123,161	126,408	145,611	0	0	145,611	19,203	15	£530k of £1.062m forecast overspend on School Specific Contingency, reported to Schools Forum 23rd January 2013.
	Expenditure	(17,729)	(21,189)	(39,806)	0	0	(39,806)	(18,617)	88	
	Income	105,432	105,219	105,805	0	0	105,805	586	(3)	Service Head Budget Risk: High Date of last review 23.01.2013
	Net Expenditure	105,432	105,219	105,805	0	0	105,805	586	(3)	
TOTAL FOR SPECIAL EDUCATION DSG		13,972	13,546	17,210	0	0	17,210	3,664	27	
	Expenditure	(911)	(1,211)	(4,025)	0	0	(4,025)	(2,814)	232	
	Income	13,061	12,335	13,185	0	0	13,185	850	(70)	Service Head Budget Risk: High Date of last review 23.01.2013
	Net Expenditure	13,061	12,335	13,185	0	0	13,185	850	(70)	

CHILDREN, SCHOOLS AND FAMILIES (Dedicated Schools Grant)	Original Budget		Latest Budget		Actual Outturn		Use of Reserves Requested		New Reserves Requested		Outturn		Variance (Outturn 2012/13 to Latest Budget 2012/13)		Variance Outturn 2012/13 to Latest Budget 2012/13		Explanation of any variance that is considered to be significant and all variances greater than £100k	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%			
G17 Support For Learning Service DSG	Expenditure	3,773	3,773	3,814	3,814	0	0	0	0	0	3,814	41	1					
	Income	(897)	(897)	(917)	(917)	0	0	0	0	0	(917)	(20)	2					
	Net Expenditure	2,876	2,876	2,897	2,897	0	0	0	0	0	2,897	21	(2)					
																		Vote Budget Manager: Liz Vickerie Budget Risk: Medium
G28 Education Improvement Partnership DSG	Expenditure	0	0	0	0	0	0	0	0	0	0	0	0					
	Income	0	0	0	0	0	0	0	0	0	0	0	0					
	Net Expenditure	0	0	0	0	0	0	0	0	0	0	0	0					Vote Budget Manager: Budget Risk: Ceased
G29 Pupil Referral Unit	Expenditure	4,924	5,119	5,030	5,030	0	0	0	0	0	5,030	(89)	(2)					The underspend is caused by delay in window installation on the premises during Olympics and also due to Christmas Holidays. A total of £265k including PRU will be carry forward into 2013/14 to complete the impending works
	Income	(727)	(727)	(984)	(984)	0	0	0	0	0	(984)	(257)	35					
	Net Expenditure	4,197	4,392	4,046	4,046	0	0	0	0	0	4,046	(346)	48					Vote Budget Manager: John Watkins Budget Risk: High Date of last review 13.03.2013
H10 Learning & Achiev'm't M & A DSG	Expenditure	908	908	908	908	0	0	0	0	0	908	0	0					
	Income	0	0	0	0	0	0	0	0	0	0	0	0					
	Net Expenditure	908	908	908	908	0	0	0	0	0	908	0	0					Vote Budget Manager: Anne Canning Budget Risk: Low Date of last review 13.02.2013
H11 Early Years Service DSG	Expenditure	3,853	4,403	4,215	4,215	0	0	0	0	0	4,215	(188)	(4)					Forecast position on 3 and 4 year olds costs. One final term's allocations still to be made.
	Income	0	0	0	0	0	0	0	0	0	0	0	0					
	Net Expenditure	3,853	4,403	4,215	4,215	0	0	0	0	0	4,215	(188)	0					Vote Budget Manager: Monica Forty Budget Risk: Low Date of last review 12.12.2012
H16 Special Education Needs DSG	Expenditure	8,587	8,587	8,237	8,237	0	0	0	0	0	8,237	(350)	(4)					
	Income	(2,316)	(2,316)	(1,789)	(1,789)	0	0	0	0	0	(1,789)	527	(23)					
	Net Expenditure	6,271	6,271	6,448	6,448	0	0	0	0	0	6,448	177	(8)					Vote Budget Manager: David Carroll Budget Risk: High Date of last review 13.03.2013

CHILDREN, SCHOOLS AND FAMILIES (Dedicated Schools Grant)	Original Budget		Latest Budget		Actual Outturn		Use of Reserves Requested		New Reserves Requested		Outturn		Variance (Outturn 2012/13 to Latest Budget 2012/13)		Variance Outturn 2012/13 to Latest Budget 2012/13		Explanation of any variance that is considered to be significant and all variances greater than £100k	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	£'000	%		
H18 Education Psychology Service DSG	188	188	188	188	188	0	0	0	0	0	188	0	0	0	0	0	0	Vote Budget Manager: David Carroll Budget Risk: Low Date of last review 14.01.2013
Net Expenditure	188	188	188	188	188	0	0	0	0	0	188	0	0	0	0	0		
H78 Pupil Admissions & Excl DSG	892	1,016	1,215	0	0	0	0	0	0	0	1,215	199	20	199	20	81	Vote Budget Manager: Terry Bryan Budget Risk: Low Date of last review 15.01.2013	
Expenditure																		
Income	(152)	(152)	(275)	0	0	0	0	0	0	0	(275)	(123)	81	(123)	81			
Net Expenditure	740	864	940	0	0	0	0	0	0	0	940	76	(50)	76	(50)			
TOTAL FOR LEARNING & ACHIEVEMENT	23,125	23,994	23,607	0	0	0	0	0	0	0	23,607	(387)	(2)	(387)	(2)		Anne Canning	
Expenditure																		
Income	(4,092)	(4,092)	(3,965)	0	0	0	0	0	0	0	(3,965)	127	(3)	(3,965)	(3)			
Net Expenditure	19,033	19,902	19,642	0	0	0	0	0	0	0	19,642	(260)	6	(260)	6			
H55 Children Looked After DSG	289	413	404	0	0	0	0	0	0	0	404	(9)	(2)	(9)	(2)		Vote Budget Manager: Susan Kelly Budget Risk: Low Date of last review 11.12.2012	
Expenditure																		
Income	0	0	(1)	0	0	0	0	0	0	0	(1)	(1)	0	(1)	0			
Net Expenditure	289	413	403	0	0	0	0	0	0	0	403	(10)	0	(10)	0			
H62 Attendance & Welfare Service	55	55	55	0	0	0	0	0	0	0	55	0	0	0	0	0	Vote Budget Manager: David Hough Budget Risk: Low Date of last review 07.11.2012	
Expenditure																		
Income	0	0	(1)	0	0	0	0	0	0	0	(1)	(1)	0	(1)	0			
Net Expenditure	55	55	55	0	0	0	0	0	0	0	55	0	0	0	0			
TOTAL FOR CHILDRENS SOCIAL CARE	344	468	458	0	0	0	0	0	0	0	458	(9)	(2)	(9)	(2)		Children's Social Care	
Expenditure																		
Income	0	0	(1)	0	0	0	0	0	0	0	(1)	(1)	0	(1)	0			
Net Expenditure	344	468	458	0	0	0	0	0	0	0	458	(10)	0	(10)	0			
H79 CSF Resources Mgmt. DSG	1,037	1,037	1,104	0	0	0	0	0	0	0	1,104	67	6	67	6		Forecast surplus on schools catering contract of £500k.	
Expenditure																		
Income	0	0	(541)	0	0	0	0	0	0	0	(541)	(541)	0	(541)	0			
Net Expenditure	1,037	1,037	563	0	0	0	0	0	0	0	563	(474)	0	(474)	0			
H83 CSF Human Resources DSG	1,232	1,232	1,232	0	0	0	0	0	0	0	1,232	0	0	0	0	0	Vote Budget Manager: Kate Bingham Budget Risk: Low Date of last review 14.01.2013	
Expenditure																		
Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Net Expenditure	1,232	1,232	1,232	0	0	0	0	0	0	0	1,232	0	0	0	0		Overspent in H83 is compensated with underspent in G83	
Net Expenditure	1,232	1,232	1,232	0	0	0	0	0	0	0	1,232	0	0	0	0			

CHILDREN, SCHOOLS AND FAMILIES (Dedicated Schools Grant)		Original Budget	Latest Budget	Actual Outturn	Use of Reserves Requested	New Reserves Requested	Outturn	Variance (Outturn 2012/13 to Latest Budget 2012/13)	Variance Outturn 2012/13 to Latest Budget 2012/13	Explanation of any variance that is considered to be significant and all variances greater than £100k
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
TOTAL FOR CHILDRENS SERVICES RESOURCES		2,269	2,269	2,336	0	0	2,336	67	3	
		0	0	(541)	0	0	(541)	(541)	0	
Net Expenditure		2,269	2,269	1,795	0	0	1,795	(474)	0	Service Head: Kate Bingham
TOTAL FOR EXTERNAL FUNDING (H68)		0	0	0	0	0	0	0	0	Net forecast overspend of £323k, due mainly to School Specific Contingency, will result in a greater drawdown of grant than originally planned.
		(290,905)	(291,384)	(292,785)	0	0	(292,785)	(1,401)	0	
Net Expenditure		(290,905)	(291,384)	(292,785)	0	0	(292,785)	(1,401)	0	Service Head: Kate Bingham
										Budget Risk: High
										Date of last review: 23.01.2013
TOTAL FOR CSF SCHOOLS BUDGET (D503)		318,580	325,893	370,693	0	0	370,693	44,800	14	Note that the drawdown of a DfE grant for PE and Sport from Reserves has meant that the sum of the DSG is not zero (now +£34k)
		(318,580)	(325,893)	(370,692)	0	0	(370,692)	(44,799)	14	
Net Expenditure		0	0	1	0	0	1	1	(0)	Director: Isobel Cattermole

CHILDREN, SCHOOLS AND FAMILIES (General Fund Budget)		Variance Outturn 2012/13 to Latest Budget 2012/13									
		Original Budget £'000	Latest Budget £'000	Actual Outturn £'000	Use of Reserves Requested £'000	New Reserves Requested £'000	Outturn £'000	Variance (Outturn 2012/13 to Latest Budget 2012/13) £'000	%	Explanation of any variance that is considered to be significant and all variances greater than £100k	Vote Budget Manager: Budget Risk: Date of last review
G12 Local Authority Day Nurseries		2,996	3,025	3,222	0	0	3,222	197	7	This reflects the last forecast position by the Budget Manager (-£33k), plus the potential cost of the close-down of Ocean Harry Roberts Day Centre (+£263k), known by the Finance Team. Final costs may be lower and will need to be determined for year-end closure.	Monica Forty Low 14/01/1900
Net Expenditure		423	459	459	0	0	459	0	0		
G13 Children's Centres		11,114 (10,020)	10,971 (9,792)	10,778 (9,606)	0	0	10,778 (9,606)	(193) 186	(2) (2)		
Net Expenditure		1,094	1,179	1,172	0	0	1,172	(7)	0		Mohammed Jolil Low 13.03.2013
G14 School Improvement Primary		674 (476)	696 (495)	909 (795)	0	68	977 (795)	281 (300)	40 61		
Net Expenditure		198	201	114	0	68	182	(19)	4		Monica Forty Low 14.02.2013
G16 Special Educational Needs GF		3,996 (125)	4,005 (125)	4,030 (125)	0	0	4,030 (125)	25 0	1 0		
Net Expenditure		3,871	3,880	3,905	0	0	3,905	25	(20)		Doug Kieran High 13.03.2013
G18 Educational Psychology Serv GF		1,685 (854)	1,695 (854)	1,614 (861)	0	21	1,635 (861)	(60) (7)	(4) 1		
Net Expenditure		831	841	753	0	21	774	(67)	8		David Carroll Low 13.02.2013
G19 Parental Engagement & Support - TRANSFERRED FROM YPC		2,029 (421)	2,201 (505)	2,190 (462)	0	(30)	2,160 (462)	(41) 43	(2) (9)		
Net Expenditure		1,608	1,696	1,728	0	(30)	1,698	2	(0)		Jill McGinley High 07.12.2012
G20 School Governance & Information		328 (50)	323 (50)	354 (130)	0	8	362 (130)	39 (80)	12 160		

CHILDREN, SCHOOLS AND FAMILIES (General Fund Budget)		Variance Outturn 2012/13 to Latest Budget 2012/13									
		Original Budget £'000	Latest Budget £'000	Actual Outturn £'000	Use of Reserves Requested £'000	New Reserves Requested £'000	Outturn £'000	Variance (Outturn 2012/13 to Latest Budget 2012/13) £'000	%	Explanation of any variance that is considered to be significant and all variances greater than £100k	Vote Budget Manager: Budget Risk: Date of last review
Net Expenditure		278	273	224	0	8	232	(41)	82	Hania Franek Low 13.02.2013	
G26 School Improvement Secondary		2,925 (1,090)	2,993 (1,026)	2,462 (1,151)	0	613	3,075 (1,151)	82 (125)	3 12		
Net Expenditure		1,835	1,967	1,311	0	613	1,924	(43)	4	Anne Canning Medium 20.11.2012	
G30 Arts & Music Service		1,562 (1,419)	1,537 (1,383)	1,644 (1,389)	0	(102)	1,542 (1,389)	5 (6)	0 0		
Net Expenditure		143	154	255	0	(102)	153	(1)	0	Karen Brock / Shabbir Ah Medium 13.02.2013	
H40 Careers Service - TRANSFERRED FROM YPC		1,281 (1,122)	1,296 (1,122)	1,384 (1,201)	0	0	1,384 (1,201)	88 (79)	7 7		
Net Expenditure		159	174	183	0	0	183	9	(1)	Steve Grocott Medium 13.03.2013	
G41 Healthy Lives - TRANSFERRED FROM YPC		442 (282)	444 (282)	389 (227)	0	0	389 (227)	(55) 55	(12) (20)		
Net Expenditure		160	162	162	0	0	162	0	0	Kate Smith Low 10.12.2012	
G78 Pupil Admissions & Excls GF		1,060 0	1,060 0	932 0	0	0	932 0	(128) 0	(12) 0		
Net Expenditure		1,060	1,060	932	0	0	932	(128)	0	Terry Bryan High 13.03.2013	
TOTAL FOR LEARNING AND ACHIEVEMENT		34,175 (22,046)	34,216 (21,672)	33,362 (21,671)	0	578	33,940 (21,671)	(276) 1	(1) (0)		
Net Expenditure		12,129	12,544	11,691	0	578	12,269	(275)	1	Service Head: Anne Canning	

CHILDREN, SCHOOLS AND FAMILIES (General Fund Budget)		Variance Outturn 2012/13 to Latest Budget 2012/13									
		Original Budget £'000	Latest Budget £'000	Actual Outturn £'000	Use of Reserves Requested £'000	New Reserves Requested £'000	Outturn £'000	Variance (Outturn 2012/13 to Latest Budget 2012/13) £'000	%	Explanation of any variance that is considered to be significant and all variances greater than £100k	Vote Budget Manager: Budget Risk: Date of last review
G49 Childrens Social Care M&A	Expenditure	169	288	420	0	0	420	132	46	Steve Liddioott Low 15.01.2013	
	Income		(118)	(1)	0	0	(1)	117	(99)		
	Net Expenditure	169	170	419	0	0	419	249	(211)		
G50 Child Protection & Reviewing	Expenditure	2,634	2,649	2,671	0	33	2,704	55	2		
	Income		0	(34)	0	0	(34)	(34)	0		
	Net Expenditure	2,634	2,649	2,637	0	33	2,670	21	0	Ann Roach Medium 13.03.2013	
G51 Childrens Res M&A	Expenditure	826	912	912	0	0	912	0	0		
	Income	0	(79)	(79)	0	0	(79)	0	0		
	Net Expenditure	826	833	833	0	0	833	0	0	Hilary Bull Low 13.03.2013	
G52 Childrens Res Residential	Expenditure	1,856	1,864	1,856	0	0	1,856	(8)	(0)		
	Income	0	0	0	0	0	0	0	0		
	Net Expenditure	1,856	1,864	1,856	0	0	1,856	(8)	0	Hilary Bull Medium 13.03.2013	
G53 Childrens Res Family Placement	Expenditure	3,106	3,134	3,117	0	0	3,117	(17)	(1)	Increased adoption fees from other local authorities and underspend in Supplies and Services	
	Income	(66)	(66)	(123)	0	0	(123)	(57)	86		
	Net Expenditure	3,040	3,068	2,994	0	0	2,994	(74)	112	Hilary Bull Low 05.12.2012	

CHILDREN, SCHOOLS AND FAMILIES (General Fund Budget)		Variance Outturn 2012/13 to Latest Budget 2012/13									
		Original Budget £'000	Latest Budget £'000	Actual Outturn £'000	Use of Reserves Requested £'000	New Reserves Requested £'000	Outturn £'000	Variance (Outturn 2012/13 to Latest Budget 2012/13) £'000	%	Explanation of any variance that is considered to be significant and all variances greater than £100k	
G54 Childrens Res Commissioning	Expenditure	15,003	14,809	13,677	0	0	13,677	(1,132)	(8)	Previous projected associated support costs are unlikely to be at the high level as in previous years. This is due to reduced contact costs, close scrutiny of spend and rigorous approval processes with LAC numbers continuing to remain relatively stable. The projection now is for a larger underspend on expenditure. Monitoring will continue to be undertaken monthly with continuous close scrutiny of the budget.	
	Income	(214)	(214)	(98)	0	0	(98)	116	(54)		
	Net Expenditure	14,789	14,595	13,579	0	0	13,579	(1,016)	475	Vote Budget Manager: Hilary Bull Budget Risk: High Date of last review 13.02.2013	
G55 Children Looked After	Expenditure	2,332	2,340	2,340	0	0	2,340	0	0		
	Income	0	0	0	0	0	0	0	0		
	Net Expenditure	2,332	2,340	2,340	0	0	2,340	0	0	Vote Budget Manager: Jenny Boyd Budget Risk: Low Date of last review 13.03.2013	
G56 Leaving Care	Expenditure	2,596	2,609	2,615	0	0	2,615	6	0		
	Income	(129)	(129)	(134)	0	0	(134)	(5)	4		
	Net Expenditure	2,467	2,480	2,481	0	0	2,481	1	(1)	Vote Budget Manager: Shahid Tilly Budget Risk: High Date of last review 13.03.2013	
G57 Fieldwork Advice & Assessment	Expenditure	5,409	5,572	5,510	0	63	5,573	1	0		
	Income	(236)	(171)	(173)	0	0	(173)	(2)	1		
	Net Expenditure	5,173	5,401	5,337	0	63	5,400	(1)	1	Vote Budget Manager: Paul McGee Budget Risk: Medium Date of last review 13.03.2013	

CHILDREN, SCHOOLS AND FAMILIES (General Fund Budget)		Variance Outturn 2012/13 to Latest Budget 2012/13																		
		Original Budget £'000	Latest Budget £'000	Actual Outturn £'000	Use of Reserves Requested £'000	New Reserves Requested £'000	Outturn £'000	Variance (Outturn 2012/13 to Latest Budget 2012/13) £'000	%	Explanation of any variance that is considered to be significant and all variances greater than £100K	Vote Budget Manager: Budget Risk: Date of last review									
G58 Children with Disabilities																				
	Expenditure	4,693	4,706	5,303	0	0	5,303	597	13	BUPA now manages the nursing component of support services more cheaply hence have achieved savings per head compared to previous years. Whereas before the cost was in the region of £800k, since BUPA have taken over, the estimated cost for 2012/13 is £600K. This is because BUPA provide healthcare workers and NOT nurses and are cheaper to employ	Vote Budget Manager: Khalida Khan Medium 13.03.2013									
	Income	(964)	(964)	(1,752)	0	0	(1,752)	(788)	82											
	Net Expenditure	3,729	3,742	3,551	0	0	3,551	(191)	20											
G59 Emergency Duty Team																				
	Expenditure	440	437	466	0	0	466	29	7											
	Income	(22)	(22)	(43)	0	0	(43)	(21)	95											
	Net Expenditure	418	415	423	0	0	423	8	(36)		Vote Budget Manager: Paul McGee Low 13.03.2013									
G60 Youth Offending Service - TRANSFERRED FROM YPC																				
	Expenditure	1,913	2,293	2,273	0	135	2,408	115	5											
	Income	(717)	(979)	(1,094)	0	0	(1,094)	(115)	12											
	Net Expenditure	1,196	1,314	1,179	0	135	1,314	0	0		Vote Budget Manager: Stuart Johnson Medium 13.03.2013									
G61 Children with Mental Health																				
	Expenditure	1,581	1,428	1,388	0	0	1,388	(40)	(3)											
	Income	(34)	(34)	(34)	0	0	(34)	0	0											
	Net Expenditure	1,547	1,394	1,354	0	0	1,354	(40)	118		Vote Budget Manager: Bill Williams Low 14.03.2013									
G62 Attendance & Welfare Ser																				
	Expenditure	2,116	2,132	2,133	0	0	2,133	1	0											
	Income	(845)	(845)	(887)	0	0	(887)	(42)	5											
	Net Expenditure	1,271	1,287	1,246	0	0	1,246	(41)	5		Vote Budget Manager: David Hough Low 13.03.2013									

CHILDREN, SCHOOLS AND FAMILIES (General Fund Budget)		Variance Outturn 2012/13 to Latest Budget 2012/13									
		Original Budget £'000	Latest Budget £'000	Actual Outturn £'000	Use of Reserves Requested £'000	New Reserves Requested £'000	Outturn £'000	Variance (Outturn 2012/13 to Latest Budget 2012/13) £'000	%	Explanation of any variance that is considered to be significant and all variances greater than £100k	Budget Risk: Date of last review
H57 Family Support & Protecti		Expenditure Income	5,496 (1,083)	4,330 (2)	4,330 (2)	0 0	0 0	4,330 (2)	(69) (2)	(2) 0	Vote Budget Manager: Moksuda Uddin Medium 13.03.2013
Net Expenditure			4,413	4,328	0	0	4,328	(71)	(71)	0	
H63 Family Intervention Serv		Expenditure Income	0 0	1,811 (1,732)	1,640 (1,561)	0 0	0 0	1,640 (1,561)	(171) 171	(9) (10)	Vote Budget Manager: Nikki Bradley Medium 13.03.2013
Net Expenditure			0	79	0	0	79	0	0	0	
G75 IT Social Care		Expenditure Income	705 (347)	547 (347)	537 (347)	0 0	0 0	537 (347)	(10) 0	(2) 0	Vote Budget Manager: Andrew Cross Low 13.03.2013
Net Expenditure			358	200	190	0	0	190	(10)	3	
TOTAL FOR CHILDRENS SOCIAL CARE		Expenditure Income	50,875 (4,657)	51,930 (5,699)	51,188 (6,361)	0 0	231 0	51,419 (6,361)	(511) (662)	(1) 12	Vote Budget Manager: Steve Liddicott Medium 13.03.2013
Net Expenditure			46,218	46,231	44,827	0	231	45,058	(1,173)	21	
G67 Youth & Community Learning M&A - TRANSFERRED FROM YPC		Expenditure Income	269 0	275 0	247 0	0 0	0 0	247 0	(28) 0	(10) 0	Vote Budget Manager: Mary Durkin Medium 21.11.2012
Net Expenditure			269	275	247	0	0	247	(28)	0	
G65 Transformation Project		Expenditure Income	103 0	135 0	138 0	0 0	0 0	138 0	3 0	2 0	Vote Budget Manager: Anthony Walters Low 13.02.2013
Net Expenditure			103	135	138	0	0	138	3	0	
G71 Strategy & Policy		Expenditure Income	818 (26)	825 (26)	785 (8)	0 0	0 0	785 (8)	(40) 18	(5) (69)	Vote Budget Manager: Layla Richards Low 13.02.2013
Net Expenditure			792	799	777	0	0	777	(22)	85	

CHILDREN, SCHOOLS AND FAMILIES (General Fund Budget)		Variance Outturn 2012/13 to Latest Budget 2012/13									
		Original Budget £'000	Latest Budget £'000	Actual Outturn £'000	Use of Reserves Requested £'000	New Reserves Requested £'000	Outturn £'000	Variance (Outturn 2012/13 to Latest Budget 2012/13) £'000	%	Explanation of any variance that is considered to be significant and all variances greater than £100k	Vote Budget Manager: Budget Risk: Date of last review
G74 Equalities Development		Expenditure Income	605 0	607 0	578 (2)	0 0	0 0	578 (2)	(29) (2)	(5) 0	Sasta Miah Low 11.01.2013
Net Expenditure			605	607	576	0	0	576	(31)	0	
TOTAL FOR DIRECTOR'S SERVICES		Expenditure Income	1,795 (26)	1,842 (26)	1,748 (10)	0 0	0 0	1,748 (10)	(94) 16	(5) (62)	
Net Expenditure			1,769	1,816	1,738	0	0	1,738	(78)	300	Isobel Cattermole
G79 CSF Resources Management GF		Expenditure Income	246 (47)	241 (47)	267 (58)	0 0	0 0	267 (58)	26 (11)	11 23	
Net Expenditure			199	194	209	0	0	209	15	(32)	Kate Bingham Low 14.01.2013
G87 Commissioned Services		Expenditure Income	1,927 (1,257)	1,885 (1,170)	1,875 (1,131)	0 0	0 0	1,875 (1,131)	(10) 39	(1) (3)	
Net Expenditure			670	715	744	0	0	744	29	(2)	Karen Badgery Low 13.03.2013
G70 Childrens Information Systems		Expenditure Income	291 0	293 0	312 (50)	0 0	31 0	343 (50)	50 (50)	17 0	
Net Expenditure			291	293	262	0	31	293	0	0	Iqbal Vaza Low 15.01.2013
G72 Programme Management		Expenditure Income	175 0	335 0	321 0	0 0	0 0	321 0	(14) 0	(4) 0	
Net Expenditure			175	335	321	0	0	321	(14)	0	John Mitchell Low 06/02/2013
G80 Information & Support Services		Expenditure Income	358 0	358 0	351 0	0 0	(10) 0	341 0	(17) 0	(5) 0	
Net Expenditure			358	358	351	0	(10)	341	(17)	0	Chris Canty Low N/A

CHILDREN, SCHOOLS AND FAMILIES (General Fund Budget)		Variance Outturn 2012/13 to Latest Budget 2012/13									
		Original Budget £'000	Latest Budget £'000	Actual Outturn £'000	Use of Reserves Requested £'000	New Reserves Requested £'000	Outturn £'000	Variance (Outturn 2012/13 to Latest Budget 2012/13) £'000	%	Explanation of any variance that is considered to be significant and all variances greater than £100k	Vote Budget Manager: Budget Risk: Date of last review
G81 Building Dev & Tech Service	Expenditure	6,553	746	768	0	0	768	22	3	Pat Watson High 13.02.2013	
	Income	(32)	(32)	(79)	0	0	(79)	(47)	147		
	Net Expenditure	6,521	714	689	0	0	689	(25)	78		
G82 Childrens Services Finance	Expenditure	949	949	993	0	0	993	44	5		
	Income	(183)	(183)	(238)	0	0	(238)	(55)	30		
	Net Expenditure	766	766	755	0	0	755	(11)	6	David Tully High 13.02.2013	
G83 CSF Human Resources GF	Expenditure	1,810	1,940	2,668	0	0	2,668	728	38	Does include £700k write down off Teachers	
	Income	(250)	(380)	(370)	0	84	(286)	94	(25)	Pension Scheme arrears	
	Net Expenditure	1,560	1,560	2,298	0	84	2,382	822	(216)	Vote Budget Manager: Mark Keeble Budget Risk: High Date of last review 12.03.2013	
G86 Professional Dev Centre	Expenditure	685	790	847	0	0	847	57	7		
	Income	(594)	(594)	(577)	0	0	(577)	17	(3)		
	Net Expenditure	91	196	270	0	0	270	74	(12)	Vote Budget Manager: Clare Goodbody Budget Risk: High Date of last review 13.03.13	
G87 Contract Services	Expenditure	13,996	14,012	13,899	0	120	14,019	7	0	Catering surplus forecast of £500k to be transferred to DSG. £70k earmarked for purchase	
	Income	(13,996)	(13,996)	(14,003)	0	0	(14,003)	(7)	0		
	Net Expenditure	0	16	(104)	0	120	16	0	0	Vote Budget Manager: Michael Hales Budget Risk: High Date of last review 13.03.2013	

CHILDREN, SCHOOLS AND FAMILIES (General Fund Budget)		Variance Outturn 2012/13 to Latest Budget 2012/13									
		Original Budget £'000	Latest Budget £'000	Actual Outturn £'000	Use of Reserves Requested £'000	New Reserves Requested £'000	Outturn £'000	(Outturn 2012/13 to Latest Budget 2012/13) £'000	Variance 2012/13 to Latest Budget 2012/13) %	Explanation of any variance that is considered to be significant and all variances greater than £100k	
G91 Revenue Holding Accounts		17,594 (17,594)	17,594 (17,594)	28,522 (28,902)	0 0	380 0	28,902 (28,902)	11,308 (11,308)	64 64	Vote Budget Manager: David Tully Budget Risk: Various Date of last review 13.02.2013	
G95 CCN Pooled Budgets		0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0		
TOTAL FOR HOLDING ACCOUNTS		17,594 (17,594)	17,594 (17,594)	28,522 (28,902)	0 0	380 0	28,902 (28,902)	11,308 (11,308)	64 64	Vote Budget Manager: Khalida Khan Budget Risk: Low Date of last review N/A	
Net Expenditure		0	0	(380)	0	380	0	0	0	Service Head: Steve Liddicott	
TOTAL FOR CSF GENERAL FUND		144,938 (61,461)	139,819 (62,431)	150,045 (75,149)	0 0	1,330 1,160	151,375 (73,989)	11,556 (11,558)	8 19	This represents the underspend on the Mayor's Bursary, with the remainder of the Directorate's budget balancing.	
		83,477	77,388	74,896	0	2,490	77,386	(2)	0	Director: Isobel Cattermole	

CORPORATE MONTHLY BUDGET MONITORING

MARCH 2013

DEVELOPMENT & RENEWAL (General Fund)	Original Budget			Latest Budget			Actual Outturn			Use of Reserves Requested			New Reserves Requested			Outturn			Variance (Outturn 2012/13 to Latest Budget 2012/13)			Variance Outturn 2012/13 to Latest Budget 2012/13 Explanation of any variance that is considered to be significant and all variances greater than £100k
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
J04 BC Revenue	Expenditure	574	748	883	0	0	883	0	0	0	0	0	0	0	0	0	883	135	18	Income target exceeds the actual, service is reviewing the revenue and trading account in		
	Income	(347)	(316)	(136)	0	0	(136)	0	0	0	0	0	0	0	0	0	(136)	180	(57)			
	Net Expenditure	227	432	747	0	0	747	0	0	0	0	0	0	0	0	0	747	315	73			
J06 Development Decisions	Expenditure	1,848	1,975	2,316	0	0	2,316	0	0	0	0	0	0	0	0	0	2,316	341	17			
	Income	(1,967)	(1,967)	(2,290)	0	0	(2,290)	0	0	0	0	0	0	0	0	0	(2,290)	(323)	16			
	Net Expenditure	(120)	8	26	0	0	26	0	0	0	0	0	0	0	0	0	26	18	235			
J99 Building Control Trading account	Expenditure	1,000	1,074	671	0	48	719	0	48	0	0	0	0	0	0	0	719	(355)	(33)	Surplus on the trading account transferred to reserve.		
	Income	(1,000)	(1,073)	(722)	0	0	(722)	0	0	0	0	0	0	0	0	0	(722)	351	(33)			
	Net Expenditure	0	1	(51)	0	48	(3)	0	48	(3)	(4)	(400)										
J44 Application Support	Expenditure	505	959	798	0	0	798	0	0	0	0	0	0	0	0	0	798	(161)	(17)			
	Income	(287)	(817)	(739)	0	0	(739)	0	0	0	0	0	0	0	0	0	(739)	78	(10)			
	Net Expenditure	218	142	59	0	0	59	0	0	0	0	(58)										
J45 Planning Projects & Initiative	Expenditure	0	0	255	0	0	255	0	0	0	0	0	0	0	0	0	255	255	0			
	Income	0	0	(218)	(38)	0	(218)	(38)	0	0	0	0	0	0	0	0	(256)	(256)	0			
	Net Expenditure	0	0	37	(38)	0	(1)	(38)	(1)	0	(1)	0										
J46 Plan Making and Plan Delivery	Expenditure	1,795	2,354	1,773	0	0	1,773	0	0	0	0	0	0	0	0	0	1,773	(581)	(25)	Due to change in the service and vacant posts during the year.		
	Income	(90)	(366)	(158)	(235)	0	(158)	(235)	0	0	0	0	0	0	0	0	(393)	(27)	7			
	Net Expenditure	1,705	1,988	1,615	(235)	0	(235)	(235)	0	0	0	(31)										

DEVELOPMENT & RENEWAL (General Fund)	Original Budget				Latest Budget		Actual Outturn		Use of Reserves Requested		New Reserves Requested		Outturn		Variance (Outturn 2012/13 to Latest Budget 2012/13)		Explanation of any variance that is considered to be significant and all variances greater than £100k
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
J47 PBC Management	Expenditure	261	307	303	0	0	303	0	0	0	0	0	303	(4)	(1)		
	Income	(48)	(48)	(48)	0	0	(48)	0	0	0	0	0	(48)	0	0		
	Net Expenditure	213	259	255	0	0	255	0	0	0	0	0	255	(4)	(2)		
K98 Local Land Charges Account	Expenditure	492	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Income	(430)	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	62	0	0	0	0	0	0	0	0	0	0	0	0	0		
TOTAL FOR DEVELOPMENT & BUILDING CONTROL	Expenditure	6,475	7,417	6,999	0	0	6,999	0	48	7,047	(370)	(5)	7,047	(370)	(5)		Overall underspend due to statutory fee increase by 15% and some posts being vacant during the year due to service restructure
	Income	(4,170)	(4,588)	(4,311)	(273)	(273)	(4,311)	(273)	0	(4,584)	4	(0)	(4,584)	4	(0)		
	Net Expenditure	2,305	2,829	2,688	(273)	(273)	2,688	(273)	48	2,463	(366)	(13)	2,463	(366)	(13)		
J08 Programmes and Projects Funding	Expenditure	25	25	593	0	0	593	0	0	593	568	2,272	593	(549)	0		
	Income	0	0	0	(549)	(549)	0	(549)	0	(549)	(549)	0	(549)	0	0		
	Net Expenditure	25	25	593	(549)	(549)	593	(549)	0	44	19	76	44	19	76		
J12 Resources	Expenditure	2,158	2,395	2,747	0	0	2,747	0	0	2,747	352	15	2,747	352	15		
	Income	(559)	(546)	(788)	(142)	(142)	(788)	(142)	0	(930)	(384)	70	(930)	(384)	70		
	Net Expenditure	1,599	1,849	1,959	(142)	(142)	1,959	(142)	0	1,817	(32)	(2)	1,817	(32)	(2)		
TOTAL FOR RESOURCES	Expenditure	2,183	2,420	3,340	0	0	3,340	0	0	3,340	920	38	3,340	920	38		
	Income	(559)	(546)	(788)	(691)	(691)	(788)	(691)	0	(1,479)	(933)	171	(1,479)	(933)	171		
	Net Expenditure	1,624	1,874	2,552	(691)	(691)	2,552	(691)	0	1,861	(13)	(1)	1,861	(13)	(1)		
J14 Management & Support Services	Expenditure	1,425	500	515	0	0	515	0	0	515	15	3	515	15	3		
	Income	(20)	(20)	(20)	0	0	(20)	0	0	(20)	0	0	(20)	0	0		
	Net Expenditure	1,405	480	495	0	0	495	0	0	495	15	3	495	15	3		

DEVELOPMENT & RENEWAL (General Fund)	Original Budget				Latest Budget		Actual Outturn		Use of Reserves Requested		New Reserves Requested		Outturn		Variance (Outturn 2012/13 to Latest Budget 2012/13)		Explanation of any variance that is considered to be significant and all variances greater than £100k	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%		
J16 Asset Management	Expenditure	1,724	1,896	1,930	1,930	0	0	0	0	1,930	34	2						
	Income	(643)	(643)	(763)	(763)	0	0	0	0	(763)	(120)	19						
	Net Expenditure	1,081	1,253	1,167	1,167	0	0	0	0	1,167	(86)	(7)						
J18 Olympics	Expenditure	672	793	723	723	0	0	0	0	723	(70)	(9)						
	Income	(87)	(139)	(103)	(103)	0	0	0	0	(103)	36	(26)						
	Net Expenditure	585	654	620	620	0	0	0	0	620	(34)	(5)						
J20 Strategy, Regeneration and Sustainability	Expenditure	7,528	7,827	3,432	3,432	0	0	4,287	0	7,719	(108)	(1)						
	Income	(1,737)	(1,737)	(1,231)	(1,231)	(330)	0	0	(330)	(1,561)	176	(10)						
	Net Expenditure	5,791	6,090	2,201	2,201	(330)	(330)	4,287	(330)	6,158	68	1						
J22 Housing Regeneration	Expenditure	368	429	543	543	0	0	0	0	543	114	27						
	Income	(420)	(420)	(490)	(490)	(56)	0	0	(56)	(546)	(126)	30						
	Net Expenditure	(52)	9	53	53	(56)	(56)	0	(56)	(3)	(12)	(133)						
J24 Employment & Enterprise	Expenditure	2,128	2,469	2,295	2,295	0	0	0	0	2,295	(174)	(7)						
	Income	(1,145)	(1,145)	(1,110)	(1,110)	0	0	0	0	(1,110)	35	(3)						
	Net Expenditure	983	1,324	1,185	1,185	0	0	0	0	1,185	(139)	(10)						

Provision for Carbon Reduction Commitments - provided for 12/13 - for the council wide, this will be funded corporately

Additional income - additional project costs funded by s106

DEVELOPMENT & RENEWAL (General Fund)	Original Budget			Latest Budget			Actual Outturn			Use of Reserves Requested			New Reserves Requested			Outturn			Variance (Outturn 2012/13 to Latest Budget 2012/13)			Variance Outturn 2012/13 to Latest Budget 2012/13						
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	£'100k	
J26 Lettings	Expenditure	2,610	2,566	2,270	2,270	0	0	0	0	0	0	0	0	0	2,270	2,270	(296)	(12)	Due to Vacant post	(12)								
	Income	(1,480)	(1,480)	(1,367)	(1,367)	0	0	0	0	0	0	0	0	0	(1,367)	(1,367)	113	(8)		(8)								
	Net Expenditure	1,130	1,086	903	903	0	0	0	0	0	0	0	0	0	903	903	(183)	(17)		(17)								
J30 BSF Programme	Expenditure	1,155	1,267	2,644	2,644	0	0	0	0	0	0	0	0	0	2,644	2,644	1,377	109	Additional contract variations PFI - fees, this is one off costs charged to revenue	109								
	Income	(940)	(940)	(2,213)	(2,213)	0	0	0	0	0	0	0	0	0	(2,213)	(2,213)	(1,273)	135		135								
	Net Expenditure	215	327	431	431	0	0	0	0	0	0	0	0	0	431	431	104	32		32								
J32 Admin Buildings	Expenditure	20,136	20,070	20,130	20,130	0	0	0	0	0	0	0	0	0	20,130	20,130	60	0	NNDR related to empty buildings with no budget and other running costs	0								
	Income	(18,289)	(19,873)	(19,788)	(19,788)	0	0	0	0	0	0	0	0	0	(19,788)	(19,788)	85	(0)		(0)								
	Net Expenditure	1,847	197	342	342	0	0	0	0	0	0	0	0	0	342	342	145	74		74								
Q34 Depots	Expenditure	371	262	475	475	0	0	0	0	0	0	0	0	0	475	475	213	81	Depots costs - related to NNDR - costs exceeds the budgeted recharge - this is under review.	81								
	Income	(459)	(459)	(389)	(389)	0	0	0	0	0	0	0	0	0	(389)	(389)	70	(15)		(15)								
	Net Expenditure	(88)	(197)	86	86	0	0	0	0	0	0	0	0	0	86	86	283	(144)		(144)								
J40 Homeless & Housing Advice	Expenditure	31,274	31,274	32,309	32,309	0	0	0	0	0	0	0	0	0	32,309	32,309	1,035	3		3								
	Income	(30,121)	(30,121)	(30,774)	(30,774)	(380)	(380)	0	0	0	0	0	0	0	(31,154)	(31,154)	(1,033)	3		3								
	Net Expenditure	1,153	1,153	1,535	1,535	(380)	(380)	0	0	0	0	0	0	0	1,155	1,155	2	0		0								
TOTAL FOR DEVELOPMENT & RENEWAL	Expenditure	78,050	79,189	77,607	77,607	0	0	0	0	0	0	0	0	0	81,942	81,942	2,753	3		3								
	Income	(60,070)	(62,111)	(63,348)	(63,348)	(1,730)	(1,730)	0	0	0	0	0	0	0	(65,078)	(65,078)	(2,967)	5		5								
	Net Expenditure	17,980	17,077	14,259	14,259	(1,730)	(1,730)	4,335	4,335	0	0	0	0	0	16,864	16,864	(213)	(1)		(1)								

DEVELOPMENT & RENEWAL (General Fund)		Original Budget	Latest Budget	Actual Outturn	Use of Reserves Requested	New Reserves Requested	Outturn	Variance		Explanation of any variance that is considered to be significant and all variances greater than £100k
								(Outturn 2012/13 to Latest Budget 2012/13)	(Outturn 2012/13 to Latest Budget 2012/13)	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
SERVICE TRANSFER TO/FROM OTHER DIRECTORATES										
J48 Third Sector Team - transfer from CE	Expenditure Income	2,282 (50)	2,503 (50)	2,089 (56)	0 0	633 0	2,722 (56)	2,722 (56)		Establishment costs exceeds the budget transferred to D&R, the service is being reviewed
	Net Expenditure	2,232	2,453	2,033	0	633	2,666	2,666		
REVISED TOTAL FOR DEVELOPMENT & RENEWAL										
	Expenditure Income	80,332 (60,120)	81,692 (62,161)	79,696 (63,404)	0 (1,730)	4,968 0	84,664 (65,134)	84,664 (65,134)		Overall variance related to carbon reduction commitment provision which will be funded
	Net Expenditure	20,212	19,530	16,292	(1,730)	4,968	19,530	19,530		

CORPORATE MONTHLY BUDGET MONITORING

MARCH 2013

RESOURCES	Original Budget		Latest Budget		Actual Outturn		Use of Reserves Requested		New Reserves Requested		Redirection and Funding from Reserves		Outturn		Variance (Outturn 2012/13 to Latest Budget 2012/13)		Variance Outturn 2012/13 to Latest Budget 2012/13	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	Explanation of any variance that is considered to be significant and all variances greater than £100k
R34 Internal Audit	Expenditure	814	811	920	0	67	0	0	0	0	0	0	987	176	22			The budget to date versus the actuals to date reflects accruals and audit contract expenditure to be incurred at year-end.
	Income	(817)	(753)	(929)	0	0	0	0	0	0	0	(929)	(176)					
	Net Expenditure	(3)	58	(9)	0	67	0	0	0	0	0	58	0	0	0	0	0	Vote Budget Manager: Mimesh Jani Budget Risk: Low Date of last review 20/03/2012
R40 Risk Management	Expenditure	575	580	631	0	0	0	0	0	0	0	631	51	9				
	Income	(575)	(575)	(631)	0	0	0	0	0	0	0	(631)	(56)	10				
	Net Expenditure	0	5	0	0	0	0	0	0	0	0	0	(5)	(100)	(100)	(100)	(100)	Vote Budget Manager: Mimesh Jani Budget Risk: Low Date of last review 20/03/2012
TOTAL FOR AUDIT & RISK	Expenditure	1,389	1,391	1,551	0	67	0	0	0	0	0	1,618	227	16				
	Income	(1,392)	(1,328)	(1,560)	0	0	0	0	0	0	0	(1,560)	(232)	17				
	Net Expenditure	(3)	63	(9)	0	67	0	0	0	0	0	58	(5)	(8)	(8)	(8)	(8)	Service Head: Mimesh Jani
R05 Council Tax & NNDR	Expenditure	38,050	38,110	35,779	0	0	0	0	0	0	0	35,331	(2,779)	(7)				
	Income	(35,705)	(35,705)	(32,926)	0	0	0	0	0	0	0	(32,926)	2,779	(8)				
	Net Expenditure	2,345	2,405	2,853	0	0	0	0	0	0	(448)	2,405	0	0	0	0	0	Vote Budget Manager: Roger Jones Budget Risk: Medium Date of last review 20/03/2013
R02 Debtors Income Service	Expenditure	910	917	920	0	0	0	0	0	0	0	920	3	0				
	Income	(910)	(898)	(920)	0	0	0	0	0	0	0	(920)	(22)	2				
	Net Expenditure	0	19	0	0	0	0	0	0	0	0	0	(19)	(100)	(100)	(100)	(100)	Vote Budget Manager: Roger Jones Budget Risk: Low Date of last review 13/03/2013
R44 Cashiers	Expenditure	398	386	522	0	0	0	0	0	0	0	522	136	35				
	Income	(398)	(424)	(522)	0	0	0	0	0	0	0	(522)	(98)	23				
	Net Expenditure	0	(38)	0	0	0	0	0	0	0	0	0	38	(100)	(100)	(100)	(100)	Vote Budget Manager: Roger Jones Budget Risk: Low Date of last review 13/03/2013
R48 Information Services	Expenditure	7,487	11,241	13,721	0	0	0	0	0	0	0	13,721	2,480	22				Budget to date versus the actuals to date variance
	Income	(6,936)	(6,558)	(7,184)	0	0	0	0	0	0	0	(7,184)	(248)	(4)				48% of the estimated expenditure to be incurred on the ICT
	Net Expenditure	581	1,603	(497)	0	0	0	0	0	0	0	(497)	(2,100)	(131)	(131)	(131)	(131)	Vote Budget Manager: Manjitt Saroya Budget Risk: Low Date of last review 20/03/2013

RESOURCES	Original Budget		Latest Budget		Actual Outturn		Use of Reserves Requested		New Reserves Requested		Redirection and Funding from Reserves		Outturn		Variance (Outturn 2012/13 to Latest Budget 2012/13)		Variance Outturn 2012/13 to Latest Budget 2012/13		Explanation of any variance that is considered to be significant and all variances greater than £100k
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%			
R50 Customer Access	Expenditure	5,339	4,907	4,798	0	0	0	0	0	0	0	0	4,798	(109)	(2)			The budget to date versus the actuals to date reflects accruals and S.A. income to be received during the year.	
	Net Expenditure	3,034	2,789	2,819	0	0	0	0	0	0	0	0	2,819	30	1			Vote Budget Manager: Keith Paulin Budget Risk: Medium Date of last review: 14/03/2013	
R54 Housing Benefits	Expenditure	249,924	249,924	260,803	0	0	0	0	0	0	0	0	260,803	10,879	4			Projected net adjustment to housing benefits - £1M - due to changes in Housing Benefits subsidy at the start of the financial year affecting the levels of overpayments and their qualification for subsidy grant income.	
	Income	(249,429)	(249,429)	(259,243)	0	0	0	0	0	0	0	0	(259,243)	(9,814)	4				
	Net Expenditure	495	495	1,560	0	0	0	0	0	0	0	0	1,560	1,065	215			Vote Budget Manager: Steve Hill Budget Risk: Medium Date of last review: 20/03/2013	
R55 Benefits Admin	Expenditure	7,251	7,623	8,223	0	0	0	0	0	0	0	0	8,223	600	8				
	Income	(6,216)	(6,216)	(6,780)	0	0	0	0	0	0	0	0	(6,780)	(564)	9				
	Net Expenditure	1,035	1,407	1,443	0	0	0	0	0	0	0	0	1,443	36	3			Vote Budget Manager: Steve Hill Budget Risk: Low Date of last review: 20/03/2013	
R60 Reprographics	Expenditure	478	479	548	0	0	0	0	0	0	0	0	548	69	14				
	Income	(478)	(451)	(548)	0	0	0	0	0	0	0	0	(548)	(97)	22				
	Net Expenditure	0	28	0	0	0	0	0	0	0	0	0	(28)	(100)				Vote Budget Manager: Steve Burr Budget Risk: Low Date of last review: 13/03/2013	
R70 ICT Client	Expenditure	0	541	535	0	0	0	0	0	0	0	0	535	(6)	(1)				
	Income	0	(535)	(535)	0	0	0	0	0	0	0	0	(535)	0	0				
	Net Expenditure	0	6	0	0	0	0	0	0	0	0	0	(6)	(100)				Vote Budget Manager: Manjit Saroya Budget Risk: Low Date of last review: 20/03/2013	
TOTAL FOR CUSTOMER ACCESS &	Expenditure	309,837	314,128	325,849	0	0	0	0	0	0	0	0	325,401	11,273	4				
	Income	(302,347)	(305,414)	(317,671)	0	0	0	0	0	0	0	0	(317,671)	(12,257)	4				
	Net Expenditure	7,490	8,714	8,178	0	0	0	0	0	0	0	(448)	7,730	(984)	(11)			Service Head: Claire Symonds	

RESOURCES	Original Budget		Latest Budget		Actual Outturn		Use of Reserves Requested		New Reserves Requested		Redirection and Funding from Reserves		Outturn		Variance (Outturn 2012/13 to Latest Budget 2012/13)		Variance Outturn 2012/13 to Latest Budget 2012/13		Explanation of any variance that is considered to be significant and all variances greater than £100k
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%		
R38 Procurement	Expenditure	1,081	991	1,055	0	182	0	182	0	0	0	0	1,237	246	25	Variance due to income from Comensura rebate.			
	Income	(1,081)	(809)	(1,055)	0	0	0	0	0	0	0	0	(1,055)	(246)	30				
	Net Expenditure	0	182	0	0	182	0	182	0	0	0	0	182	0	0				
R46 Payments	Expenditure	446	455	427	0	0	0	0	0	0	0	0	427	(28)	(6)				
	Income	(445)	(421)	(427)	0	0	0	0	0	0	0	0	(427)	(6)	1				
	Net Expenditure	1	34	0	0	0	0	0	0	0	0	0	0	(34)	(100)				
TOTAL FOR PROCUREMENT & PAYMENTS	Expenditure	1,527	1,446	1,482	0	182	0	182	0	0	0	0	1,664	218	15				
	Income	(1,526)	(1,230)	(1,482)	0	0	0	0	0	0	0	0	(1,482)	(252)	20				
	Net Expenditure	1	216	0	0	182	0	182	0	0	0	0	182	(34)	(16)	Service Head: Claire Symonds & Paul			
R32 Corporate Finance	Expenditure	2,431	2,431	2,335	0	0	0	0	0	0	0	0	2,335	(96)	(4)				
	Income	(2,446)	(2,375)	(2,332)	0	0	0	0	0	0	0	0	(2,332)	(2)	(2)				
	Net Expenditure	(15)	56	3	0	0	0	0	0	0	0	3	(53)	(95)	(95)				
R42 Non-Distributed Costs	Expenditure	255	318	40	0	0	0	0	0	0	0	0	40	(278)	(87)				
	Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
	Net Expenditure	255	318	40	0	0	0	0	0	0	0	40	(278)	(87)	(87)				
R78 Finance & HR Development	Expenditure	0	583	3,334	0	0	0	0	0	0	0	0	2,099	1,516	260				
	Income	0	(583)	0	0	0	0	0	0	0	0	0	583	(100)	(100)				
	Net Expenditure	0	0	3,334	0	0	0	0	0	0	0	2,099	2,099	0	0				
TOTAL FOR CORPORATE	Expenditure	2,686	3,332	5,709	0	0	0	0	0	0	0	0	4,474	1,142	34				
	Income	(2,446)	(2,958)	(2,332)	0	0	0	0	0	0	0	0	(2,332)	626	(21)				
	Net Expenditure	240	374	3,377	0	0	0	0	0	0	0	2,142	1,768	473	473	Service Heads: Alan Finch & Paul			
R62 Business Development	Expenditure	965	500	7,478	0	0	0	0	0	0	0	0	3,541	3,041	608				
	Income	0	0	(3,046)	0	0	0	0	0	0	0	0	(3,046)	(3,046)	0				
	Net Expenditure	965	500	4,432	0	0	0	0	0	0	0	495	(5)	(1)	(1)				
TOTAL FOR BUSINESS	Expenditure	965	500	7,478	0	0	0	0	0	0	0	0	3,541	3,041	608				
	Income	0	0	(3,046)	0	0	0	0	0	0	0	0	(3,046)	(3,046)	0				
	Net Expenditure	965	500	4,432	0	0	0	0	0	0	0	495	(5)	(1)	(1)	Service Head: Alan Finch			

RESOURCES	Original Budget		Latest Budget		Actual Outturn		Use of Reserves Requested		New Reserves Requested		Redirection and Funding from Reserves		Outturn		Variance (Outturn 2012/13 to Latest Budget 2012/13)		Variance Outturn 2012/13 to Latest Budget 2012/13	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	Explanation of any variance that is considered to be significant and all variances greater than £100k
R90 HR Strategy	Expenditure Income	967 (968)	960 (960)	0 0	0 0	960 (960)	0 0	0 0	0 0	0 0	0 0	960 (960)	(27) 0	(3) 0	Variance to date due to income received in advance.			
	Net Expenditure	(1)	27	0	0	0	0	0	0	0	0	0	(27)	(100)	Vote Budget Manager: Simon Kilbey Budget Risk: Low Date of last review: 06/03/2013			
R92 HR Consultancy	Expenditure Income	1,721 (1,723)	1,839 (1,903)	0 0	0 0	1,919 (1,934)	0 0	0 0	0 0	0 0	0 0	1,919 (1,934)	80 (31)	4 2	Variance to date due to additional income to support agreed training programmes.			
	Net Expenditure	(2)	(64)	0	0	(15)	0	0	0	0	0	(15)	49	(77)	Vote Budget Manager: Simon Kilbey Budget Risk: Low Date of last review: 06/03/2013			
R94 HR Operations	Expenditure Income	4,678 (4,672)	4,613 (4,578)	0 0	0 0	5,132 (5,132)	0 0	0 0	0 0	0 0	0 0	5,167 (5,132)	554 (554)	12 12	Variance to date due to additional income to support agreed training programmes.			
	Net Expenditure	6	35	0	0	0	0	0	0	0	0	35	0	0	Vote Budget Manager: Simon Kilbey Budget Risk: Low Date of last review: 06/03/2013			
R96 PAS Schemes	Expenditure Income	1,261 (1,274)	1,529 (1,309)	0 0	0 0	1,504 (1,504)	0 0	0 0	0 0	0 0	0 0	1,704 (1,504)	175 (195)	11 15	Variance to date due to additional income to support agreed training programmes.			
	Net Expenditure	(13)	220	0	0	0	0	0	0	0	0	200	(20)	(9)	Vote Budget Manager: Simon Kilbey Budget Risk: Low Date of last review: 06/03/2013			
TOTAL FOR HR SERVICES	Expenditure Income	8,628 (8,637)	8,968 (8,750)	0 0	0 0	9,515 (9,530)	0 0	0 0	0 0	0 0	0 0	9,750 (9,530)	782 (780)	9 9	1 Service Head: Simon Kilbey			
	Net Expenditure	(9)	218	0	0	(15)	0	0	0	0	0	220	2	(9)	Vote Budget Manager: Juno Begum Budget Risk: Low Date of last review: 12/03/2013			
TOTAL FOR RESOURCES	Expenditure Income	325,713 (316,964)	330,372 (320,235)	0 0	0 0	352,139 (336,176)	0 0	0 0	0 0	0 0	0 0	347,003 (336,176)	16,631 (15,941)	678 30	707 Director: Chris Holme			
	Net Expenditure	8,749	10,137	0	0	15,963	0	0	0	0	0	10,827	690	707				

CORPORATE MONTHLY BUDGET MONITORING

MARCH 2013

CORPORATE COSTS & CAPITAL FINANCING		Original Budget	Latest Budget	Actual Outturn	Use of Reserves Requested	New Reserves Requested	Outturn	(Outturn 2012/13 to Latest Budget 2012/13)	Variance Outturn 2012/13 to Latest Budget 2012/13
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	Explanation of any variance that is considered to be significant and all variances greater than £100k
Expenditure		15,855	18,050	19,057	0	3,200	22,257	4,207	23
Income		(2,395)	(2,395)	(18,969)	0	0	(18,969)	(16,574)	692
Net Expenditure		13,460	15,655	88	0	3,200	3,288	(12,367)	516
Budgeted contribution of General Reserves									
				6,417	0	0	6,417	6,417	0
Net Expenditure		13,460	15,655	6,505	0	3,200	9,705	(5,950)	516

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DEVELOPMENT & RENEWAL
(Housing Revenue Account)

Variance Outturn 2012/13 to Latest Budget 2012/13
Explanation of any variance that is considered to be significant and all variances greater than £100k

Revenue Contributions to Capital Outlay (RCCO)

	Original Budget	Latest Budget	Actual Outturn	Outturn	Variance (Outturn 2012/13 to Latest Budget 2012/13)	%
	£'000	£'000	£'000	£'000	£'000	%

DIRECTLY CONTROLLED INCOME BUDGETS

Dwelling & Non Dwelling Rents	Income	(66,696)	(66,696)	(66,646)	(66,646)	50	(0)
	Net Income	(66,696)	(66,696)	(66,646)	(66,646)	50	(0)
Tenant & Leaseholder Service Charges	Income	(16,861)	(16,861)	(17,407)	(17,407)	(546)	3
	Net Income	(16,861)	(16,861)	(17,407)	(17,407)	(546)	3

The 2011/12 actualisation resulted in leasehold service charge income being higher than originally anticipated when the budget was set.

INDIRECT INCOME BUDGETS

Housing Revenue Account Subsidy	Income	0	0	(273)	(273)	124	(65)
	Net Income	0	0	(273)	(273)	124	(65)

2011/12 was the final year of the HRA Subsidy system, with the final subsidy return for that year being finalised in September 2012. Due to slightly higher interest rates, more subsidy was due to the Authority than was allocated when the accounts were closed in 2011/12.

Investment Income Received

	Income	(190)	(190)	(66)	(66)	51	(31)
	Net Income	(190)	(190)	(66)	(66)	51	(31)

General Fund Contributions

	Income	(166)	(166)	(115)	(115)	84,507	(8)
	Net Income	(166)	(166)	(115)	(115)	84,507	(8)

TOTAL INCOME

	Total Income	(83,913)	(83,913)	(84,507)	(84,507)	84,507	(8)
	Net Income	(83,913)	(83,913)	(84,507)	(84,507)	84,507	(8)

DEVELOPMENT & RENEWAL
(Housing Revenue Account)

Variance Outturn 2012/13 to Latest Budget 2012/13

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

Variance
(Outturn 2012/13 to
Latest Budget
2012/13)

Revenue
Contributions
to Capital
Outlay (RCCO)

Actual
Outturn

Latest
Budget

Original
Budget

Outturn

£'000

£'000

£'000

£'000

£'000

%

DIRECTLY CONTROLLED EXPENDITURE BUDGETS

Repairs & Maintenance	Expenditure	21,410	21,410	21,432	21,432	21,432	22	0
Net Expenditure		21,410	21,410	21,432	21,432	21,432	22	0

Expenditure

This underspend is partly due to additional capital fee income; underspends within this budget heading have enabled revenue resources to be set aside to finance part of the non grant funded element of the Decent Homes capital programme, as agreed by Cabinet in September 2011 and May 2013, and this is reflected in the increased revenue contribution to capital outlay detailed below.

In addition the Authority has received 'one-off' payments totalling approximately £0.5m in respect of the recovery of costs incurred as part of various stock transfers carried out a few years ago.

Supervision & Management

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25,215	25,215	22,597	22,597	22,597	(2,618)	(10)
Net Expenditure	25,215	22,597	0	22,597	(2,618)	(10)

Expenditure

The energy budget has underspent by £0.5m due to the fact that when this budget was set it was anticipated that 2012/13 gas & electricity prices would increase by between 20% and 40%, whereas in fact price changes were significantly lower. In addition, there are underspends on the refuse, concierge and grounds maintenance budgets.

Special Services, Rent Rates & Taxes

17,109	17,109	16,018	16,018	16,018	(1,091)	(6)
Net Expenditure	17,109	16,018	0	16,018	(1,091)	(6)

INDIRECT EXPENDITURE BUDGETS

Expenditure						
Provision for Bad & Doubtful Debts	900	900	178	178	(722)	(80)
Net Expenditure	900	900	178	178	(722)	(80)

Due to improved overall debt collection only a minor adjustment was required to the existing bad debt provision. However, there is a significant risk that the government's welfare reforms will lead to additional pressure on this budget in future years.

DEVELOPMENT & RENEWAL
(Housing Revenue Account)

Variance Outturn 2012/13 to Latest Budget 2012/13
Explanation of any variance that is considered to be significant and all variances greater than £100k

Original Budget £'000 Latest Budget £'000 Actual Outturn £'000 Revenue Contributions to Capital Outlay (RCCO) £'000 Outturn £'000 Variance (Outturn 2012/13 to Latest Budget 2012/13) £'000 %

Expenditure	Original Budget £'000	Latest Budget £'000	Actual Outturn £'000	Revenue Contributions to Capital Outlay (RCCO) £'000	Outturn £'000	Variance (Outturn 2012/13 to Latest Budget 2012/13) £'000	%
Capital Financing Charges	20,771	20,771	19,341	3,465	22,806	2,035	10
Net Expenditure	20,771	20,771	19,341	3,465	22,806	2,035	10

As referred to in 'Supervision & Management' line above, the variance on this budget heading reflects an additional revenue contribution to capital (RCCO) as financing for the Authority's Decent Homes capital programme.

TOTAL EXPENDITURE	85,405	85,405	79,566	3,465	83,031	(2,374)	(3)
Net Expenditure	85,405	85,405	79,566	3,465	83,031	(2,374)	(3)

TOTAL NET

Total Net 1,492 1,492 (4,941) 3,465 (1,476) (2,968) (935)

Income	Original Budget £'000	Latest Budget £'000	Actual Outturn £'000	Revenue Contributions to Capital Outlay (RCCO) £'000	Outturn £'000	Variance (Outturn 2012/13 to Latest Budget 2012/13) £'000	%
Contributions from Reserves	(1,492)	(1,492)	0	0	0	1,492	(100)
Net Expenditure	(1,492)	(1,492)	0	0	0	1,492	(100)

CIPFA guidance states that the contribution from reserves is no longer permitted under HRA Self-Financing. However, the equivalent resources are available in the Major Repairs Reserve and can be used to fund the HRA capital programme.

TOTAL FOR HOUSING REVENUE Total Net (0) (0) (4,941) 3,465 (1,476) (1,476) 686,456

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Capital Monitoring Q4

	In Year - 12/13					FY Total		All Years	
	Approved Budget	Revised Budget 12/13	Spent to Q4	Outturn Variance	Variance (%)	Budget	Projected Spend	Variance	
	£m	£m	£m	£m	%	£m	£m	£m	
Children, Schools and Families	96.635	17.120	15.344	-1.776	-10.4%	29.605	95.754	-0.882	
Communities, Localities and Culture	63.016	10.788	10.274	-0.514	-4.8%	9.368	62.821	-0.048	
Development & Renewal	35.451	9.214	3.436	-5.778	-62.7%	19.596	35.451	0.000	
Building Schools for the Future	325.890	76.520	76.520	0.000	0.0%	55.645	325.890	0.000	
Resources/Chief Executive's	0.220	0.128	0.000	-0.128	-100.0%	0.000	0.220	0.000	
Adults, Health and Wellbeing	0.762	0.242	0.121	-0.121	-50.0%	0.440	0.762	0.000	
HRA	245.008	47.407	38.883	-8.524	-18.0%	165.322	245.008	0.000	
Corporate GF provision for schemes under development	30.000	0.000	0.000	0.000	0.0%	30.000	0.000	-30.000	
Grand Total	796.982	161.419	144.579	-16.840	-10.4%	309.976	765.906	-30.930	

	All Years		In Year - 12/13		FY Total		All Years		REASONS FOR PROJECTED VARIANCES (ALL YEARS)
	Approved Budget	Revised Budget 12/13	Spend to Q4	Outturn Variance	Budget	Projected Spend	Variance		
	£m	£m	£m	£m	£m	£m	£m		
Children, Schools & Families									
Condition & Improvement	4.807	1.069	1.007	- 0.062	3.460	4.772	- 0.035		
Bishop Challoner - Community Facilities	0.600	0.600	-	- 0.600	-	0.600	-	Expenditure to follow Lukin St transactions in 13/14	
Bishop's Square	0.300	0.300	0.300	0.000	-	0.300	-		
Basic Need/Expansion	65.674	13.576	12.681	- 0.896	26.145	64.911	- 0.763		
Sure Start	3.731	0.025	0.019	- 0.006	-	3.725	- 0.006	Final account to be settled, projects completed.	
Primary Capital Programme	13.339	0.592	0.364	- 0.228	-	13.241	- 0.098	Projects completed - remaining final accounts under negotiation.	
Lukin St land purchase from Network Rail	0.768	0.768	0.788	0.020	-	0.788	0.020		
Osmar Redevelopment	4.566	0.007	0.024	0.017	-	4.583	0.017	Additional expenditure offset by income received.	
RCCO	0.061	0.010	-	- 0.010	-	0.051	- 0.010	Contractor in administration awaiting legal outcome	
Short Breaks	0.301	0.122	0.121	- 0.000	-	0.301	- 0.000		
Youth Service (BMX Mile End)	0.601	0.052	0.040	- 0.012	-	0.595	- 0.007	One project completed under budget, one final account to be agreed.	
ICT	-	-	-	-	-	-	-		
Other	1.887	- 0.000	-	0.000	-	1.887	0.000	No spend programmed.	
CSF TOTAL	96.635	17.120	15.344	- 1.776	29.605	95.754	- 0.882		

	All Years		In Year - 12/13		REASONS FOR CURRENT YEAR VARIANCES		FY Total		All Years		REASONS FOR PROJECTED VARIANCES (ALL YEARS)
	Approved Budget	Revised Budget 12/13	Spend to Q4	Outturn Variance	Budget	Projected Spend	Variance	£m	£m	£m	
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	
Communities, Localities & Culture											
Transport											
TfL schemes including safety, cycling and walking	14.750	3.743	3.655	- 0.087			2.587	14.698	- 0.052		Spend of £54k in Crown Close Link relates to TfL Cycle Routes (Scheme jointly managed).
Public Realm improvements	0.943	0.010	0.009	- 0.000			-	0.943	- 0.000		
Highway improvement programme	3.027	1.027	1.027	-			2.000	3.027	-		
Developers Contribution	3.252	0.548	0.519	- 0.028			1.331	3.253	0.001		
OPTEMS	1.055	0.272	0.315	0.043		Spend of £54k in Crown Close Link relates to TfL Cycle Routes (Scheme jointly managed).	0.723	1.109	0.054		Spend of £54k in Crown Close Link relates to TfL Cycle Routes (Scheme jointly managed).
Hackney wick & Fish Island improvements	0.210	0.210	0.147	- 0.063		Scheme delivery is as per LLDC direction	-	-	- 0.063		Scope of works reduced by LLDC
Transport Total	23.237	5.809	5.673	- 0.136			6.641	23.030	- 0.060		
Parks											
Millwall Park/Island Gardens	0.206	0.005	0.002	- 0.003		Scheme jointly managed with w.o 213112 (Millwall Park/Langdon Park scheme under Developers' Contributions programme as part of Transport)	-	0.206	-		
Poplar Park	0.200	- 0.000	0.004	0.004		Awaiting Planning Permission	0.044	0.200	-		
Schoolhouse Lane Multi Use Ball Games Area	0.100	- 0.000	-	0.000			0.007	0.100	- 0.000		
Bethnal Green improvements	0.478	0.030	0.043	0.013		Additional works were required to compliment the Stairway to heaven Memorial, funded from London Marathon grant	-	0.491	0.013		Additional works were required to compliment the Stairway to heaven Memorial, funded from London Marathon grant
Victoria Park Masterplan	10.298	0.740	0.641	- 0.098		Retention to be released	0.642	10.298	-		
Victoria Park - Changing Block Extension & Upgrade	0.325	0.325	0.312	- 0.013			-	0.325	-		
Cotton Street Open Space Landscape improvements	0.097	-	-	-			-	0.097	0.000		
Pennyfields	0.046	0.031	0.028	- 0.003		Scheme delayed due to site being used as a building yard	0.015	0.046	-		
Brickfield Gardens	0.040	-	-	-			0.040	0.040	-		
Parks Total	11.790	1.130	1.029	- 0.101			0.748	11.803	0.013		

	All Years		In Year - 12/13		FY Total		All Years		REASONS FOR PROJECTED VARIANCES (ALL YEARS)
	Approved Budget	Revised Budget 12/13	Spend to Q4	Outturn Variance	Budget	Projected Spend	Variance		
	£m	£m	£m	£m	£m	£m	£m		
Culture and major projects									
Brady Centre	0.245	0.002	0.001	- 0.001	Retention to be released	-	0.245	-	
Tennis courts	0.116	0.026	0.015	- 0.012	Retention to be released	-	0.116	- 0.000	
Mile End Leisure Centre - Security Enhancements	0.199	0.002	-	- 0.002	Retention to be released	-	0.199	-	
Bartlett Park	0.056	0.056	0.043	- 0.013	Delay in receiving outcome of feasibility study from contractor	-	0.056	-	
Mile End Stadium Track resurfacing	0.244	0.072	0.068	- 0.004		-	0.244	-	
Public Art Projects	0.250	0.011	0.011	- 0.000		0.239	0.250	- 0.000	
Mile End Park Capital	0.219	0.021	0.020	- 0.001		0.084	0.218	- 0.000	
Bancroft Library	0.145	-	-	-		0.145	0.145	-	
Bancroft Library Phase 2b	0.500	0.086	0.067	- 0.020	Delay in appointing contractor	0.383	0.500	-	
Watney Market Ideas Store	4.401	3.016	2.821	- 0.195		-	4.401	-	
Culture - LPP	0.255	0.008	-	- 0.008	Retention to be released	-	0.255	-	
Major Projects - LPP	18.067	0.080	0.077	- 0.002		0.015	18.067	- 0.000	
Banglatown Art Trail & Arches	2.020	0.008	0.007	- 0.001		0.609	2.020	-	
Culture and Major projects total	26.717	3.388	3.130	- 0.259		1.475	26.716	- 0.001	

	All Years		In Year - 12/13			FY Total			All Years			REASONS FOR PROJECTED VARIANCES (ALL YEARS)
	Approved Budget	Revised Budget 12/13	Spend to Q4	Outturn Variance	Budget	Projected Spend	Variance	£m	£m	£m		
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m		
Other												
CCTV Improvement and Enhancement	0.300	0.300	0.291	- 0.009	-	0.300	-	-	0.300	-		
Generators @ Mulberry Place & Anchorage Hse	0.250	0.011	0.002	- 0.009	Dispute with contractor	-	0.250	-	0.250	-		
Litter Bins	0.150	0.150	0.150	-		-	0.150	-	0.150	-		
Essential Health & Safety	0.280	0.001	0.000	- 0.001	Awaiting approval of strategy	0.262	0.280	- 0.000	0.280	- 0.000		
Contaminated land survey and works	0.291	- 0.000	-	0.000		0.242	0.292	0.000	0.292	0.000		
Other Total	1.271	0.461	0.443	- 0.018		0.504	1.271	0.000	1.271	0.000		
CLC TOTAL	63.016	10.788	10.274	- 0.514		9.368	62.821	- 0.048	62.821	- 0.048		

	All Years		In Year - 12/13		REASONS FOR CURRENT YEAR VARIANCES		FY Total		All Years		REASONS FOR PROJECTED VARIANCES (ALL YEARS)
	Approved Budget	Revised Budget 12/13	Spend to Q4	Outturn Variance	Budget	Projected Spend	Variance				
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	
Development & Renewal											
Millennium Quarter	0.387	0.280	0.054	- 0.226	Section 106 Funded Scheme that is not time limited. The resources will be carried forward into 2013-14.	0.100	0.387	-			
Bishops Square	0.264	0.150	0.004	- 0.146	Section 106 Funded Scheme that is not time limited. The resources will be carried forward into 2013-14.	-	0.264	-			
Town Centre & High Street Regeneration	0.208	0.147	0.006	- 0.141	Section 106 Funded Scheme that is not time limited. The resources will be carried forward into 2013-14.	-	0.208	-			
Whitechapel Centre	0.067	0.005	0.003	- 0.003	This scheme is grant funded by the GLA. Resources have been slipped into 2013-14 to utilise for masterplanning and the provision of affordable housing.	5.400	0.067	-			
Regional Housing Pot	7.080	0.830	0.162	- 0.668		5.675	7.080	-			
Affordable Housing Measures	5.675	-	-	-	The High Street 2012 project is now scheduled to be completed by December 2013. Resources have been slipped accordingly in agreement with the external funding partners.	0.100	5.675	-			
High Street 2012	9.132	5.332	1.490	- 3.842	Resources are ring-fenced to finance private sector grants, including works to empty properties. Although grants have not been drawn down, commitments have been entered into and resources will therefore be utilised in 2013-14.	1.460	9.132	-			
Disabled Facilities Grant	3.440	0.989	0.992	0.003	The Local Authority Grant payment to Gemini Housing Group will be fully paid in the first quarter of 2013-14. The contribution will be paid in accordance with HCA grant conditions.	-	3.440	-			
Private Sector Improvement Grant	1.300	0.515	0.231	- 0.285	Further meters were installed towards the end of the financial year. Funds have been carried forward into 2013-14 with further potential sites being identified.	-	1.300	-			
Genesis Housing	0.363	0.363	-	- 0.363		-	0.363	-			
Installation of Automatic Energy Meters	0.200	0.149	0.041	- 0.108		-	0.200	-			
Facilities Management (DDA)	0.074	0.053	0.002	- 0.052		-	0.074	-			
Energy Efficiency Programme	-	-	-	-		-	-	-			
Bromley by Bow Station Upgrade - Section 106	3.500	-	-	-		3.500	3.500	-			
Wellington Way Health Centre - Section 106	3.200	-	-	-		3.200	3.200	-			
Whitechapel Road -Section 106	0.320	0.320	0.170	- 0.150	Section 106 resources to be passported to TFL. The first tranche payment was drawn down in 2012-13, with the second due in 2013-14.	-	0.320	-			
Electronic indicator boards - Section 106	0.161	-	-	-		0.161	0.161	-			
805 Commercial Street	0.080	0.080	0.080	0.000		-	0.080	-			
D&R TOTAL	35.451	9.214	3.436	- 5.778		19.596	35.451	-			

	All Years		In Year - 12/13			FY Total			All Years			REASONS FOR PROJECTED VARIANCES (ALL YEARS)
	Approved Budget	Revised Budget 12/13	Spend to Q4	Outturn Variance	Budget	Projected Spend	Variance	Budget	Projected Spend	Variance		
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m		
Buildings Schools for the Future												
BSF Design and Build Schemes	302.251	72.818	72.818	0.000	45.044	302.251	-	45.044	302.251	-		
ICT infrastructure schemes	19.856	3.067	3.067	- 0.000	8.744	19.856	-	8.744	19.856	-		
Wave 5 BSF (previously LPP)	3.783	0.636	0.636	-	1.857	3.783	-	1.857	3.783	-		
BSF Total	325.890	76.520	76.520	- 0.000	55.645	325.890	-	55.645	325.890	-		

	All Years		In Year - 12/13			FY Total		All Years		REASONS FOR PROJECTED VARIANCES (ALL YEARS)
	Approved Budget	Revised Budget 12/13	Spend to Q4	Outturn Variance	Budget	Projected Spend	Variance			
	£m	£m	£m	£m	£m	£m	£m			
Housing Revenue Account										
Decent Homes Backlog	42.021	19.020	15.641	- 3.380	8.774	42.021	-			
Housing Capital Programme	25.797	9.878	6.425	- 3.453	7.700	25.797	-			
Ocean New Deal for Communities	19.006	13.930	13.928	- 0.002	5.076	19.006	-			
National Residual Decent homes Capital Profiling - In Development	107.470	-	-	-	107.470	107.470	-			
Resources available - Non Decent homes Schemes to be developed	31.726	1.673	-	- 1.673	30.053	31.726	-			
Council Housebuilding Initiative	4.568	0.556	0.558	0.002	-	4.568	-			
Blackwall Reach	14.420	2.350	2.325	- 0.024	6.249	14.420	-			
Cotall Street - Demolition	-	-	0.007	0.007	-	-	-			
HRA Total	245.008	47.407	38.883	- 8.524	165.322	245.008	-			

	All Years			In Year - 12/13			FY Total			All Years			REASONS FOR PROJECTED VARIANCES (ALL YEARS)
	Approved Budget	Revised Budget 12/13	Spend to Q4	Outturn Variance	Budget	Projected Spend	Variance	£m	£m	£m	£m		
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m			
Chief Exec's & Resources													
Priority Service Remediation /Backup Expansion	0.220	0.128	-	- 0.128	-	0.220	0.000	-	0.220	0.000	0.000		
TOTAL CHIEF EXEC/RESOURCES	0.220	0.128	-	- 0.128	-	0.220	0.000	-	0.220	0.000	0.000		
Adults Health & Wellbeing													
Mental health services	0.137	0.057	0.022	- 0.035		0.137	- 0.000		0.137	- 0.000	- 0.000		
Improving the Care Home Environment for Older People	0.020	0.020	0.020	0.000		0.020	0.000		0.020	0.000	0.000		
Tele Care/Telehealth Equipment	0.300	0.100	0.028	- 0.072		0.200	0.000		0.200	0.300	0.000		
Ronald Street Roof Replacement	0.065	0.065	0.051	- 0.014		-	- 0.000		-	0.065	- 0.000		
Development of Learning Disability Hubs	0.240	-	-	-		0.240	-		0.240	0.240	-		
AHWB TOTAL	0.762	0.242	0.121	- 0.121		0.440	0.762		0.440	0.762	0.000		
Corporate GF provision for Schemes under development	30.000	-	-	-		30.000	- 30.000		30.000	-	- 30.000		
Total	796.982	161.419	144.579	- 16.840		309.976	765.906		309.976	765.906	- 30.930		

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REQUESTS FOR NEW / INCREASED RESERVES

<i>Description</i>	<i>Contribution</i>	<i>Detail</i>
Adults Health & Wellbeing		
Joint health and Social Care Initiatives	- 1,825	Funds are provided through Tower Hamlets NHS for the management and delivery of projects that have been agreed with the NHS within the Section 256 agreement.
Total	- 1,825	
Chief Executives		
Elections	- 498	To fund cost cost of elections, and also to cover the cost of the annual Electoral Registration Canvass. The total contribution to the Election fund is £468 with £200 funded by Corporate.
Chief Execs C/fwd	- 100	Reserve under writes the Chief Executives and Corporate Improvement and development initiatives
Legal Sevices	- 112	Procurement of new case management and time recording system
One Tower Hamlets	- 35	To fund a number of projects to support the delivery of projects relating to One Tower Hamlets to tackle inequality and strengthen community cohesion.
Registrar	- 89	Additional Allocation for refurbishment of Bromley Public Hall
Total	- 834	
Children, Schools & Families		
Early Intervention	- 1,432	Unspent Early Intervention Grant and Accumulated Schools Grant transferred to Corporate.
Schools Maternity Scheme (new)	- 380	Net Balance collected from Schools as part of the Maternity pooled Provision in schools
Mayors Bursary (new)	- 678	Funds set aside from Mayor's Educational Allowance where estimated claims were too high.
Total	- 2,490	
Development and Renewal		
Building Control (Trading A/c)	- 48	Generated to hold the surplus or deficit to the Building Control Trading account
Third Sector (new)	- 633	To fund agreed mainstream grants programme in 2013/14.
Decent Homes Fund	- 4,287	New Homes Bonus funding set aside to fund Decent Homes Projects as not spent in 2012/13 (see capital eport).
Total	- 4,968	
Communities, Localities & Culture		
Street Trading (Trading account)	- 174	Allows recovery of costs from Street Traders for provision of associated services ie Refuse Collection
ICT Localisation	- 564	Reserve created to purchase IT Infrastructure to support Localisation initiative.
Local Forums	- 82	To cover the cost of implementing and administering the Local Partnership Forums
Additional Police Funding	- 382	To cover LBTH contribution to funding Police Officers.
Violence against women and girls post	- 38	To cover funding for VAW&G Officer Post
Victim Support	- 70	To cover funding for 2 VS Officer posts
Budgeted Contribution from Parking Control*	- 6,281	
Total	- 7,591	
Resources		
Internal Audit Programme	- 67	To provide additional support to fund anti fraud measures.
Procurement	- 182	To deliver further savings from HR and Finance improvement programme.
Resources (PAS)	- 235	In 2013/14 the reserve will be used to cover training developments on the 'Navigate' programme as well as Social Worker Practice Teaching for Newly Qualified Social Workers and Apprentices. The final position on the reserve will be 362K, as a further 127K will be held in the balance sheet.
Total	- 484	
Corporate		
Severence Reserve	- 3,000	Planned reorganisation to restructure within the Council.
Total	- 3,000	
Total Excluding Mayors Priority		
Mayors Priority - Approved 31/10/2012		
Mayor's Priority Reserve	- 5,828	To reallocate funding within the earmarked reserve to Mayors Priorities as approved in setting the budget for 2013/14.
Total	- 5,828	

* Includes Parking Control Income applied to fund General Fund in accordance with the budget

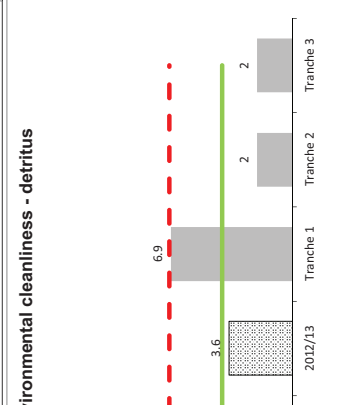
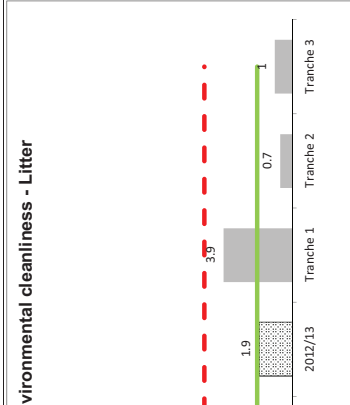
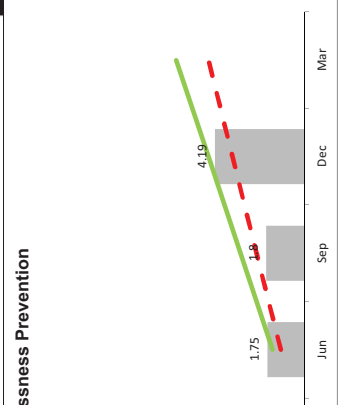
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Description		Annual Stretched Target (2012/13)	Annual Actual (2012/13)	Q4 Stretched Target (Jan-Mar 2013)	Q4 Actual (Jan-Mar 2013)	Variance (performance against annual stretch target)	Direction of Travel (comparing Q4 12/13 against annual and Q4 11/12 actual)	
One Tower Hamlets								
<p>Customer Access Overall Satisfaction (telephone contact)</p> <p>Measured in: % Good Performance: Higher</p>		92	89.71	92	89.39	RED	↔	
<p>The 2012/13 performance was marginally below the standard target (90) and was slightly lower than the performance this time last year. However overall performance has improved markedly since 2010/11. The slight dip in customer satisfaction in the last quarter was driven by a dip in satisfaction with parking services. This may be a response to the launch of the self-service telephony pilot scheme. Changes to the scheme were implemented in April and results will be closely monitored to ensure there is no lasting negative impact.</p>	<p>Number of working days/shifts lost to sickness absence per employee</p> <p>Measured in: Number (the aggregate of working days lost due to sickness absence divided by the average number of FTE staff) Good Performance: Lower</p>		6.5	Awaiting Data	6.5	7.07	RED	↔
<p>This output is the latest available and relates to February. Performance as at February did not meet the stretch target (6.5). Overall, performance has improved markedly since 2010/11 and Tower Hamlets remains a relatively good performer compared to other London boroughs. The overall sickness level for the Council, excluding schools and Tower Hamlets Homes, has decreased from 7.31 days in April 2011 to 6.97 in March 2013. This is an overall reduction of 0.34 of a day (4.6%). There has been a significant reduction in sickness absence in both AHWB and D&R which has contributed to the overall target. Directorates continue to focus on sickness, and interventions such as: training for managers, participation in local sickness management boards and the provision of detailed reports, are on-going. Both short term and long term sickness levels have decreased. Directorates have continued to monitor sickness on a regular basis through local sickness performance management panels and the corporate absence management panel has supported this through its actions and reporting.</p>	<p>Percentage of LP07 or above Local Authority staff that are women (%)</p> <p>Measured in: % Good Performance: Higher</p>		50.0	46.34	50.0	46.34	RED	↔
<p>End of year performance is just less than 2 percentage points below the standard target and 4 percentage points below the stretch target. This is a slight decrease compared to the same period last year. It is worth noting that performance can be impacted due to small changes in numbers.</p> <p>HR are in the process of developing a revised Work Force To Reflect Community (WFRCC) action plan, which will incorporate actions to improve performance. 54% of those successfully nominated to the management development pool of the Navigate Programme were women. However, it is to be noted that due to limited vacancies becoming available at this level, performance may not improve as fast as we would like.</p>								

Description		Annual Stretched Target (2012/13)	Annual Actual (2012/13)	Q4 Stretched Target (Jan-Mar 2013)	Q4 Actual (Jan-Mar 2013)	Variance (performance against annual stretch target)	Direction of Travel (comparing Q4 12/13 and Q4 11/12 actual)																																
<p>Percentage of LP07 or above Local Authority staff that are from an ethnic minority (%)</p> <p>Measured in: %</p> <p>Good Performance: Higher</p>	<p>Percentage of earners that are LP07 or above of LA staff that are from an ethnic minority</p> <table border="1"> <caption>Percentage of earners that are LP07 or above of LA staff that are from an ethnic minority</caption> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2011/12</td><td>22.33</td></tr> <tr><td>2011/12</td><td>23.54</td></tr> <tr><td>2011/12</td><td>23.91</td></tr> <tr><td>2012/13</td><td>22.87</td></tr> <tr><td>2012/13</td><td>24.02</td></tr> <tr><td>2012/13</td><td>24.43</td></tr> <tr><td>2012/13</td><td>24.46</td></tr> <tr><td>2012/13</td><td>24.2</td></tr> <tr><td>2012/13</td><td>23.54</td></tr> <tr><td>2012/13</td><td>23.43</td></tr> <tr><td>2012/13</td><td>23.84</td></tr> <tr><td>2012/13</td><td>23.42</td></tr> <tr><td>2012/13</td><td>23.68</td></tr> <tr><td>2012/13</td><td>23.98</td></tr> <tr><td>2012/13</td><td>23.91</td></tr> </tbody> </table>	Month	Value	2011/12	22.33	2011/12	23.54	2011/12	23.91	2012/13	22.87	2012/13	24.02	2012/13	24.43	2012/13	24.46	2012/13	24.2	2012/13	23.54	2012/13	23.43	2012/13	23.84	2012/13	23.42	2012/13	23.68	2012/13	23.98	2012/13	23.91	30	23.91	30	23.91	AMBER	↔
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2011/12	22.33																																						
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2012/13	23.91																																						
<p>Annual performance is better than this time last year, but below the annual stretch target (30%) and only just above the standard target (23.5%). Progress has been made in the last 24 months, with performance rising from 22.23% at the end of 2010/11 to 23.91% in 2012/13. Focused action will be taken through the refreshed Work Force To Reflect Community (WFTRC) action plan in order to have a medium term impact.</p>																																							
<p>Percentage of LP07 or above Local Authority staff who have a disability (excluding those in maintained schools) (%)</p> <p>Measured in: %</p> <p>Good Performance: Higher</p>	<p>Percentage of earners that are LP07 or above of LA staff that have a disability</p> <table border="1"> <caption>Percentage of earners that are LP07 or above of LA staff that have a disability</caption> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2011/12</td><td>2</td></tr> <tr><td>2011/12</td><td>2.96</td></tr> <tr><td>2011/12</td><td>5.49</td></tr> <tr><td>2012/13</td><td>3.01</td></tr> <tr><td>2012/13</td><td>3.38</td></tr> <tr><td>2012/13</td><td>3.71</td></tr> <tr><td>2012/13</td><td>3.72</td></tr> <tr><td>2012/13</td><td>4.10</td></tr> <tr><td>2012/13</td><td>4.13</td></tr> <tr><td>2012/13</td><td>5.00</td></tr> <tr><td>2012/13</td><td>4.63</td></tr> <tr><td>2012/13</td><td>5.46</td></tr> <tr><td>2012/13</td><td>5.44</td></tr> <tr><td>2012/13</td><td>5.49</td></tr> </tbody> </table>	Month	Value	2011/12	2	2011/12	2.96	2011/12	5.49	2012/13	3.01	2012/13	3.38	2012/13	3.71	2012/13	3.72	2012/13	4.10	2012/13	4.13	2012/13	5.00	2012/13	4.63	2012/13	5.46	2012/13	5.44	2012/13	5.49	5.5	5.49	5.5	5.49	AMBER	↑		
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<p>Annual performance has improved this year compared to 2011/12, but remains slightly under target. It has not met the stretch target of 5.5% but is above the minimum standard target 2.96%. The staff equality audit (completed in May 2012) has improved data quality with more people with disabilities identifying themselves for monitoring purposes. The 2013/14 Work Force to Reflect Community (WFTRC) action plan will also include specific actions for directorates to improve against target.</p>																																							

Description	Annual Stretched Target (2012/13)	Annual Actual (2012/13)	Q4 Stretched Target (Jan-Mar 2013)	Q4 Actual (Jan-Mar 2013)	Variance (performance against annual stretch target)	Direction of Travel (comparing Q4 12/13 against annual and Q4 11/12 actual)
<p>Great Place to Live</p>						
<p>Number of affordable homes delivered (gross)</p> <p>Measured in: Number (the sum of social rent housing and intermediate housing - low cost home ownership and intermediate rent) Good Performance: Higher</p>		817	817	630	AMBER	↓
<p>Number of social rented housing completions for family housing (gross)</p> <p>Measured in: Number (a count of the number of affordable housing - local authority, housing associations, and co-operative tenants. Family housing is 3 bedrooms or more) Good Performance: Higher</p>		225	174	174	AMBER	↓
<p>The number of overcrowded families rehoused, lets to overcrowded households</p> <p>Measured in: Number (count of lets to overcrowded housing applicants and tenants of CHR partner landlords lacking one or more bedrooms) Good Performance: Higher</p>		1200	1410	1410	GREEN	↓
<p>Tower Hamlets has a strong track record of housing delivery and continues to provide among the highest number of affordable homes in the country. 630 gross affordable homes were delivered throughout 12/13, within the target bandwidth. In addition to delivering within the annual 12/13 standard target, we are still on track to meet the Mayor's target of 4,000 affordable homes. The total delivery of new build affordable homes from October 2010 to the end of March 2013 now totals 3,054, with another 756 newbuild units due for completion before May 2014, and a further 245 additional units secured through government and LA grant funding, taking the delivery of new affordable homes up to 4,055 by 2014.</p> <p>174 socially rented family units were delivered in 2012/13, within the agreed bandwidth target. The Council is continuing to work with its partners to ensure that all schemes complete on time. We are confident that Tower Hamlets will remain a top performer nationally for this measure.</p> <p>The annual performance was better than the stretch target (1200). However the number of lets this year is less than the previous year. A number of factors have influenced the lower number of lets to overcrowded applicants this year compared to last year: 1. The number of lets this year was lower than last year. From around 2000 lets by the end of December 2011 to just over 1500 lets this year. 2. Overcrowded applicants - non-tenants are now competing with other transfer and homeless cases who have high priority but are not necessarily overcrowded. Applicants are prioritised in date order, and have to bid for homes they consider are suitable for them.</p>						

Description	Annual Stretched Target (2012/13)	Annual Actual (2012/13)	Q4 Stretched Target (Jan-Mar 2013)	Q4 Actual (Jan-Mar 2013)	Variance (performance against annual stretch target)	Direction of Travel (comparing Q4 12/13 against annual and Q4 11/12 actual)
<p>Homelessness Prevention</p> <p>The number of households who considered themselves as homeless, who approached the local authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation.</p> <p>Measured in: The number of cases assisted through successful casework intervention divided by the number of thousand households in the local authority area.</p> <p>Good Performance: Higher</p>	6	Awaiting Data	4.5	4.19	AMBER	<p>↓</p> <p>This is the most recently available data and relates to quarter 3. Performance was above the standard but below the stretch target. The year end data will be available in June 2013.</p>
<p>Improved street & environmental cleanliness - Litter</p> <p>Level of street and environmental cleanliness - litter (%)</p> <p>Measured in %</p> <p>Good performance: Lower</p>	2	1.9	2	1	GREEN	<p>↑</p> <p>2012/13 performance is better than the stretch target (1.9). This is a reflection of the overall performance of the team to deliver very positive results for street cleanliness. SMART working in partnership with our contractor, Veolia, has secured continual improvement which is expected to continue in the forthcoming year. The deletion of the intermediate grades from the survey process and the introduction of the challenge process has meant that inaccuracy in grading has been weeded out. Though litter level score is at all time low, officers have noticed an increase in litter in high footfall areas.</p>
<p>Improved street & environmental cleanliness - detritus</p> <p>Level of street and environmental cleanliness - detritus (%)</p> <p>Measured in %</p> <p>Good performance: Lower</p>	4	3.6	4	2	GREEN	<p>↑</p> <p>2012/13 performance is better than the stretch target (4). This is a reflection of the overall performance of the team to deliver very positive results for street cleanliness. Deep cleaning of the streets leading to the Olympics has enabled us to achieve the ambitious target.</p>



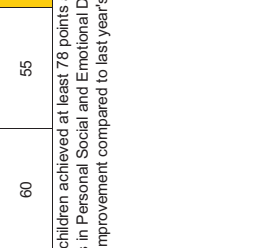
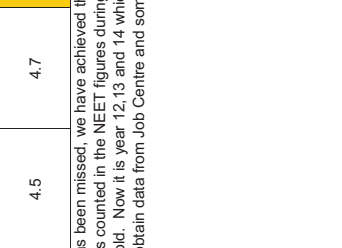
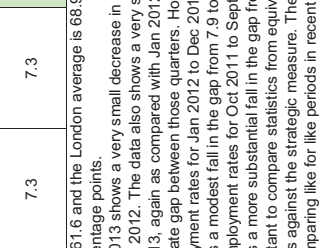
Description		Annual Stretched Target (2012/13)	Annual Actual (2012/13)	Q4 Stretched Target (Jan-Mar 2013)	Q4 Actual (Jan-Mar 2013)	Variance (performance against annual and Q4 11/12 actual) stretch target)	Direction of Travel (comparing Q4 12/13 and Q4 11/12 actual)																				
Improved street and environmental cleanliness - graffiti (%) Measured in % Good performance: Lower	<p>Improved street & environmental cleanliness -Graffiti</p> <table border="1"> <caption>Improved street & environmental cleanliness -Graffiti</caption> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Stretch Target</th> <th>Standard Target</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>20</td> <td>-</td> <td>-</td> </tr> <tr> <td>2010/11</td> <td>8</td> <td>6</td> <td>5.9</td> </tr> <tr> <td>2011/12</td> <td>8.8</td> <td>-</td> <td>-</td> </tr> <tr> <td>2012/13</td> <td>12.4</td> <td>6.5</td> <td>6</td> </tr> </tbody> </table>	Year	Actual	Stretch Target	Standard Target	2009/10	20	-	-	2010/11	8	6	5.9	2011/12	8.8	-	-	2012/13	12.4	6.5	6	6	8.8	6	8.5	RED	↕
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Improved street and environmental cleanliness - fly-posting (%) Measured in % Good performance: Lower	<p>Improved street & environmental cleanliness -Fly-posting</p> <table border="1"> <caption>Improved street & environmental cleanliness -Fly-posting</caption> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Stretch Target</th> <th>Standard Target</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>8</td> <td>-</td> <td>-</td> </tr> <tr> <td>2010/11</td> <td>3</td> <td>2</td> <td>0.7</td> </tr> <tr> <td>2011/12</td> <td>2.2</td> <td>-</td> <td>-</td> </tr> <tr> <td>2012/13</td> <td>4.6</td> <td>1.3</td> <td>2</td> </tr> </tbody> </table>	Year	Actual	Stretch Target	Standard Target	2009/10	8	-	-	2010/11	3	2	0.7	2011/12	2.2	-	-	2012/13	4.6	1.3	2	2	2.2	2	1.3	AMBER	↕
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Percentage of household waste sent for reuse, recycling and composting Measured in % Good performance: Higher	<p>Percentage of household waste sent for reuse, recycling & composting</p> <table border="1"> <caption>Percentage of household waste sent for reuse, recycling & composting</caption> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Stretch Target</th> <th>Standard Target</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>26.5</td> <td>-</td> <td>-</td> </tr> <tr> <td>2010/11</td> <td>27.3</td> <td>26.5</td> <td>26.8</td> </tr> <tr> <td>2011/12</td> <td>27.51</td> <td>-</td> <td>-</td> </tr> <tr> <td>2012/13</td> <td>27.63</td> <td>26.52</td> <td>26.5</td> </tr> </tbody> </table>	Year	Actual	Stretch Target	Standard Target	2009/10	26.5	-	-	2010/11	27.3	26.5	26.8	2011/12	27.51	-	-	2012/13	27.63	26.52	26.5	29	27.63	29	27.63	AMBER	↔
Year	Actual	Stretch Target	Standard Target																								
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The standard target (8), has not been achieved this year. Last year's outturn was always going to be hard to replicate. We are just 0.8 percentage points away from achieving the standard target. Street Care Teams continue to work hard in dealing with graffiti. Clean and Green Community Payback and Volunteer Co-ordinator has worked hard at targeting areas with high graffiti utilising volunteers. However, graffiti incidents are on the increase in the borough. Without a graffiti strategy in place it will be very difficult to lower this score.

The standard target (3) has been achieved but the stretch target (2) has been marginally missed. The improved survey process and training provided to officers has resulted in more accurate scoring. Street Care Teams continue to work hard taking actions against beneficiaries. Whilst incidents of placards and large posters are down, we've seen an increase in stickers blighting the borough. Most of these are commercial.

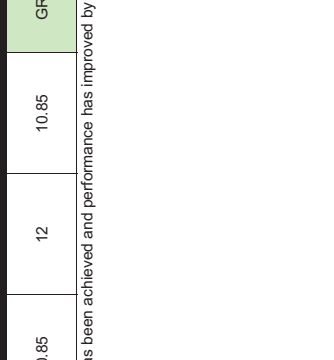
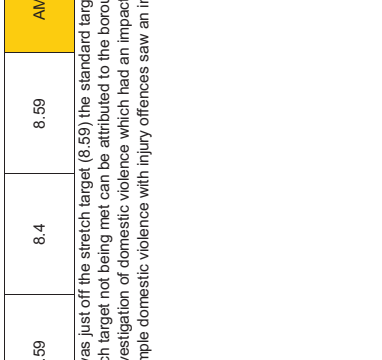
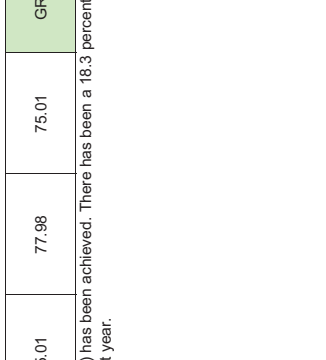
The percentage of household waste sent for reuse, recycling and composting for this year was above our standard target (27.26) but below the stretch target (29), although household co-mingled recycling has increased by 10% this year. In 2013-14 we will continue to reinforce recycling and waste minimisation messages through our communications campaign. We are working with Veolia to make improvements to the Reuse and Recycling Centre to increase performance of the site. Mechanical Biological Treatment (MBT) Recycling has improved in Quarter 4, however the results for the year are lower than predicted. We will continue to work with Veolia to increase recycling via further improvements to treatment processes. Taking a wider view of sustainable waste management that includes the contribution made to the recycling performance from energy recovery processes and all municipal recycling, the total recycling performance would approach 34.59%.

Description		Annual Stretched Target (2012/13)	Annual Actual (2012/13)	Q4 Stretched Target (Jan-Mar 2013)	Q4 Actual (Jan-Mar 2013)	Variance (performance against annual stretch target)	Direction of Travel (comparing Q4 12/13 actual and Q4 11/12 actual)	
Prosperous Community								
<p>A Level Average Points Score per student in Tower Hamlets. Measured in % Good performance: Higher</p>		700	644.9	700	644.9	AMBER	↔	
<p>The final A-Level Average Point Score per learner is 644.9 for the academic year 2011/12 (financial year 2012/13). This is a 2.5 point increase on the previous year (642.4); placing us above the standard target of 642.4, but below the stretch target of 700. Although we are below the national average of 733, we continue to narrow the gap between the national and local averages which has decreased from 103.5 in 2010/11 to 88.4 this year.</p>	<p>Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths. Measured in % Good performance: Higher</p>		64.1	61.8	64.1	61.8	AMBER	↔
<p>Achievement at level 4 or above in both English and Maths at Key Stage 2. Measured in % Good performance: Higher</p>		78	82	78	82	GREEN	↑	
<p>The final result for achievement at level 4 or above in both English and Maths at Key Stage 2 in 2012/13 (academic year 2011/12) is 82%. This exceeds the target and is a significant improvement from the previous year. Tower Hamlets is above the national average result of 80%.</p>								

Description	Annual Stretched Target (2012/13)	Annual Actual (2012/13)	Q4 Stretched Target (Jan-Mar 2013)	Q4 Actual (Jan-Mar 2013)	Variance (performance against annual stretch target)	Direction of Travel (comparing Q4 12/13 against annual and Q4 11/12 actual)
<p>Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy. Measured in % Good performance: Higher</p>	60	55	60	55	AMBER	↑
<p>Achievement of at least 78 points across the Early Years Foundation Stage</p> 	<p>The final results show that 55% of children achieved at least 78 points across the Early Years Foundation Stage, with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy. This is an improvement compared to last year's outcome of 49.9%, but falls short of the 60% stretch target.</p>					
<p>16 to 19 year olds who are not in education, employment or training (NEET) (%) Measured in: % Good Performance: Lower</p>	4.5	4.9	4.5	4.7	AMBER	↓
<p>16-18 Year olds who are not in education, employment or training (NEET)</p> 	<p>Although the stretch target (4.5) has been missed, we have achieved the standard target (5). There has been a change in what is counted in the NEET figures during 2012-13. Previously it was young people between the ages of 16-18 years old. Now it is year 12, 13 and 14 which includes 16 - 19 year olds. Furthermore, we were not able to obtain data from Job Centre and some of the work programme providers for 18 to 19 years old.</p>					
<p>Overall employment rate - gap between the Borough and London average rate (working age) (%) Measured in: % Good Performance: Gap - Lower</p>	7.3	7.3	7.3	7.3	GREEN	↑
<p>Gap between the Borough and London average employment rate (working age)</p> 	<p>The borough's employment rate is 61.6 and the London average is 68.9, making the gap between Tower Hamlets and London average rate 7.3 percentage points. The data for April to March 2013 shows a very small decrease in the employment rate for Tower Hamlets, as compared with Jan 2012 to Dec 2012. The data also shows a very small increase in the employment rate for London for April 2012 to March 2013, again as compared with Jan 2012 to Dec 2012. Consequently, there is a small increase in the employment rate gap between those quarters. However, comparing the gap between the Tower Hamlets and London employment rates for Jan 2012 to Dec 2012 (shown as March 2013) with the equivalent period in 2011/12 shows a modest fall in the gap from 7.9 to 7.3. Similarly, comparing the gap between the Tower Hamlets and London employment rates for Oct 2011 to Sept 2012 (shown as Dec 2012) with the equivalent period in 2011/12 shows a more substantial fall in the gap from 8.9 to 6.6. Seasonal variations in the labour market mean that it is important to compare statistics from equivalent periods in order to obtain a meaningful assessment of progress against the strategic measure. The overall trend shows a steady decrease in the employment rate gap when comparing like for like periods in recent years.</p>					

Description	Annual Stretched Target (2012/13)	Annual Actual (2012/13)	Q4 Stretched Target (Jan-Mar 2013)	Q4 Actual (Jan-Mar 2013)	Variance (performance against annual stretch target)	Direction of Travel (comparing Q4 12/13 and Q4 11/12 actual)	
<p>JSA Claimant Rate (gap between the Borough and London average rate (working age) (%)</p> <p>Good Performance: Gap - Lower</p>		2	1.6	2	1.6	GREEN	<p>The JSA claimant rates for Tower Hamlets and London are 5.5 and 3.9 respectively. The gap between the borough and London average is 1.6 percentage points, exceeding the stretch target. Tower Hamlets has performed well and maintained performance within the target set. In March 2012, the JSA rate for the borough was 5.9%, in March 2013 it is 5.5%. In terms of the number of claimants, there has been a total reduction of 755 JSA claimants from March 2012 to March 2013.</p>
<p>Proportion of children in poverty</p> <p>Measured in: %</p> <p>Good Performance: Gap - Lower</p>		46.9	48.6	53	48.6	AMBER	<p>The stretch target (46.9) has not been achieved but the standard target (55) has been met. There has been a 4.4 percentage points reduction in the number of children in poverty compared to this time last year.</p>

Description		Annual Stretched Target (2012/13)	Annual Actual (2012/13)	Q4 Stretched Target (Jan-Mar 2013)	Q4 Actual (Jan-Mar 2013)	Variance (performance against annual stretch target)	Direction of Travel (comparing Q4 12/13 and Q4 11/12 actual)
Safe and Cohesive Community							
Rate of personal robbery crimes per 1,000 population Measured in: Number (No. of personal robbery incidents/total population x 1,000) Good Performance: Lower		5.20	5.30	5.20	5.30	AMBER	↑
	Whilst the performance was just off the stretch target (5.20) the standard target (5.70) has been achieved. Throughout the year Tower Hamlets Police continued to proactively target known robbers, undertook additional patrols and worked hard on underlying gang issues with partners. For the forthcoming year additional corporate assets will continue to be used to proactively target robbery offences, offenders and location.						
Rate of residential burglary crimes per 1,000 households Measured in: Number (No. of residential burglary incidents/total population x 1,000) Good Performance: Lower		15.9	13.72	15.9	13.72	GREEN	↑
	The stretch target (15.9) has been achieved and performance has improved by 2.98 percentage points compared to last year.						

Description	Annual Stretched Target (2012/13)	Annual Actual (2012/13)	Q4 Stretched Target (Jan-Mar 2013)	Q4 Actual (Jan-Mar 2013)	Variance (performance against annual stretch target)	Direction of Travel (comparing Q4 12/13 and Q4 11/12 actual)
<p>Rate of motor vehicle crimes per 1,000 population</p> <p>Measured in: Number (No. of residential burglary incidents/total population x 1,000) Good Performance: Lower</p>	12	10.85	12	10.85	GREEN	↑
	The stretch target (12) has been achieved and performance has improved by 2.15 percentage points compared to last year.					
<p>Rate of violence with injury crimes per 1,000 population</p> <p>Measured in: Number (No. of residential burglary incidents/total population x 1,000) Good Performance: Lower</p>	8.4	8.59	8.4	8.59	AMBER	↔
	Whilst the performance was just off the stretch target (8.59) the standard target (8.7) has been achieved. The main reason for the stretch target not being met can be attributed to the borough's continued focus on a better initial assessment and investigation of domestic violence which had an impact on the overall violent crime figures for the Borough. For example domestic violence with injury offences saw an increase of 42% which supports this proactivity.					
<p>Computer Aided Despatch (CAD) calls for ASB</p> <p>Measured in: Number (No. of CAD calls/total population x 1,000) Good Performance: Lower</p>	77.98	75.01	77.98	75.01	GREEN	↑
	The stretch target (77.98) has been achieved. There has been a 18.3 percentage points reduction in CAD calls to this time compared to last year.					

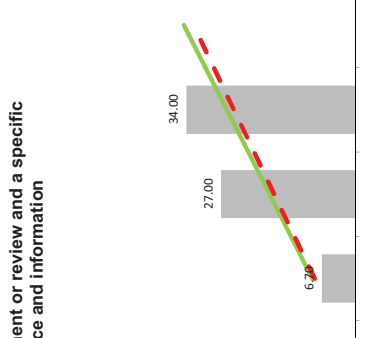
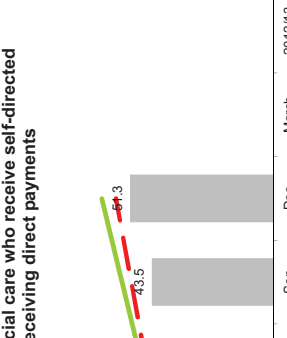
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Healthy and Supportive Community							
<p>Smoking Quitters</p> <p>Measured in: the number of four-week smoking quitters who have attended NHS Stop Smoking Services per 100,000.</p> <p>Good Performance: Higher</p>	<p>Smoking Quitters</p>	2686	Awaiting Data	1731	2419	GREEN	↑
Due to the time lag for this measure, the latest available data is for Q3, which shows that the number of quitters is significantly above the stretch target and this is reflected in each of the quarters for this year.							
<p>All-age all-cause mortality rate - Male</p> <p>Measured in: Standardised mortality rate per 100,000 population, from all causes at all ages (three year rolling average)</p> <p>Good Performance: Lower</p>	<p>All-age, all-cause mortality - male</p>	749	Awaiting Data	749	782.24	RED	↓
The latest available mortality figures relate to 2011/12. This shows that the all-age all-cause mortality rate of for male is slightly higher than it was in the previous year. 2012/13 data will be available in August.							
<p>All-age all-cause mortality rate - Female</p> <p>Measured in: Standardised mortality rate per 100,000 population, from all causes at all ages (three year rolling average)</p> <p>Good Performance: Lower</p>	<p>All-age, all-cause mortality - female</p>	529	Awaiting Data	529	524.38	GREEN	↔
The latest available mortality figures relate to 2011/12. This shows that the all-age all-cause mortality rate of for female is slightly higher than it was in the previous year. 2012/13 data will be available in August.							
<p>Percentage of children in Reception with height and weight recorded who are obese</p>	<p>Percentage of children in Reception with height and weight recorded who are obese</p>	12.6	13	12.6	13	AMBER	↔

Description		Annual Stretched Target (2012/13)	Annual Actual (2012/13)	Q4 Stretched Target (Jan-Mar 2013)	Q4 Actual (Jan-Mar 2013)	Variance (performance against annual stretch target)	Direction of Travel (comparing Q4 12/13 and Q4 11/12 actual)										
<p>weight recorded who are obese.</p> <p>Measured in: Good Performance: Lower</p>	<table border="1"> <caption>Weight recorded who are obese</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>13.75</td> </tr> <tr> <td>2010/11</td> <td>13.5</td> </tr> <tr> <td>2011/12</td> <td>12.7</td> </tr> <tr> <td>2012/13</td> <td>13</td> </tr> </tbody> </table>	Year	Value	2009/10	13.75	2010/11	13.5	2011/12	12.7	2012/13	13	55	50.7	55	50.7	AMBER	↖
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<p>Under 18 conception rate.</p> <p>Measured in: % reduction from 1998 baseline Good Performance: Higher</p>	<table border="1"> <caption>Under 18 Conception Rate</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>42.1</td> </tr> <tr> <td>2010/11</td> <td>29.6</td> </tr> <tr> <td>2011/12</td> <td>45.0</td> </tr> <tr> <td>2012/13</td> <td>50.7</td> </tr> </tbody> </table>	Year	Value	2009/10	42.1	2010/11	29.6	2011/12	45.0	2012/13	50.7	55	50.7	55	50.7	AMBER	↖
Year	Value																
2009/10	42.1																
2010/11	29.6																
2011/12	45.0																
2012/13	50.7																

13% of Reception age children are obese. The standard target has been achieved but the stretch target has not been met. Our performance is getting better slowly year by year.

Tower Hamlets has performed exceptionally on this indicator.

The Office for National Statistics (ONS) published figures on under-18 conception rates for England and Wales in 2011 which showed that the under-18 conception rate for Tower Hamlets was 28.5 per 1000 females aged 15-17, a fall of 10.4% from 2010 and 50.7% from the baseline (1998). This is compares to a national decrease of 34% against the baseline (30.7 per 1000 females aged 15-17), showing that Tower Hamlets continues it's positive direction of travel.

Description	Annual Stretched Target (2012/13)	Annual Actual (2012/13)	Q4 Stretched Target (Jan-Mar 2013)	Q4 Actual (Jan-Mar 2013)	Variance (performance against annual stretch target)	Direction of Travel (comparing Q4 12/13 and Q4 11/12 actual)																												
<p>Carers receiving needs assessment or review and a specific carer's service, or advice and information (%)</p> <p>Measured in: % (number of carers whose needs were assessed or reviewed by the council in a year who received a specific carer's service, or advice and information in the same year as a percentage of people receiving a community based service in the year) Good Performance: Higher</p>	34.5	Awaiting Data	25.88	34.00	GREEN	↑																												
 <p>Carers receiving needs assessment or review and a specific carer's service, or advice and information</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Standard Target</th> <th>Stretch Target</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>34</td> <td>34</td> <td>34</td> </tr> <tr> <td>2010/11</td> <td>53.5</td> <td>34</td> <td>34</td> </tr> <tr> <td>2011/12</td> <td>32.3</td> <td>34</td> <td>34</td> </tr> <tr> <td>2012/13</td> <td>6.2</td> <td>34</td> <td>34</td> </tr> <tr> <td>2013/14</td> <td>27.00</td> <td>34</td> <td>34</td> </tr> <tr> <td>2014/15</td> <td>34.00</td> <td>34</td> <td>34</td> </tr> </tbody> </table> <p>The latest available data relates to Q3. Performance is above the local target of 25.87%. Performance is showing a positive trend and is far better than Qtr. 1 (6.70%) and Qtr. 2 (27.0%). The number of carers receiving needs assessment or review and a specific carer's service, or advice and information, as a percentage of clients receiving community based service was 34.0% at the end of Quarter Three. This figure is provisional. The year end figures will be available in June 2013.</p>	Year	Actual	Standard Target	Stretch Target	2009/10	34	34	34	2010/11	53.5	34	34	2011/12	32.3	34	34	2012/13	6.2	34	34	2013/14	27.00	34	34	2014/15	34.00	34	34	68.6	Awaiting Data	58.6	51.3	RED	↑
Year	Actual	Standard Target	Stretch Target																															
2009/10	34	34	34																															
2010/11	53.5	34	34																															
2011/12	32.3	34	34																															
2012/13	6.2	34	34																															
2013/14	27.00	34	34																															
2014/15	34.00	34	34																															
<p>Social care clients and carers in receipt of Self Directed Support</p> <p>Measured in: % (Number of adults, older people and carers receiving social care through a Direct Payment (and/or an Individual Budget) in the year to 31st March per 100,000 population aged 18 or over) Good Performance: Higher</p>	68.6	Awaiting Data	58.6	51.3	RED	↑																												
 <p>Proportion of people using social care who receive self-directed support, and those receiving direct payments</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Standard Target</th> <th>Stretch Target</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>10.7</td> <td>10.7</td> <td>10.7</td> </tr> <tr> <td>2010/11</td> <td>30</td> <td>10.7</td> <td>10.7</td> </tr> <tr> <td>2011/12</td> <td>38.7</td> <td>10.7</td> <td>10.7</td> </tr> <tr> <td>2012/13</td> <td>39.5</td> <td>10.7</td> <td>10.7</td> </tr> <tr> <td>2013/14</td> <td>43.5</td> <td>10.7</td> <td>10.7</td> </tr> <tr> <td>2014/15</td> <td>51.3</td> <td>10.7</td> <td>10.7</td> </tr> </tbody> </table> <p>The latest available data relates to Q3. Performance as at 31 December 2012 was 51.3%. This figure is provisional and is lower than the target (58.6%) by 7.3 percentage points. Performance is showing an improvement trend and is far better than Qtr. 1 (39.8%) and Qtr. 2 (43.5%).</p>	Year	Actual	Standard Target	Stretch Target	2009/10	10.7	10.7	10.7	2010/11	30	10.7	10.7	2011/12	38.7	10.7	10.7	2012/13	39.5	10.7	10.7	2013/14	43.5	10.7	10.7	2014/15	51.3	10.7	10.7						
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One Tower Hamlets					
Priority 5.1: Reduce inequalities					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Focus on employing a workforce that fully reflects the community it serves	Simon Kilbey (Resources)	31/03/2013	Completed	100%	On-going strategic activity; completed for 2012/13.
Milestone	Lead Officer	Deadline	Status	%	Comments
Launch and populate talent pools	Simon Kilbey (Resources)	31/07/2012	Completed	100%	
Directorate talent pool targets set for improvement in key areas: • gender, disability and BME • quarterly progress reporting to People Board	Simon Kilbey (Resources)	30/09/2012	Completed	100%	
47 apprentices complete NVQ Level 2 and 3	Simon Kilbey (Resources)	31/03/2012	Completed	100%	Going out for second recruitment of 10 apprentices.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Convene a Fairness Commission	Louise Russell (CE's)	31/10/2012	Overdue	75%	Following the launch of the Commission, all the public meetings have now been completed and recommendations are beginning to be developed.
Milestone	Lead Officer	Deadline	Status	%	Comments
Fairness Commission launched	Louise Russell (CE's)	30/04/2012	Completed	100%	The Commission was launched on 5th November 2012.
Fairness Commission report completed	Louise Russell (CE's)	31/10/2012	Overdue	50%	The report is due to be published by September 2013.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Refresh our approach to tackling inequality	Louise Russell (CE's)	31/12/2012	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Work with wide range of external stakeholders to review progress on delivering our six Equality Schemes	Louise Russell (CE's)	30/09/2012	Completed	100%	
Hold review event and launch approach to future work on tackling inequality	Louise Russell (CE's)	31/12/2012	Completed	100%	

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One Tower Hamlets					
Priority 5.2: Work efficiently and effectively as One Council					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Make better use of our assets	Ann Sutcliffe (D&R)	30/11/2012	Completed	100%	Good progress has been made in serving notice and decanting Anchorage House, as well as reviewing the assets of the Education, Social Care and Wellbeing Directorate. A recommendation paper on the depot review is due to be taken to May Cabinet.
Milestone	Lead Officer	Deadline	Status	%	Comments
Review AH&W assets to inform rationalisation with service objectives	Ann Sutcliffe (D&R)	30/06/2012	Completed	100%	The review of assets has been completed. The strategy document has been presented at the Asset Management Working Group and comments have been taken on board. Potential opportunities for rationalisation and co-location of services have been identified.
Serve notice on Anchorage House lease	Ann Sutcliffe (D&R)	30/09/2012	Completed	100%	
Present recommendations to Cabinet on the depot review and development of Watts Grove	Ann Sutcliffe (D&R)	30/09/2012	Completed	100%	Final tenders have been invited, with recommendations expected to be issued to Cabinet in May. The initial business case on the associated decants has already been presented to Cabinet and permission obtained to proceed with the outline case which is on-going.

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
Create a new Strategic ICT Partnership that improves ICT services, reduces back office costs, protects the employment prospects of staff in ICT and creates 250 new jobs for Tower Hamlets residents	Claire Symonds and Simon Kilbey (Resources)	31/12/2012	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
New VDI technology available for all staff	Claire Symonds (Resources)	31/07/2012	Completed	100%	
Implement a robust IT platform that supports Smarter Working	Claire Symonds (Resources)	31/12/2012	Completed	100%	
Implement Smarter Working Policy, including: • Training available to managers on how to manage effectively in a different culture and environment • Mandatory briefing sessions for all affected managers	Simon Kilbey (Resources)	30/04/2012 31/12/2012	Completed	100% 100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Implement a new ICT Partnership	Claire Symonds (Resources)	31/03/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
ICT Service transferred	Claire Symonds (Resources)	31/07/2012	Completed	100%	
Data Centre moved	Claire Symonds (Resources)	31/12/2012	Completed	100%	
Development of process to create training places and apprenticeships for residence in accordance with contract	Claire Symonds (Resources)	31/10/2012	Completed	100%	
National – jointly branded – Apprentice Institute opened	Claire Symonds (Resources)	31/10/2012	Completed	100%	
Reduction in annual cost of £2.5m with no unplanned loss of network or systems	Claire Symonds (Resources)	31/03/2013	Completed	100%	

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve customer satisfaction whilst reducing back-office costs by using new technology	Claire Symonds (Resources)	31/03/2013	Overdue	95%	All milestones bar one have been completed. The remaining overdue milestone is due to be completed in May 2013.
Milestone	Lead Officer	Deadline	Status	%	Comments
Relocate Cheviot House One Stop Shop to Watney Market	Claire Symonds (Resources)	31/03/2013	Overdue	90%	Building works delayed, Idea Store Watney Market due to open May 2013. This milestone is being progressed by CLC in line with opening of the Idea Store at Watney Market.
Develop channel shift initiatives to encourage web and telephone use for those customers that prefer them: • Telephony self-service options appraisal [with Strategic Partner] • Telephony self-service implementation	Claire Symonds (Resources)	30/09/2012 31/03/2013	Completed	100%	
Launch and promote new Achieve (online) forms	Claire Symonds (Resources)	30/09/2012	Completed	100%	
Monitor and increase Achieve Forms take Up	Claire Symonds (Resources)	31/03/2013	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve fraud detection and increase deterrence	Claire Symonds (Resources)	31/03/2012	Overdue	90%	Although 50 benefits prosecutions were not secured, the number of prosecutions to date, 41, is over 2.5 times the London average.
Milestone	Lead Officer	Deadline	Status	%	Comments
Agree an approach with DWP on benefit fraud prosecutions	Claire Symonds (Resources)	30/06/2012	Completed	100%	Completed following meetings with the DWP.
50 benefit prosecutions secured	Claire Symonds (Resources)	31/03/2012	Overdue	80%	Achieved 41 prosecutions to date. We have now recruited an Intelligence Officer and are in the process of recruiting an Investigating Officer. We remain well above the London average, which is 16 prosecutions, according to the Audit Commission.
Market property recovery service to RSLs	Claire Symonds (Resources)	31/12/2012	Completed	100%	Raised at various forums and continuing efforts to market our services.

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a new localised Partnership Structure with Mayor's Assemblies, Neighbourhood Agreements and Local Forums	Shazia Hussain (CLC)	31/01/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Terms of reference for the forums and assemblies developed. (June 2012)	Shazia Hussain (CLC)	30/06/2012	Completed	100%	
New structure launched. (June 2012)	Shazia Hussain (CLC)	30/06/2012	Completed	100%	
Community Champion co-ordinators recruited. (January 2013)	Shazia Hussain (CLC)	31/01/2013	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop Progressive Partnerships to further the Mayor's social objectives through our procurement practices	Claire Symonds (Resources)	31/03/2013	Overdue	90%	A considerable amount of work is underway to meet the Mayor's social objectives, including the London Living Wage and Fair Trade. New Procurement Imperatives have now been approved. Work still on going to map local industries; implementation of this project is to commence in the first quarter of 2013/14.
Milestone	Lead Officer	Deadline	Status	%	Comments
London Living Wage specified in Council contracts and as part of Tollgate process	Claire Symonds (Resources)	30/04/2012	Completed	100%	The LLW is considered for inclusion in all strategic contracts and is a part of the Tollgate process.
Fair Trade to be a requirement of catering contracts	Claire Symonds (Resources)	30/04/2012	Completed	100%	The juice we serve in schools is Fair Trade and has been for some time. We have to balance local supply and food miles versus Fair Trade in all catering purchases made. Confectionery, tea and coffee in schools is Fair Trade. A number of providers supply Fair Trade bananas to schools. The Council has been recognised across London for its improvements in using seasonal and local produce, it scored 5 out of 6.5 in the Good Food for London survey by the GLA. Fair Trade cannot be included in tender documentation as a brand name.
Tower Hamlets suppliers: map of local industry to be created	Claire Symonds (Resources)	30/06/2012	Overdue	80%	Business case has now been completed. Procurement to start implementation in the first quarter of 13/14.
6 conferences for Tower Hamlets suppliers	Claire Symonds (Resources)	31/03/2013	Completed	100%	These have been done.
New Procurement Strategy agreed	Claire Symonds (Resources)	30/09/2012	Completed	100%	New Procurement Imperatives have now been approved by Cabinet.
Progressive Partnerships to be a requirement of procurement procedures, verified at 6 Tollgates	Claire Symonds (Resources)	30/09/2012	Completed	100%	Opportunities for such are addressed at Tollgates.

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
Work with Managers to improve and reduce staff sickness absence	Simon Kilbey (Resources)	31/07/2012	Completed	100%	On going actions, all on track. Tower Hamlets has lower than average sickness absence levels.
Milestone	Lead Officer	Deadline	Status	%	Comments
Directorate Absence Management Panel (DAMPs) meeting monthly to review absence data and to ensure that it's effective and reducing staff sickness. (April 2012)	Simon Kilbey (Resources)	30/04/2012	Completed	100%	All Directorate Panels are meeting. Actions are being taken locally to target and support services with high levels of absence.
On a monthly basis, managers review sickness absence statistics in conjunction with HR business partners and begin taking formal action under the policy. (April 2012)	Simon Kilbey (Resources)	30/04/2012	Completed	100%	Levels of absence in each service and management of cases are being reviewed monthly to ensure appropriate action are being taken.
Corporate Absence Management Panel (CAMP) meeting quarterly to review absence data and to ensure that it's effective and reducing sickness. (July 2012)	Simon Kilbey (Resources)	31/07/2012	Completed	100%	CAMP is meeting as planned. Actions are agreed to target managers failing to complete absence returns and reviewing cases of most concern.

A Great Place to Live					
Priority 1.1: Providing quality affordable housing					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Increase availability of affordable family sized housing	Owen Whalley and Jackie Odunoye (D&R)	31/03/2013	Completed	100%	Officers ensure at the planning application stage that each scheme provides a policy compliant quantum of family sized housing, and where it is viable and appropriate exceed target.
Milestone	Lead Officer	Deadline	Status	%	Comments
Commence new viability assessment arrangements to sustain the delivery of affordable housing	Owen Whalley and Jackie Odunoye (D&R)	31/08/2012	Completed	100%	Procurement have ben instructed to issue new award letters. New arrangements commencing in early May 2013, in line with the previously agreed amended deadline.
Ensure East London Housing Partnership allocate maximum number of affordable homes from the Olympic site	Owen Whalley and Jackie Odunoye (D&R)	31/03/2013	Completed	100%	Tower Hamlets was allocated 27 homes on the East Village (Triathlon Homes). Negotiations have started with neighbouring Boroughs, the London Legacy Development Corporation and the GLA to agree a nominations protocol for homes coming forward in the future on the wider Olympic site. The nominations protocol will agree the distribution of properties for each Host Borough.
Support and ensure Registered Providers HCA bids meet new affordable rent levels	Owen Whalley and Jackie Odunoye (D&R)	31/03/2013	Completed	100%	Regular liaison meetings continue with Registered Providers (RPs) to discuss schemes and rental levels. As yet there have been no affordable rents (AR) homes completed however some RPs, as part of their contract with the GLA, wish to convert some of their voids to the new AR. Rent levels on these are checked by both the Lettings Team and the Affordable Housing Team. This approach will be adopted when the new stock is delivered.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver regeneration at Robin Hood Gardens and Ocean Estate	Jackie Odunoye (D&R)	31/12/2012	Completed	100%	Completion of 819 new homes on the Ocean Estate remains on target to complete within contract. The last phase of refurbishment works will now be completed in Quarter 1 of 2013/14, due to delays from adverse weather and additional works instructed. RHG Phase 1a demolition starts March 2013 for construction start on site 2013/14.
Milestone	Lead Officer	Deadline	Status	%	Comments
Commence letting of Ocean first phase affordable homes – 94 units	Jackie Odunoye (D&R)	30/09/2012	Completed	100%	
Complete handover of Ocean first phase of new affordable homes	Jackie Odunoye (D&R)	31/12/2012	Completed	100%	At the end of March 2013, the target to hand over the first phase of affordable homes in block E1 had been completed.
Phase 1 detailed planning approval for Robin Hood Gardens	Jackie Odunoye (D&R)	30/06/2012	Completed	100%	
Start on site of Phase 1 at Robin Hood Gardens – c82 new homes for rent and shared ownership	Jackie Odunoye (D&R)	31/10/2012	Completed	100%	Demolition and Site preparation has commenced and developers are on site, new build commences in May 2013.

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
Reduce homelessness and improve housing options	Jackie Odunoye & Colin Cormack (D&R)	31/12/2012	Overdue	90%	While this activity has been flagged as overdue, good progress has been made in mitigating homelessness with c. 650 households being prevented from homelessness and c. 1,400 overcrowded household being re housed throughout 12/13.
Milestone	Lead Officer	Deadline	Status	%	Comments
Launch pilot Social Lettings Agency	Jackie Odunoye & Colin Cormack (D&R)	31/10/2012	Completed	100%	Social Lettings Agency now functional; formal launch with publicity due early May; some products still in development; project re-titled Social Lettings Agency.
Produce Homelessness Statement as part of refreshed Housing Strategy	Jackie Odunoye & Colin Cormack (D&R)	31/12/2012	Overdue	75%	Public consultation on the Homelessness Statement has been completed. The Statement will go to Cabinet for approval in July 2013.
Produce Overcrowding Statement as part of refreshed Housing Strategy	Jackie Odunoye & Colin Cormack (D&R)	31/12/2012	Completed	100%	Draft Overcrowding Statement and action plan has been agreed with Tower Hamlets Housing Forum Common Housing Register. Overcrowding Statement will go to Cabinet for approval in May 2013.
A Great Place to Live					
Priority 1.2: Maintain and improve the quality of housing					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Reduce the number of council homes that fall below a decent standard	Jackie Odunoye (D&R)	31/03/2013	Overdue	75%	Contracts and Administrators procured to time and 1,493 homes have been made decent across the two year period. Start on site of Official Journal of the European Union procured DH works was profiled for April 2013.
Milestone	Lead Officer	Deadline	Status	%	Comments
Contracts and contract administrators procured to deliver the 2012/13 Decent Homes programme	Jackie Odunoye (D&R)	31/05/2012	Completed	100%	Mayoral Executive decision pending in order to adopt method of procurement contractor for year 2 and awarding the contract to Apollo building services.
Start on site of OJEU procured Decent Homes works	Jackie Odunoye (D&R)	28/03/2013	Overdue	70%	AlCatel has not been finalised, including addressing challenges from unsuccessful contractors and consultants. Proposed start on site date is May 2013.
1457 homes made decent	Jackie Odunoye (D&R)	31/03/2013	Completed	100%	1,493 homes made decent for the two financial years 2011/12 & 2012/13.

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve the quality of housing services	Jackie Odunoye (D&R)	31/03/2013	Overdue	60%	THH 2012/2013 Delivery Plan has been evaluated, and a new one for 2013/14 agreed. Whilst service charge 'actuals' were dispatched on time, achieving transparency for leaseholders, the implementation of the Consolidated Action Plan (CAP) was delayed to May 2013 but is now in progress. Transfer RPs continue to report progress against service promises twice yearly, with the next report going to the Housing Lead Member in summer 2013.
Milestone	Lead Officer	Deadline	Status	%	Comments
Service Charge 'actual' bills dispatched	Jackie Odunoye (D&R)	30/09/2012	Completed	100%	Actuals sent on time and itemised in line with the Beevers and Struthers Audit.
Annual Cabinet progress report on (transfer) Register Provider delivery against service agreements	Jackie Odunoye (D&R)	31/10/2012	Completed	100%	Registered providers continue to provide progress reports twice yearly, in November and May. The 11/12 Annual report was developed and signed off by Cllr Khan in Summer 2012. Data is currently being collated for 12/13, which will inform the 12/13 Annual report, also due to be signed off by Cllr Khan in June 13.
Implementation of the Consolidated Action Plan	Jackie Odunoye (D&R)	31/03/2013	Overdue	40%	Implementation of the Consolidated Action Plan (CAP) was delayed. It has now been agreed and is now being implemented.

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
Focus on fuel poverty	Jackie Odunoye (D&R)	31/03/2013	Completed	100%	Draft Fuel Poverty Strategy complete, Energy Co-op sign-up on going, ODA ReNew completed, ReNew 2 now underway.
Milestone	Lead Officer	Deadline	Status	%	Comments
Produce the Energy Co-operative and Fuel Poverty Strategy	Jackie Odunoye (D&R)	30/09/2012	Completed	100%	The Energy Co-op/ Fuel Poverty Strategy is complete, it was discussed at the first Energy Co-op Board meeting and CMT. Cabinet dates have been scheduled.
Launch the Tower Hamlets Energy Co-operative	Jackie Odunoye (D&R)	31/10/2012	Completed	100%	The Energy co-op board has been set up and first auction took place on 9th April and second is scheduled for 4th June.
Provide assessment, measures and advice to 500 homes in the Bethnal Green North and South Ward as part of the ReNew project	Jackie Odunoye (D&R)	30/09/2012	Completed	100%	1,000 energy efficiency visits have been completed where households have received energy efficiency advice and measures.
Monitor fuel poverty in the borough	Jackie Odunoye (D&R)	31/03/2013	Completed	100%	The database has been updated to SAP 2009 and uploaded with 56,000 Energy Performance Certificates provided by DCLG. The benefits data is being cross matched. DECC data shows fuel poverty level in Tower Hamlets is 8%, the lowest in the greater London region.
A Great Place to Live					
Priority 1.3: Improve the local environment and public realm					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Work in partnership to improve our public realm	Jamie Blake (CLC)	31/03/2013	Completed	100%	
Milestone	Lead Officer	Deadline			
Develop the reporting arrangement for Volunteering and Community Payback	Jamie Blake (CLC)	30/06/2012	Completed	100%	
Develop and implement a programme to improve cleanliness of private land in the lead up to the Olympics	Jamie Blake (CLC)	31/07/2012	Completed	100%	
Develop a public realm information base for residents from each paired LAP locality	Jamie Blake (CLC)	31/03/2013	Completed	100%	

APPENDIX 7 - STRATEGIC PLAN MONITORING

Develop neighbourhood agreements to include an agreed set of service standards	Jamie Blake (CLC)	31/03/2013	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Protect our environment	Jamie Blake (CLC)	31/03/2013	Overdue	75%	See comments against the specific milestones below.
Milestone	Lead Officer	Deadline	Status	%	Comments
Finalise the Waste Strategy for approval	Jamie Blake (CLC)	31/10/2012	Overdue	90%	Approval for the Council's approach to meeting the Waste Apportionment targets set in the London Plan was not reached with the GLA and confirmed in the Managing Development DPD until November 2012. Subsequently completion of the Strategy has been further delayed, pending the outcome of a Judicial Review of DEFRA's transposition of the EU Waste Framework Directive into UK as it relates to co-mingled recycling services. The Judicial Review outcome was announced in March 2013. The final Strategy will go to CMT in May and Cabinet in September 2013.
Complete a strategic review of parking controls	Jamie Blake (CLC)	31/12/2012	Completed	100%	
Roll out the new sustainable Staff Travel Plan	Jamie Blake (CLC)	30/09/2012	Completed	100%	
Integrate back office data and business processes to enable the deployment of hand-held technology to front line cleaner, greener, safer staff	Jamie Blake (CLC)	31/12/2012	Overdue	40%	The change of IT provider has presented an opportunity to re examine the scope of this project and the outcomes will be delivered through the new contract. We are currently working with Agilisys to re-profile the project which will now be delivered during 2013/14.
Deliver the Re: Fit programme to reduce carbon emissions from high energy council buildings	Jamie Blake (CLC)	31/03/2013	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve our parks and open spaces	Shazia Hussain (CLC)	31/03/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete the £10 million restoration of Victoria Park	Shazia Hussain (CLC)	30/06/2012	Completed	100%	
Complete the modernisation of byelaws	Shazia Hussain (CLC)	31/08/2012	Completed	100%	
Commence implementation of Phase 1 of Bartlett Park Masterplan, including start of the on-site highway improvements	Shazia Hussain (CLC)	28/02/2013	Completed	100%	
Review the consultation feedback from the Thames Tideway Tunnel project	Shazia Hussain (CLC)	31/05/2012	Completed	100%	
Develop and submit an appropriate response to the TTT planning consent application expected mid-2012	Shazia Hussain (CLC)	31/12/2012	Completed	100%	

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A Great Place to Live					
Priority 1.4: Provide effective local services and facilities					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Further develop the localisation of services	Shazia Hussain (CLC)	31/03/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete the opening of locality hubs for 4 paired LAP areas	Shazia Hussain (CLC)	31/01/2013	Completed	100%	
Deliver 4 localised performance frameworks	Shazia Hussain (CLC)	31/03/2013	Completed	100%	
Develop the next phase of localised services	Shazia Hussain (CLC)	31/03/2013	Completed	100%	
Eight new Neighbourhood Agreements agreed	Shazia Hussain (CLC)	31/03/2013	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve community facilities	Shazia Hussain (CLC)	31/03/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete Idea Store Watney Market and One Stop Shop	Shazia Hussain (CLC)	31/03/2013	Completed	100%	
Commence Phase 2 of improvements to Tower Hamlets Local History Library & Archives (Bancroft Road)	Shazia Hussain (CLC)	31/03/2013	Completed	100%	
Support the construction of the Bethnal Green Tube Disaster Memorial: Phase 1 funding release to support foundations build	Shazia Hussain (CLC)	31/10/2012	Completed	100%	

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
Manage national planning changes effectively to deliver local priorities	Owen Whalley (D&R)	31/03/2013	Completed	100%	Fish Island Area Action Plan was adopted on 19th September 2012. Examination in Public into Managing Development DPD completed. 6 week consultation on proposed modifications commenced on 1st October.
Milestone	Lead Officer	Deadline	Status	%	Comments
Introduce approach to neighbourhood planning – identify selection criteria for neighbourhood forums and identify area boundaries	Owen Whalley (D&R)	31/03/2013	Completed	100%	Tower Hamlets' approach to neighbourhood planning was agreed by the Mayor and Lead Member with the associated guidance notes published on the web site in February.
Agree new arrangements with the new Mayoral Development Corporation in Fish Island and Bromley-by-Bow	Owen Whalley (D&R)	30/11/2012	Completed	100%	Amended Memorandum of Understanding circulated by London Legacy Development Corporation to Host Boroughs, including Tower Hamlets for signature. Arrangements in place to brief Lead Member on planning matters relevant to her role on LLDC Planning Committee.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Prepare for the Introduction of the Community Infrastructure Levy (CIL)	Owen Whalley (D&R)	31/12/2012	Overdue	80%	All of the processes relating to the collection and administration of CIL are complete. Delays have been incurred due to a much more lengthy decision making process than was first anticipated.
Milestone	Lead Officer	Deadline	Status	%	Comments
Introduce arrangements for collecting the Mayor for London's CIL	Owen Whalley (D&R)	30/04/2012	Completed	100%	
Commence process for commissioning Stage 2 Council works	Owen Whalley (D&R)	30/04/2012	Completed	100%	
EIP to consider the proposed CIL charging schedule	Owen Whalley (D&R)	31/12/2012	Overdue	60%	The deadlines were planned long in advance. The EiP is now programmed for October 2013. This is to allow for further, more detailed approvals throughout the process. Proposals will be considered by Full Council, prior to any EiP. This does not disadvantage us in any way and ensures that we deliver CIL before the longstop deadline of April 2014.

APPENDIX 7 - STRATEGIC PLAN MONITORING

A Great Place to Live					
Priority 1.5: Improve local transport links and connectivity					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support local sustainable transport	Jamie Blake (CLC)	31/03/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Deliver phase 1 of the £3m highway infrastructure improvement programme	Jamie Blake (CLC)	31/03/2013	Completed	100%	
Commence procurement process for the highway construction and maintenance contracts	Jamie Blake (CLC)	31/12/2012	Completed	100%	
12 complete streets resurfaced	Jamie Blake (CLC)	31/03/2013	Completed	100%	
A Great Place to Live					
Priority 1.6: Deliver a co-ordinated service response to, and throughout, the Olympics					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Mitigate impact on local people in and around the Olympics Route network	Andy Bamber and Robin Beattie (CLC)	30/09/2012	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete implementation of the Council's Olympic Impact Management Plan	Andy Bamber and Robin Beattie (CLC)	31/07/2012	Completed	100%	
4 local bespoke transport and travel advice sessions for SMEs delivered	Andy Bamber and Robin Beattie (CLC)	31/07/2012	Completed	100%	
Delivery of the games time BOCC and BECC arrangements	Andy Bamber and Robin Beattie (CLC)	30/09/2012	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Manage the programme of Olympic community events and activities	Shazia Hussain (CLC)	31/07/2012	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Delivery of Victoria Park Live Site	Shazia Hussain (CLC)	31/07/2012	Completed	100%	
Delivery of the Olympic torch route and torch event requirements	Shazia Hussain (CLC)	31/07/2012	Completed	100%	

A Prosperous Community					
Priority 2.1: Improve educational aspiration and attainment					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver effective services through the Children's Centres Sure Start programme and raise levels of attainment at the Early Years Foundation Stage in all settings.	Diana Warne (ESW)	31/03/2013	Overdue	75%	In 2012, the percentage of pupils achieving a good level of development (78+ points in EYFSP and 6+ points in both Personal, Social & Emotional Development and Communication, Language & Literacy) is 54.7% (please note 2012 figure is provisional and an early estimate from NCER). This is an increase of 4.8% points since 2011 and 14.7% points since 2008. Nationally the improvement over this period is similar at 15% points, albeit from a higher starting point - from 49% in 2008 to 64% in 2012.
Milestone	Lead Officer	Deadline	Status	%	Comments
Expand free early education places for disadvantaged two-year-olds	Diana Warne (ESW)	30/09/2012	Overdue	36%	We currently have 500 eligible 2 year olds placed in MPVI settings (compared with 350 in July). Despite the work that is going into creating new places of quality, we are working towards the challenging DfE figure of 1,300 eligible two year olds in September 2013 and 2,400 in September 2014. Capital funding of £1.2 million was awarded to LBTH by the DfE for the purposes of creating new provision for two year olds. A proposal was put to Members in April for approval. We are carrying out an audit of childcare providers to enable us to see where there is the possibility of increasing numbers. We so far have identified a few projects which we are confident would be able to go ahead. Work is also moving forward on changes to part-time and full-time places in schools and should free up about 400 places. The statutory requirement of 1,500 places by September 2013 is ambitious. We are yet to know what the impact will be of not meeting a statutory government requirement. There is a shortage of space to develop new provision and this is an issue across London. We are also looking at strategies to manage the expectations of parents eligible for a statutory place but not receiving one due to shortages.
Identify children at the lowest 20% of attainment at the EYFS, using universal services as a gateway to targeted support	Diana Warne (ESW)	31/03/2013	Completed	100%	All of the lowest 20% of children are identified by schools and appropriate interventions are put in place. This happens on an annual basis.
Achieve improvements in EYFS results through continued, intensive support for schools, learning from the lessons of 2010/11	Diana Warne (ESW)	30/09/2012	Completed	100%	Each year the schools with the lowest EYFSP outcomes are targeted for support.

APPENDIX 7 - STRATEGIC PLAN MONITORING

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Provide effective support for parents and governors	Diana Warne (ESW)	31/03/2013	Completed	100%	The Parent and Carer Council has been launched and two council meetings have taken place. A DVD to promote the Parent and Carer Council can be seen on the LBTH website. The Annual Parent Conference was attended by 110 parents and carers from Tower Hamlets schools.
Milestone	Lead Officer	Deadline	Status	%	Comments
Implement a new parental engagement and support policy and a referral protocol to develop the Council's role in brokering the provision of parenting support services delivered by a range of partners	Diana Warne (ESW)	31/12/2012	Completed	100%	The Parent & Family Support policy was launched in November along with the centralised brokerage service to support access to parenting support. A multi-agency Parenting Exchange Group has been established to maximise parent support resources and to share best practice.
Ensure new governors undertake induction training and monitor take-up: 50% of governors newly appointed in 2012-13 to attend the course	Diana Warne (ESW)	31/03/2013	Completed	100%	117 newly appointed governors reserved places on the induction course; 59 attended at least one of two sessions.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Maintain effective relationships with all education providers in the borough and commission support and challenge for local schools.	Diana Warne (ESW)	30/09/2012	Completed	100%	The Primary School SLA has been bought by most local schools (67 schools, including 1 academy). All of these schools are provided with challenge and support to further improve. Those schools that we are concerned about receive additional support as well as monitoring. Maintenance of support and challenge to all secondary schools is on an as required basis dependent on achievement outcomes. Reviews provided in schools by demand. Visits to Free schools and Academies by Head of Learning and Development took place in
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop and implement a policy for working with Free schools and Academies	Diana Warne (ESW)	30/09/2012	Completed	100%	A protocol has been produced.
Achieve improvements at all key stage stages	Diana Warne (ESW)	30/09/2012	Completed	100%	At the end of the Early Years Foundation Stage in 2012 we have improved against all the attainment outcomes. In terms of the gap between the lowest 20% and the median – this has increased by 0.1%. We are still performing below national outcomes. All outcomes at the end of KS1 for 2012 have improved on the results for 2011 across the board. We have made particular gains against national outcomes at Level 2b+ in all subjects and in writing and mathematics at Level 3. All outcomes at the end of KS2 for 2012 have improved on the results for 2011 across the board. We continue to be above national averages for Level 4+ combined mathematics and English at 82% and in both progress measures.

APPENDIX 7 - STRATEGIC PLAN MONITORING

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support high quality post-16 provision	Diana Warne (ESW)	31/03/2013	Completed	100%	A post 16 development officer has been appointed as well as a project officer from September 2012.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop new provision in the east of the Borough, with the first of four new school sixth forms	Diana Warne (ESW)	30/09/2012	Completed	100%	St Pauls Way Trust School 6th Form opened in September 2012. The Head of 6th Form has been appointed and students recruited.
Provide further training for schools in analysing results, and developing strategies to raise achievement	Diana Warne (ESW)	30/09/2012	Completed	100%	Every 6 th Form provider has been visited and data analysis carried out as per training received the previous summer.
Develop robust understanding of post 16 offer and progression routes	Diana Warne (ESW)	31/03/2013	Completed	100%	On-going and in place. The Careers Service has moved to the local authority and a review of provision was undertaken. Mapping of further vocational and L3 provision is completed .
Monitor A level average point scores by ethnicity and gender	Diana Warne (ESW)	31/03/2013	Completed	100%	Completed annually as part of review process.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver the Aim Higher programme	Diana Warne (ESW)	31/03/2013	Overdue	90%	An Aim Higher officer has been appointed along with 4 personal advisers. Programme delivery is on-going.
Milestone	Lead Officer	Deadline	Status	%	Comments
Provide 1:1 tuition for Level 3 students	Diana Warne (ESW)	31/03/2013	Completed	100%	Funding allocated to schools by the end of October 2012. Engagement with UEL and QMUL universities are in place and the programme commences in Nov 2012.
Develop the apprentice programme so that there is a good range of local offers	Diana Warne (ESW)	31/03/2013	Overdue	75%	An apprenticeship task group has been established with a framework in place and schools have been briefed. Apprenticeships are being promoted as a viable option post 16. Work is on-going with Development and Renewal Directorate on the bigger promotion and engagement of employers, and monitoring of take up. The Apprenticeship Task Group now links directly with the Development and Renewal Directorate through the employment strategy.
Provide residential, master classes and additional tuition for higher attaining students	Diana Warne (ESW)	31/03/2013	Completed	100%	Programme is in place and running through spring and summer terms.
Implement phase 2 of literacy support and development post 16	Diana Warne (ESW)	31/03/2013	Completed	100%	Programme up and running, on-going review in place – completion Summer 2013.

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver the Mayor's Education Allowance	Alan Finch (Resources) and Diana Warne (ESW)	31/03/2013	Completed	100%	Activity to deliver the MEA is completed. The application process for the academic year 2012/13 was open until the end of October 2012, after which assessments were made.
Milestone	Lead Officer	Deadline	Status	%	Comments
Ensuring staff are aware of MEA scheme changes for the 2012/13 academic year	Diana Warne (ESW)	31/08/2012	Completed	100%	Benefits staff have been involved and are aware of the changes, which are minor and relate to benefits procedures.
Place advertisements for the MEA scheme and undertake publicity	Diana Warne (ESW)	30/09/2012	Completed	100%	The MEA form is now on the TH website. Additional publicity is under way for 2012/13 academic year.
Assess entitlement to support by applying the MEA Policy	Alan Finch (Resources) and Diana Warne (ESW)	31/12/2012	Completed	100%	The applications window for the 2012/13 MEA was open until October 2012. Applications were made both online and by paper. Income assessments were made after the closing date for applications, and thereafter schools have been monitoring students termly attendance to assess if they are entitled to the full award at the end of each academic term. This is in line with the MEA Policy.
Make first payments	Alan Finch (Resources) and Diana Warne (ESW)	31/01/2013	On Target	100%	MEA payments are made on a termly basis, pending the students attendance record for that term, as above. The service anticipates that all students entitled to the award will receive their first payment in January 2013. Payments are still being made as of April 2013.
Continue to make provision for Bursary support to enable students to maintain their attendance in education	Alan Finch (Resources) and Diana Warne (ESW)	31/03/2013	Completed	100%	The service will continue to monitor the current MEA and other bursary provision. Future provision has been secured for the 2013/14 academic year pending a Cabinet decision.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Provide an effective youth service	Andy Bamber (CLC)	31/07/2012	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Roll out new PAYP programme for 2012/13	Andy Bamber (CLC)	30/04/2012	Completed	100%	
Develop a work programme and priorities for the Young Mayor and Youth Council	Andy Bamber (CLC)	30/04/2012	Completed	100%	
Deliver summer activities during the Olympics	Andy Bamber (CLC)	31/07/2012	Completed	100%	

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
Ensure sufficient places are provided to meet the need for statutory school places	Kate Bingham (ESW)	31/03/2013	Completed	100%	Sufficient places provided for school year 2012/13.
Milestone	Lead Officer	Deadline	Status	%	Comments
Review land and asset options to plan for growth of primary and secondary provision to report to Cabinet. Review existing school and education assets to understand the immediate need for additional statutory school places.	Kate Bingham (ESW) Ann Sutcliffe (D&R)	31/05/2012	Completed	100%	Report sent to Cabinet in September 2012. Feasibility studies completed.
Complete implementation of expansion schemes and any temporary schemes to provide sufficient primary places	Kate Bingham (ESW)	30/09/2012	Completed	100%	Sufficient places provided for the school year and further schemes for primary places in progress.
Develop medium and long term strategy to meet projected pupil growth to 2020	Kate Bingham (ESW) Ann Sutcliffe (D&R)	30/11/2012	Completed	100%	Bow School under construction and on programme to meet some of the demand for additional secondary places in Sept 2014-20. Additional school sites identified in LDF process.
Review annual projections and adjust short, medium and long term planning accordingly	Kate Bingham (ESW)	31/12/2012	Completed	100%	GLA latest projections (July 2012) incorporated into Cabinet Report, Strategy and Action Plan. The next review is anticipated in June 2013.
Plan for implementation of expansion schemes, working with D&R on land and funding matters where required, including implications for CIL and s. 106, and planning for use of capital resources to implement schemes	Kate Bingham (ESW)	31/03/2013	Completed	100%	The outcome of the examination in public of the Westferry Printworks and News International sites was reported in December 2012 and sites allocated.
A Prosperous Community					
Priority 2.2: Support more people into work					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Work with Work Programme providers to maximise employment	Andy Scott (D&R)	31/03/2013	Completed	100%	Formalised calendar of discussion with JCP and Work Programme providers. Developing shared working arrangements and access to shared resources.
Milestone	Lead Officer	Deadline	Status	%	Comments
Scope review to develop cross-borough partnership to tackle geographical worklessness	Andy Scott (D&R)	30/06/2012	Completed	100%	Complete.
Identify and formalise partnership steering group for initiative	Andy Scott (D&R)	31/12/2012	Completed	100%	Partnership in place to present early delivery. Additional elements of partnership will expand as the delivery expands.
Commence implementation of programme	Andy Scott (D&R)	31/03/2013	Completed	100%	Delivery of advisory sessions from two partners in the site. Further health and safety checks to be completed to bring in additional advisory services.

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Monitor employment rate by ethnicity, gender and disability every six months	Andy Scott (D&R)	31/03/2013	Completed	100%	Ongoing process to monitor and track employment rate by area. Developing systems for shared information across the partnership.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support residents into jobs through the LDA Employment and Skills Programme	Andy Scott (D&R)	31/03/2013	Completed	100%	GLA targets agreed with Council, delivery underway and on target.
Milestone	Lead Officer	Deadline	Status	%	Comments
Design process of referral support to economically inactive residents into employment	Andy Scott (D&R)	30/06/2012	Completed	100%	Complete
Implement volunteering offer to support residents distanced from the labour market to engage	Andy Scott (D&R)	30/06/2012	Completed	100%	Complete
Secure referrals from strategic developments - including Westfield, 2012, Crossrail, and Wood Wharf -onto the Employment and Skills	Andy Scott (D&R)	31/03/2013	Completed	100%	Continuing referral of vacancies from major developments. Job brokerage service, including the construction desk, is referring local candidates to developers and their supply chains.
Evaluate opportunities made available through procurement to maximise job outcomes for residents	Andy Scott (D&R)	31/03/2013	Completed	100%	Currently Agilisys vacancies are live with a programme of recruitment in place. New vacancies are being developed through Decent Homes Programme: 350 apprenticeships expected for three year programme alongside work experience and access to jobs.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support local people to secure Olympic Games time jobs	Andy Scott (D&R)	30/09/2012	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Work with Olympic contractors and sub-contractors to identify suitable vacancies	Andy Scott (D&R)	30/06/2012	Completed	100%	Vacancies identified through Host Borough and LOCOG programme. Vacancies across all contractor strands of work.
On going matching and screening of local residents to vacancies complete	Andy Scott (D&R)	30/09/2012	Completed	100%	Local residents matched and referred to active vacancies up to the last recruitment day.
1000 Olympic Games job offers to local residents provided	Andy Scott (D&R)	30/09/2012	Completed	100%	Final statistics from LOCOG show that 3,985 local people secured Games time opportunities.

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
Provide support to young people at risk of not being in education, employment or training after Year 11	Andy Bamber (CLC)	31/03/2013	Completed	100%	The final outturn report for the Year 11 Activity survey was completed in March 2013.
Milestone	Lead Officer	Deadline	Status	%	Comments
Provide careers information, advice and guidance, submission placing and aftercare for young people 'at risk of NEET' to ensure successful transition post 16	Andy Bamber (CLC)	31/03/2013	Completed	100%	This is an on-going process; young people at risk of NEET are given the appropriate information, guidance and aftercare to reduce the likelihood of them becoming NEET.
Provide S139 Transition plans for statemented young people leaving their current education institution	Andy Bamber (CLC)	31/03/2013	Completed	100%	All S139s for 2011 school leavers are complete. Progress for the 2012/13 academic year is on track.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support lifelong learning, including ESOL	Shazia Hussain (CLC) and Chris Holme (D&R)	31/03/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Contribute to the overall target of 5,500 learners for the current academic year. New targets will be set in the summer	Shazia Hussain (CLC) and Chris Holme (D&R)	31/08/2012	Completed	100%	
Further develop the Idea Store learning offer ensuring course offer meets employment and skills requirements	Shazia Hussain (CLC) and Chris Holme (D&R)	31/03/2013	Completed	100%	
Improve progression through ESOL qualifications by developing measures relating to uptake and progression through ESOL for different groups	Shazia Hussain (CLC) and Chris Holme (D&R)	31/03/2013	Completed	100%	
Develop a framework for the delivery of additional ESOL provision through the Third Sector	Shazia Hussain (CLC) and Chris Holme (D&R)	31/03/2013	Completed	100%	

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop and implement the Mayor's Employment and Enterprise Board	Andy Scott (D&R)	31/12/2012	Overdue	0%	The development of the Board has been postponed as further work is needed to achieve suitably high level representation and personnel. Work will continue in forming the Economic Taskforce (the operational group) to review and implement current work plans in the Employment and Enterprise strategies. This work will then identify any further actions or opportunities, with a view to making additional recommendations to a proposed future Mayor's Board post April 2014.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop Board partnership organisations and prospective members	Andy Scott (D&R)	31/07/2012	Overdue	0%	
Develop Board structure and support services	Andy Scott (D&R)	31/08/2012	Overdue	0%	
First Board meeting	Andy Scott (D&R)	31/12/2012	Overdue	0%	
A Prosperous Community					
Priority 2.3: Manage the impact of welfare reform on local residents					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a partnership wide programme of information and awareness raising around welfare reform	Louise Russell (CE's)	31/07/2012	Completed	100%	A wide ranging programme of activity has been running since the beginning of the year. A key focus of this is Money Matters Month being delivered in November and the first event took place on 3rd November. The campaign is in conjunction with other public and voluntary sector partners.
Milestone	Lead Officer	Deadline	Status	%	Comments
High profile launch in East End Life, website and other media	Louise Russell (CE's)	30/04/2012	Completed	100%	The Welfare Reform Pledge was launched in January and was followed up by coverage in East End Life and on the Council website. As part of Money Matters Month (November) the service has produced a video and bus stop campaign posters. In addition, leaflets are being distributed to affected households and other venues such as community centres.
Targeted communication to affected tenants and other groups	Louise Russell (CE's)	30/06/2012	Completed	100%	A letter has been sent to all residents affected by the Benefits Cap and a programme of joint visits has commenced and will be on going. The visits are being undertaken by Housing Options and related services to the worst affected tenants.
Frontline and partner staff briefed and guidance disseminated	Louise Russell (CE's)	30/06/2012	Completed	100%	A web page has been published and a number of sessions have been co-ordinated and delivered for frontline staff and partners.
Deliver programme of information road show events at 4-6 venues across the Borough	Louise Russell (CE's)	31/07/2012	Completed	100%	These events are taking place as part of Money Matters Month.

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
Engage housing providers to ensure a co-ordinated approach to address the impact of benefit changes	Louise Russell (CE's) and Jackie Odunoye (D&R)	31/03/2013	Completed	100%	The Tower Hamlets Housing Forum has set up a sub-group on welfare reform, the chair of which participates in the Welfare Reform Task Group and ensures on-going engagement.
Milestone	Lead Officer	Deadline	Status	%	Comments
Implement co-ordinated approach with Tower Hamlets Housing Forum	Louise Russell (CE's) and Jackie Odunoye (D&R)	30/06/2012	Completed	100%	See above.
Quarterly stakeholder briefings and events, including RSLs, Landlords Forum and advice agencies	Louise Russell (CE's) and Jackie Odunoye (D&R)	31/03/2013	Completed	100%	Monthly meetings are being held between partners including RSLs, other public sector partners and advice agencies through the Welfare Reform Task Group.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Adoption and implementation of new council tax benefit policy	Claire Symonds (Resources)	31/03/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
New council tax benefit policy agreed	Claire Symonds (Resources)	31/08/2012	Completed	100%	
Systems to implement policy operationalised	Claire Symonds (Resources)	31/03/2013	Completed	100%	
Ensure 100% of Local Social Fund utilised to support residents	Claire Symonds (Resources)	31/03/2013	Completed	100%	

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A Prosperous Community					
Priority 2.4: Foster enterprise and entrepreneurship					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Establish a Tower Hamlets Business Forum	Andy Scott (D&R)	31/12/2012	Overdue	85%	Whilst this did not take place as scheduled, the Forum will now meet in June 2013.
Milestone	Lead Officer	Deadline	Q2 Status	%	Comments
Develop Business data set	Andy Scott (D&R)	30/09/2012	Completed	100%	
Develop Business forum event	Andy Scott (D&R)	30/09/2012	Completed	100%	
Hold forum event and develop next steps	Andy Scott (D&R)	31/12/2012	Overdue	80%	Date for event now arranged - June 2013.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support growth sectors	Andy Scott (D&R)	31/03/2013	Completed	100%	Proposals in process for the formulation for a multi-agency approach to supporting LBTH growth enterprises: to be continued in 2013/14
Milestone	Lead Officer	Deadline	Q2 Status	%	Comments
Engage local businesses to develop and build register of support information	Andy Scott (D&R)	30/09/2012	Completed	100%	Preliminary information about current business support established; further information being sought on external developments and changes in business support available.
Implement web-based information system	Andy Scott (D&R)	31/12/2012	Completed	100%	Development work continues.
Evaluate take up of services by local business SMEs	Andy Scott (D&R)	31/03/2013	Completed	100%	Feedback is sought on responses made to Enterprise Team; this will be extended to feedback on other matters once the customer relationship management system is adopted.

A Safe and Cohesive Community					
Priority 3.1: Focus on crime and anti social behaviour					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Further develop the Tower Hamlets Enforcement Officer service (THEOs) to proactively tackle crime and ASB	Andy Bamber (CLC)	31/08/2012	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Implement monthly community feedback initiative	Andy Bamber (CLC)	30/04/2012	Completed	100%	
THEOs operating in 4 localities, supporting the localised performance framework	Andy Bamber (CLC)	30/06/2012	Completed	100%	
Develop and deliver branding for the new Enforcement and Market Enforcement team	Andy Bamber (CLC)	31/08/2012	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a partnership 'Violence Against Women & Girls' (VAWG) approach	Andy Bamber (CLC)	31/03/2013	Overdue	90%	The activity will not be completed at the end of the financial year. This is due to the extended processes that have occurred in relation to the recruitment of the VAWG co-ordinator; this post being essential to moving the activities forwards. The recruitment has now been completed and specific progress on milestones is set out below. On target for completion July 2013.
Milestone	Lead Officer	Deadline	Status	%	Comments
Tower Hamlets VAWG strategy finalised and ready for implementation	Andy Bamber (CLC)	31/08/2012	Completed	100%	
Develop the Domestic Violence Forum into a VAWG Forum encompassing all forms of abuse and exploitation against women and girls	Andy Bamber (CLC)	30/09/2012	Overdue	90%	After more detailed analysis of options it has been determined that there will be 2 separate forums. The DV forum and VAWG forum. The VAWG forum will commence July 2013.
Facilitate a VAWG Planning Day to forge links with specialist organisations, develop joint working and review and develop the VAWG action plan	Andy Bamber (CLC)	31/10/2012	Overdue	90%	Planning day is scheduled for May 2013.
Develop and provide VAWG training to key statutory and voluntary organisations	Andy Bamber (CLC)	31/03/2013	Overdue	90%	Training programme to be completed by July 2013.

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
Re-tender/tendering of a renewed Independent Domestic Violent Advisor (IDVA) & Victim Support Service for the borough	Andy Bamber (CLC)	31/10/2012	Overdue	95%	Delays to specific milestones have occurred as a consequence of a further process of analysis of in-house options and clarification of Government guidance on the need for independent DVA provision. On target for completion July 2013.
Milestone	Lead Officer	Deadline	Status	%	Comments
Finalise Job Description and tender advert for new contract, including re-tendering of 3 IDVAs and 2 new posts, providing specialist support to victims of the most serious crimes including violent crime and hate crime	Andy Bamber (CLC)	31/05/2012	Completed	100%	
Confirm a base for these officers within the borough, which is accessible to all in line with the Equalities duty	Andy Bamber (CLC)	31/08/2012	Completed	100%	
New contract for 3 IDVA posts fully operational	Andy Bamber (CLC)	31/10/2012	Overdue	90%	Due to commence July 2013.
Contract for 2 new victim support workers fully operational	Andy Bamber (CLC)	31/10/2012	Overdue	90%	Due to commence July 2013.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Implement our Drugs Strategy	Andy Bamber (CLC)	31/03/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Redesign our drug services	Andy Bamber (CLC)	31/03/2013	Completed	100%	
Deliver the dealer a day programme – at least 365 people arrested on suspicion of drug dealing	Andy Bamber (CLC)	31/03/2013	Completed	100%	
Develop a disaggregated PI for substance misuse	Andy Bamber (CLC)	31/03/2013	Completed	100%	
Undertake equality analysis of drug service redesign to ensure access to high quality service by diverse users	Andy Bamber (CLC)	31/03/2013	Completed	100%	
Develop drug youth engagement strategy for young people	Andy Bamber (CLC)	31/03/2013	Completed	100%	

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
Manage the night time economy	Andy Bamber (CLC)	30/09/2012	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Establish proposals for a Cumulative Impact Policy (Saturation Policy) to provide stronger controls around the licensing of additional premises in the Brick Lane area	Andy Bamber (CLC)	30/09/2012	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
With our partners, deliver the Partnership Community Safety Plan	Andy Bamber (CLC)	31/03/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Purchase new Police officer provision to further enhance the control of Crime and ASB	Andy Bamber (CLC)	31/10/2012	Completed	100%	
Crime and ASB Strategic Review completed	Andy Bamber (CLC)	31/10/2012	Completed	100%	
Develop an equality and cohesion analysis within the Community Safety Plan	Andy Bamber (CLC)	31/12/2012	Completed	100%	
Community Safety Plan agreed	Andy Bamber (CLC)	31/03/2013	Completed	100%	
A Safe and Cohesive Community					
Priority 3.2: Reduce fear of crime					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Implement our CCTV Policy	Andy Bamber (CLC)	31/12/2012	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Finalise the CCTV policy	Andy Bamber (CLC)	31/05/2012	Completed	100%	
Develop the capital funded installation plan	Andy Bamber (CLC)	31/05/2012	Completed	100%	
Incorporate & manage the Olympic ANPR CCTV legacy	Andy Bamber (CLC)	31/12/2012	Completed	100%	

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A Safe and Cohesive Community					
Priority 3.3: Foster greater community cohesion					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support the delivery of a wide range of community events	Shazia Hussain (CLC)	31/03/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Support the successful delivery of the 2012 Mela	Shazia Hussain (CLC)	31/05/2012	Completed	100%	
Establish management and support arrangements for street parties	Shazia Hussain (CLC)	30/06/2012	Completed	100%	
Plan activities and support the golden Jubilee Big Lunch event, Beacon lighting and River Pageant	Shazia Hussain (CLC)	30/06/2012	Completed	100%	
Support the delivery of a programme of events which celebrate the contribution of diverse communities to building 'One Tower Hamlets'	Shazia Hussain (CLC)	31/03/2013	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a greater understanding of Islamophobia and strengthen our response to it	Louise Russell (CE's)	31/12/2012	Completed	100%	Action Learning Sets and an evaluation report have been produced and were discussed by the Community Safety Partnership meeting in October.
Milestone	Lead Officer	Deadline	Status	%	Comments
Action learning programme established to review research on far right activity and engage local communities	Louise Russell (CE's)	31/07/2012	Completed	100%	Two action learning workshops held to review our approach to responding to the far right between 2010-12. These involved a range of stakeholders including representatives of local community and faith organisations, youth services, Police and Council services.
Evaluation produced	Louise Russell (CE's)	31/12/2012	Completed	100%	Evaluation report produced drawing on evidence gathered during action learning workshops. Report presented to Community Safety Partnership in December 2012.

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver a local Prevent programme	Louise Russell (CE's)	31/03/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Bids submitted to Home Office	Louise Russell (CE's)	31/10/2012	Completed	100%	The bid was submitted on 14th September, and a decision from the Home Office made at the end of November.
Evaluation of programme completed	Louise Russell (CE's)	31/03/2013	Completed	100%	The evaluation was commissioned, has now commenced and is due to be completed by May.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support the delivery of effective community cohesion work	Louise Russell (CE's)	31/03/2013	Completed	100%	The Mayor's One Tower Hamlets learning programme has been launched and nine groups have been funded.
Milestone	Lead Officer	Deadline	Status	%	Comments
Launch the Mayor's One Tower Hamlets learning programme	Louise Russell (CE's)	30/04/2012	Completed	100%	As above.
Hold an event for key partners to disseminate the learning from the programme	Louise Russell (CE's)	30/11/2012	Completed	100%	The event was delivered at the Partnership Executive Board in October.
Report on project outcomes and learning to Safe and Cohesive CPDG for consideration	Louise Russell (CE's)	31/12/2012	Completed	100%	Presentation on project outcomes and learning was given to CPDG in December 2012 and will inform the Strategic Assessment.
Monitor responses to Annual Residents Survey question on 'Percentage of people who say that people from different backgrounds get on well together' by ethnicity and gender	Louise Russell (CE's)	31/03/2013	Completed	100%	Survey field work took place in March 2013. Results and the accompanying action plan are expected in June 2013.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a Community Champions programme	Shazia Hussain (CLC)	31/03/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Engage volunteers for the Olympic period	Shazia Hussain (CLC)	31/07/2012	Completed	100%	
Develop community environmental champions	Shazia Hussain (CLC)	31/03/2013	Completed	100%	
Develop a Community Champion Action Plan	Shazia Hussain (CLC)	31/03/2013	Completed	100%	

A Healthy and Supportive Community					
Priority 4.1: Reduce health inequalities and promote healthy lifestyles					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Ensure that NHS reforms are implemented effectively locally	Deborah Cohen (ESW) and Louise Russell (CE's)	31/03/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
NHS cluster transition plan submitted for public health with council involvement	Deborah Cohen (ESW) and Louise Russell (CE's)	30/04/2012	Completed	100%	Plan was submitted April 2012. Plan has been a useful framework for transition work and some milestones slipped during the year but overall the transition has been completed on time.
Staff consultation on proposed Public Health delivery structures and staff teams	Deborah Cohen (ESW) and Louise Russell (CE's)	30/11/2012	Completed	100%	Completed mid-March 2013
Arrangements in place for a formal transfer of staff to the council for public health	Deborah Cohen (ESW) and Louise Russell (CE's)	31/03/2013	Completed	100%	Transfer of staff to ESW carried out on 1st April 2013. Physical move onto council premises now complete.
Provide support and leadership to enable the establishment of Local Health Watch	Deborah Cohen (ESW) and Louise Russell (CE's)	31/03/2013	Completed	100%	The procurement process for Healthwatch Tower Hamlets has been completed with Urban Inclusion Community awarded the contract to establish Healthwatch Tower Hamlets. The service specification includes a number of key milestones which Healthwatch Tower Hamlets would need to achieve and includes raising its profile amongst local stakeholders and developing and delivering a comprehensive work programme. Robust contract monitoring arrangements have been put in place to ensure Healthwatch Tower Hamlets delivers against key targets and provides value for money.

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
Act to reduce health inequalities	Deborah Cohen (ESW) and Louise Russell (CE's)	31/03/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Joint Health and Wellbeing Board Plan scope agreed through Health and Wellbeing workshop	Deborah Cohen (ESW) and Louise Russell (CE's)	31/05/2012	Completed	100%	Joint Health and Wellbeing Board Plan scope has been agreed. Service Delivery workshops have been set up to develop the delivery plan.
Health and Wellbeing Plan published, including the vision for Public Health	Deborah Cohen (ESW) and Louise Russell (CE's)	31/03/2013	Completed	100%	Complete subject to endorsement by the Health and Wellbeing Board in May and final sign off by the June Board.
Support the Primary Care Trust to reduce smoking including delivering the Smoke Free Awards	Andy Bamber (CLC)	31/03/2013	Completed	100%	30 awards have been issued. Two award ceremonies have taken place.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support young people to live healthy lives	Diana Warne (ESW)	31/03/2013	Overdue	70%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Recruit a mental health worker to support care leavers	Diana Warne (ESW)	30/06/2012	Completed	100%	A mental health worker has been commissioned by the mental health service.
Increase the proportion of schools with Healthy School status: 89% of schools to have status	Diana Warne (ESW)	31/03/2013	Completed	100%	89% of schools have or are renewing their Healthy Schools Status. The Healthy Lives Team has been chosen by the GLA as one of the pilot boroughs for Healthy Schools London. Work ongoing.
Provide schools with support to develop healthy eating and physical activity, including: • Lunchtime experience training with 50 school staff • Practical packed lunch training with 20 primary school children and 20 parents	Diana Warne (ESW)	31/03/2013	Completed	100%	Lunchtime experience: 61 members of school staff have received training. Practical healthy packed lunch training: 20 pupils, 20 parents and 4 members of school staff have received practical healthy packed lunch training.
Healthy Life Champions deliver a programme targeted at young people within primary schools, identified as either overweight or obese	Diana Warne (ESW)	31/03/2013	Completed	100%	The Healthy Lives Champions programme has been delivered within 15 primary schools across the borough. Over 500 children and 150 parents have been involved. Project ongoing.
Deliver a series of SRE training, both centrally and within schools. • Two centrally led training sessions open to all school staff • 5 school based training sessions	Diana Warne (ESW)	31/03/2013	Completed	100%	The Healthy Lives Team works closely with schools and have provided 2 days of central SRE training. The team has also delivered SRE training for staff at 5 schools as part of INSET. Work ongoing.

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Explore the possibility of increasing the school nurse provision within all primary and secondary schools	Diana Warne (ESW)	31/03/2013	Overdue	50%	From 1st April 2013 the School Nursing service will be commissioned by LBTH from the public health grant. Conversations are currently underway to determine what the service will look like and plans will be finalised by July
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Invest in the borough's leisure centres and playing pitches	Shazia Hussain (CLC) and Ann Sutcliffe (D&R)	31/03/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete the improvement works to St. George's Pool	Shazia Hussain (CLC)	31/05/2012	Completed	100%	
Deliver improvements to Mile End Stadium	Shazia Hussain (CLC)	31/03/2013	Completed	100%	
Progress the Victoria Park cricket pitch improvement project and develop an investment initiative to enhance cricket provision in the south of the borough	Shazia Hussain (CLC)	31/03/2013	Completed	100%	
Improve changing accommodation at Victoria Park	Shazia Hussain (CLC)	31/03/2013	Completed	100%	
Poplar Baths redevelopment – preferred development partner initial selection	Ann Sutcliffe (D&R)	30/06/2012	Completed	100%	Contracts exchanged 1st March.
Preferred development partner final selection	Ann Sutcliffe (D&R)	30/11/2012	Completed	100%	Contracts exchanged 1st March.
A Healthy and Supportive Community					
Priority 4.2: Enable people to live independently					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve support to carers	John Rutherford and Deborah Cohen (ESW)	31/03/2013	Overdue	60%	A number of strands are delayed but contingency planning is being put into place and the Carers Journey is being taken forward. This activity is anticipated to complete in November 2013.
Milestone	Lead Officer	Deadline	Status	%	Comments
Introduce a new health checks for carers project linked to the Community Virtual Ward	John Rutherford and Deborah Cohen (ESW)	31/05/2012	Completed	100%	The project has been going since Oct 2012 with 2 nurses and health checks being completed at the Carers Centre, Old Montague Street and Albert Jacob. Work is on-going to get referrals from the Virtual Ward and one of the NHS Networks.
Carers' budgets to be introduced and expanded to give carers control over the services they choose to receive	John Rutherford and Deborah Cohen (ESW)	31/10/2012	Overdue	5%	Now that the Carers Plan has been agreed by Cabinet, carers budgets to be taken forward by work stream 4 of the Carers Programme Board.
Extend the current scheme of leisure passes to other client groups	John Rutherford and Deborah Cohen (ESW)	31/12/2012	Overdue	50%	Funds have been identified and discussions taking place with Carers Centre.
Ensure carers have contingency plans drawn up as part of the Support Planning process	John Rutherford and Deborah Cohen (ESW)	31/03/2013	Overdue	20%	Contingency Planning should be included in the Carers Programme Board, Workstream 4.

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve the customer journey by embedding the principles of choice and control	John Rutherford and Deborah Cohen (ESW)	31/03/2013	Overdue	40%	All milestones remain scheduled for completion however they have slipped pass the 2012/13 deadlines.
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete review of the new 'customer journey' with a focus on enabling more people to take their budget as a cash budget	John Rutherford and Deborah Cohen (ESW)	30/09/2012	Completed	100%	Formal customer journey review project has concluded and closed. Actions remaining have transitioned to the PSMT service plan.
Implement the new 'customer journey' for the community learning disability service	John Rutherford and Deborah Cohen (ESW)	31/10/2012	Overdue	60%	Project is in place and will identify options by July 2013.
Evaluate the independent living support service pilot and make recommendations for future commissioning decisions	John Rutherford and Deborah Cohen (ESW)	31/10/2012	Completed	100%	Recommendations have been made to the ESW DMT, and it has been decided not to commission independent support planning at the current time. A Direct Payment Support Service will be tendered during 2013/14 and interim arrangements have been put in place to cover the period until new contracts are in place.
Agree future approach to providing choice in support planning and brokerage	John Rutherford and Deborah Cohen (ESW)	31/10/2012	Completed	100%	Recommendations have been made to the ESW DMT, and it has been decided not to commission independent support planning at the current time. A Direct Payment Support Service will be tendered during 2013/14 and interim arrangements have been put in place to cover the period until new contracts are in place.
Launch the e-marketplace to enable people to purchase health and social care services over the internet	John Rutherford and Deborah Cohen (ESW)	31/03/2013	Overdue	25%	Agilisys have now taken responsibility for procuring the emarketplace, with LBTH input. A supplier was recommended to DMT on March 26th. As some further revenue funding is needed, a full business case was requested by DMT. Once approval is given and the contract signed, implementation can begin immediately and the emarketplace should be online approximately three months later
Monitor uptake of Telecare products and cash budgets by different equality groups	John Rutherford and Deborah Cohen (ESW)	31/03/2013	Completed	100%	Currently can measure basic, older characteristics however specific monitoring of all characteristics for Telecare products remain subject to Framework I functionality.

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve Equipment and Accommodation	John Rutherford and Deborah Cohen (ESW)	30/09/2012	Completed	100%	All milestones completed.
Milestone	Lead Officer	Deadline	Status	%	Comments
Roll out of the transforming community equipment model in social care	John Rutherford and Deborah Cohen (ESW)	30/06/2012	Completed	100%	Transforming Community Equipment Model is now fully operational
Launch new approach to Telecare with the service available to more people especially those with medium or high social care needs	John Rutherford and Deborah Cohen (ESW)	30/09/2012	Completed	100%	Telecare offer expanded and rolled out
Official opening of Sue Starkey House - new extra care sheltered housing scheme accessible to younger adults with physical or learning disabilities, as well as older people	John Rutherford and Deborah Cohen (ESW)	31/07/2012	Completed	100%	Sue Starkey House opened on 19th July 2012 and is now fully operational
Official opening of Shipton House - extra care facility for people with dementia	John Rutherford and Deborah Cohen (ESW)	31/07/2012	Completed	100%	Shipton House opened on 15th August and is now fully operational.
A Healthy and Supportive Community					
Priority 4.3: Provide excellent primary and community care					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Ensure effective partnership working across health and social care	Deborah Cohen (ESW)	31/03/2013	Completed	100%	All milestones have been completed.
Milestone	Lead Officer	Deadline	Status	%	Comments
Set up the Programme Management Office to support further integration through the Health & Wellbeing Board	Deborah Cohen (ESW)	30/06/2012	Completed	100%	This has now been established and sits within the CCG.
Identification of further opportunities for health and social care joint service delivery	Deborah Cohen (ESW)	31/10/2012	Completed	100%	Work developed through Integrated Care Board and delivery sub groups.
Community virtual ward to be rolled out across the whole Borough	Deborah Cohen (ESW)	31/03/2013	Completed	100%	Completed
Refresh JSNA and Mental Health Commissioning Strategy excluding dementia	Deborah Cohen (ESW)	31/03/2013	Completed	100%	Completed
A Healthy and Supportive Community					
Priority 4.4: Keep vulnerable children, adults and families safer, minimising harm and neglect					

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver the Adults Safeguarding work programme	John Rutherford (ESW)	31/03/2013	Overdue	90%	A Safeguarding Adults Board work plan for 2012-13 is complete and replaced by 2013-14 plan.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop a public communication strategy to raise awareness of safeguarding and how to make a safeguarding referral	John Rutherford (ESW)	31/12/2012	Overdue	80%	The SAB has a communication sub-group to take this item forward. The strategy will be agreed by August 2013 and it will be enacted and completed by March 2014. In the interim an advert has been placed in the Family Magazine to raise awareness about adult abuse, and the Interim Safeguarding Adults Lead will be talking at the Elder Abuse Awareness Day about the process for making a referral and leaflets. The Interim Safeguarding Adults Lead works closely with Toynbee Hall who raise awareness about adult abuse to older people and people who use mental health services.
Introduce an inter-agency approach and practice guidance for addressing issues of severe self-neglect	John Rutherford (ESW)	30/09/2012	Complete	100%	The SAB has agreed the terms of reference for an inter-agency panel to be set up. First panel will sit in July 2013.
Define and agree the relationship between Health and Wellbeing Board and the Safeguarding Adults Board	John Rutherford (ESW)	31/03/2013	Completed	100%	Reporting and accountability agreed.
Establish service user and community representation in the work of the Safeguarding Adults Board	John Rutherford (ESW)	31/03/2013	Overdue	80%	The new safeguarding adult forms that are used to record safeguarding activity includes questions to the user/advocate on their experience of the safeguarding process and also their satisfaction with the outcome, Discussion is on-going to commission a survey via the Performance team to ask users of safeguarding services anonymously about their experience of the Safeguarding Adults service. Comments will be invited via the evaluation form for the Elder Abuse Awareness Day about people's experience of safeguarding.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Identify and meet the needs of families using our Family Wellbeing Model approach	Steve Liddicott (ESW)	31/03/2013	Overdue	60%	The FWBM was originally implemented in 2010/11. It was evaluated and amended in 2012 to ascertain how well it was identifying and meeting the needs of children and young people. Further amendments are proposed in conjunction with the implementation of the Multi Agency Safeguarding Hub (now due in July 2013 after delays in building works to house the MASH) and as a consequence of the requirement to review thresholds (required by Working Together 2013, published in late March 2013). It makes sense to complete the two reviews at the same time; a revised target date of July 2013

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Milestone	Lead Officer	Deadline	Status	%	Comments
Further develop the Family Wellbeing Model approach through the development of a Tower Hamlets Multi-Agency Safeguarding Hub (MASH), in partnership with the police and NHS	Steve Liddicott (ESW)	31/03/2013	Overdue	60%	An Implementation Group has been set up to deliver the MASH; Police and NHS representatives are members of the Group. The Implementation Group is currently researching MASH models in other LAs, scoping options for the local model and exploring the logistical arrangement required for the co-location of different agencies.