

OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 1 April 2014 at 7.00 p.m., Council Chamber, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

This meeting is open to the public to attend.

Members:

Chair: Councillor Motin Uz-Zaman

Vice Chair:

Councillor Rachael Saunders	(Scrutiny Lead, Adults Health & Wellbeing)
Councillor Stephanie Eaton	(Scrutiny Lead, Resources)
Councillor Fozol Miah	
Councillor Amy Whitelock Gibbs	(Scrutiny Lead, Children, Schools & Families)
Councillor Helal Uddin	(Scrutiny Lead, Communities, Localities & Culture)
Councillor Abdal Ullah	(Scrutiny Lead, Development & Renewal)
Councillor David Snowdon	(Scrutiny Lead, Chief Executive's)

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)

Deputies:

Councillor Tim Archer, Councillor Khales Uddin Ahmed, Councillor Harun Miah, Councillor Peter Golds, Councillor Helal Abbas and Councillor Judith Gardiner

The quorum for this body is 3 Members.

Contact for further enquiries:

Angus Taylor, Democratic Services
1st Floor, Town Hall, Town Hall, Mulberry Place, 5 Clove Crescent,
London, E14 2BG
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Web: <http://www.towerhamlets.gov.uk/committee>

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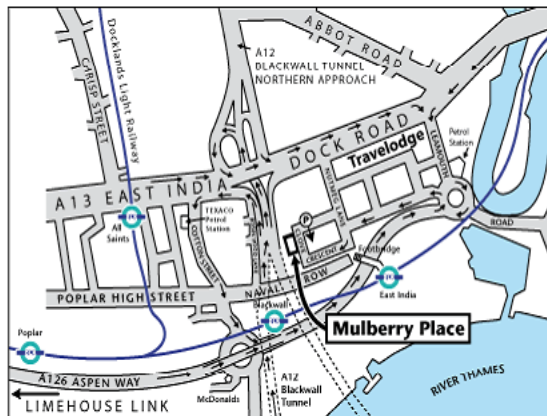
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1. APOLOGIES FOR ABSENCE

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 Interim Monitoring Officer.

3. UNRESTRICTED MINUTES**5 - 12**

To confirm as a correct record of the proceedings the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 4th February (attached) and 4th March 2014 (to follow).

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 (4th March 2014) in respect of unrestricted reports on the agenda were 'called in'.

6. SCRUTINY SPOTLIGHT - MAYOR

To receive a verbal presentation from Mayor Lutfur Rahman.

7. UNRESTRICTED REPORTS FOR CONSIDERATION**7.1 Reference from Council - Investigation into Old Poplar Town Hall Update**

To provide an update to the Committee.

**7.2 Decent Homes Publicity Campaign 2013
(Report to follow)****7.3 Report of the Scrutiny Review of Accident and Emergency (A&E) Services in Tower Hamlets****13 - 36**

To consider the Scrutiny Review on the Accident and Emergency (A&E) Services.

- 7 .4 Resident Engagement in the Budget Process 37 - 62**
- To consider and approve the report arising from the Resident Engagement in the Budget Process challenge session.
- 7 .5 Tower Hamlets Council's Approach to Support Staff with Specific Learning Difficulties 63 - 94**
- To consider the report arising from the challenge session on Tower Hamlets Council's Approach to Support Staff with Specific Learning Difficulties.
- 7 .6 Youth Services Challenge Session 95 - 116**
- To consider the report arising from the Youth Services challenge session.
- 7 .7 Housing Co-regulation- report of the Scrutiny Working Group Progress Report 117 - 128**
- To receive the report of the findings of the progress report supplied by the Housing Co-Regulation Scrutiny Working Group and consider whether further scrutiny into housing co-regulation is required.
- 7 .8 Strategic Performance and Corporate Revenue and Capital Budget Monitoring Q3 2013/14 (Month 9) 129 - 198**
- To review and note the Quarter 3 2013/14 performance; to note the Council's financial position as detailed the report; and note that Cabinet will approve capital estimates for ESCW.
- 7 .9 Log of Actions Requested at Overview and Scrutiny Committee Meetings During the Municipal Year 2013-14 (3) 199 - 210**
- To note the contents of the log of actions that have been requested including those at OSC meeting on 4th March 2014, progress made on actions that remain outstanding and the completion of actions as indicated in the report.
- 8. VERBAL UPDATES FROM SCRUTINY LEADS**
- (Time allocated – 5 minutes each)
- 9. PRE-DECISION SCRUTINY OF UNRESTRICTED CABINET PAPERS**
- To consider and agree pre-decision scrutiny questions/comments to be presented to Cabinet.
- (Time allocated – 30 minutes).
- 10. ANY OTHER UNRESTRICTED BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT**
- To consider any other unrestricted business that the Chair considers to be urgent.

11. EXCLUSION OF THE PRESS AND PUBLIC

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

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

EXEMPT/CONFIDENTIAL SECTION (Pink Papers)

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

SECTION TWO

**PAGE
NUMBER**

12. EXEMPT/ CONFIDENTIAL REPORTS 'CALLED IN'

No decisions of the Mayor in Cabinet (4th March 2014) in respect of exempt/ confidential reports on the agenda were 'called in'.

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

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

(Time allocated 15 minutes).

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

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

Next Meeting of the Overview and Scrutiny Committee (Provisional)

Tuesday, 24 June 2014 to be held in Council Chamber, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

Agenda Item 2

DECLARATIONS OF INTERESTS - NOTE FROM THE INTERIM 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 Interim 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 Interim Monitoring Officer following consideration by the Dispositions 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 Interim Monitoring Officer of the interest for inclusion in the Register.

Further advice

For further advice please contact:-

Meic Sullivan-Gould, Interim Monitoring Officer, 0207 364 4801

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 7.01 P.M. ON TUESDAY, 4 FEBRUARY 2014

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

Members Present:

Councillor Motin Uz-Zaman (Chair)
Councillor Rachael Saunders (Vice-Chair)
Councillor Amy Whitelock Gibbs
Councillor Helal Uddin

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)

Guests Present:

Councillor Alibor Choudhury – (Cabinet Member for Resources)

Officers Present:

Agnes Adrien – (Team Leader, Enforcement & Litigation, Legal Services, Chief Executive's)
Mark Cairns – (Senior Strategy, Policy and Performance Officer)
Dave Clark – (Acting Service Head Resources, Development and Renewal)
Everett Haughton – (Third Sector Programmes Manager, Third Sector Team, Development and Renewal)
Nazrul Islam – (Principal Reporter Harmony, Communications, Chief Executive's)
Louise Russell – (Service Head Corporate Strategy and Equality, Directorate for Law Probity and Governance)
Graham White – (Interim Deputy Head of Legal Services)
Louise Fleming – (Senior Committee Officer, Democratic Services)

The Chair advised that the regular Scrutiny Spotlight item had been missed off the agenda in error. He wanted to record his disappointment that the Mayor was not available to attend the meeting and advised that the Mayor would be invited to attend the next meeting of the Committee.

Action by:

Louise Fleming (Senior Committee Officer, Democratic Services)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from

- Councillor Stephanie Eaton
- Councillor Fozol Miah
- Councillor Abdal Ullah
- Councillor David Snowden

The Chair **Moved** and it was

Resolved

That the apologies for absence be received and noted

Action by:

Louise Fleming (Senior Committee Officer, Democratic Services)

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST

Nozrul Mustafa declared a personal interest in item 6.1 (Project Information Report – Community Chest and Community Events) due to being an Executive Member of the Collective of Bangladeshi School Governors, which had applied for and had been granted funds from the Mayor's Community Chest and Events fund.

3. UNRESTRICTED MINUTES

Councillor Amy Whitelock-Gibbs advised that she had given her apologies prior to the meeting and that they had not been recorded.

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

RESOLVED

That the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 20th January 2014 be approved and signed by the Chair as a correct record of the proceedings, subject to being amended to record Councillor Amy Whitelock-Gibb's apologies.

Matters Arising

The Chair advised that a Freedom of Information request had been submitted on his behalf in respect of diary/timesheets for the Mayor, specifically in relation to community events at which he had used the Mayoral Car.

4. REQUESTS TO SUBMIT PETITIONS

Nil items.

5. UNRESTRICTED REPORTS 'CALLED IN'

Nil items.

6. UNRESTRICTED REPORTS FOR CONSIDERATION

6.1 Project Information Report - Community Chest & Community Events

Councillor Alibor Choudhury, Cabinet Member for Resources, and Dave Clark, Acting Service Head Resources, Development and Renewal presented a report which set out information requested by the Overview and Scrutiny Committee at its meeting on 7th January 2014.

The report focussed on bidding rounds 1 to 4 of the Community Chest and Community Events funding streams and reviewed the approved projects and initiatives in relation to the levels of the awards; the type of events' the agreed outputs and the geographical spread of the awards. The report also clarified the processes and procedures relating to the management and administration of the 2 funding streams and the pre-election guidance pertaining to funded events. Members were advised that the minutes of the relevant Corporate Third Sector Grants Programme Board had been circulated electronically by email in January. Members requested that hard copies of the minutes also be circulated.

The Chair apologised for the lack of refreshments at the meeting and the lack of papers and asked officers to ensure that papers were sent to all Members of the Committee and that the appropriate arrangements were made for future meetings.

Action by:

Louise Fleming (Senior Committee Officer, Democratic Services)

Dave Clark, Acting Service Head Resources, Development and Renewal, advised that projected dates for forthcoming community events would be added to the appendix to the report when they became known and would send a list of all those events to Members.

Members asked for clarification regarding the outputs of the event organised by Mulberry School as this was not clear in the report. Councillor Choudhury and Everett Haughton, Third Sector Programme Manager, advised that the event had taken place in the summer of 2012 and the grant had been paid retrospectively. An application form had been submitted by the Headteacher of the School, but was not dated. The Chair requested further information, in particular whether the outputs had been monitored and what the conditions for funding had been. A letter which had been submitted by the School in relation to the aims of the event would be circulated to Members of the Committee. The Chair asked for further information on exactly what the money had been used for as it was not clear from the report. Members requested a breakdown of the expenditure for this grant.

Action by:

Dave Clark (Acting Service Head, Resources, Development and Renewal)
Everett Haughton (Third Sector Programme Manager, Development and Renewal)

Members asked for clarification on the number of outputs which had been verified and the number of grants to be paid which were still outstanding. Mr Haughton advised that 50% of the grant was paid in advance and the remaining 50% was paid on receipt of evidence, for example invoices for equipment or services. 100% of the grants have been closed. The Council would only pay for what had been spent, if the final total was less than the grant originally applied for.

Members asked for clarification on whether the Council for Voluntary Services had expressed a view on the winding down of the Community Chest fund and it was proposed that a letter be written to the CVS to ask for their view.

Action by:

Mark Cairns, Strategy Policy and Performance Officer

Members expressed the view that the governance of the Community Chest fund seemed more robust and could better meet the sustainability and capacity building aims. It was felt that moving the money from the Chest fund to the Events fund was a step in the wrong direction.

In response, Councillor Alibor Choudhury advised that the CVS could continue working on building capacity among community organisations and it received £250,000 of Council funding to carry out this function.

Members also expressed concern over the disparity between the funding across different areas of the Borough, particularly in LAPs 5 and 6; and between the east and west of the Borough. In response, Councillor Choudhury advised that approximately 64% of community organisations were based in the west of the Borough and that many are based there but work across the Borough. Members asked the Cabinet Member whether he was concerned that the areas of multiple deprivation, with the worst poverty, were

receiving the least funding. It was suggested that an event be held in the east of the Borough to try and encourage applications. In response Councillor Choudhury advised that grants were made based on applications received and that it would be inappropriate to solicit applications from any one area of the Borough. He reminded Members that it was the role of the CVS to provide support for the more inexperienced community organisations.

The Chair expressed concern that there was a disparity between the funding in the west and the east of the Borough and a perception in the Borough that the grants should not fund events which could be used for political gain. He asked Councillor Choudhury for his assurance that every effort would be made to protect community organisations, the Mayor and Councillors from any accusations of impropriety. In response, Councillor Choudhury drew Members' attention to the clear guidelines and pre-election guidance and advised that officers would ensure that correct procedures were followed. He did not feel that there was a disparity, however he undertook to pass the Committee's comments to the CVS.

The Chair concluded the discussion and requested that:

- The Mayor consider the disparity in grant funding across the Borough when considering future grant applications. Grant funding should benefit the whole community.
- The Mayor should also consider transferring money back into the Community Chest Fund.

The Chair then **Moved** and it was

Resolved

1. That the contents of the report be noted, subject to the above comments.
2. That it be noted that the Service Head Resources had included the Community Chest and Community Events programmes in the 2014/15 Audit Plan.

Action by:

Dave Clark, Acting Service Head, Resources, Development and Renewal
Everett Haughton, Third Sector Programmes Manager, Development and Renewal

6.2 Log of Actions Requested at Overview and Scrutiny Committee Meetings During the Municipal Year 2013-14 (1)

The Chair briefly outlined some proposed points and recommendations which would form part of a report to the Overview and Scrutiny Committee in March on the Executive Mayor's Car, of which the Committee Members were broadly in support.

Louise Russell, Service Head Corporate Strategy and Equalities, updated the Committee on the outstanding actions in the report and advised that they would be followed up with the relevant officers.

The Chair requested that the action relating to the TV advert on the Decent Homes Programme be progressed as soon as possible. In response, officers advised that a report would be submitted to the Overview and Scrutiny Committee on 4th March in relation to this issue.

The Chair also requested that the points made at the meeting on 7th January 2014 in relation to electoral fraud and the Committee's request to see the related communications strategy should be added to the action log.

The Chair then **Moved** and it was

Resolved

3. That the contents of the log of actions attached to the report be noted, subject to the above comments.
4. That the progress made on actions that remain outstanding and the completion of the actions as indicated in the log attached to the report.

Action by:

Louise Fleming (Senior Committee Officer, Democratic Services)

7. VERBAL UPDATES FROM SCRUTINY LEADS

Nil items.

8. PRE-DECISION SCRUTINY OF UNRESTRICTED CABINET PAPERS

Members made the following comments and asked the Chair to raise at the meeting of the Cabinet on 5th February:

- expressed concern that the exempt report relating to the new Civic Centre and was too brief and did not contain enough financial information in order for Members to properly scrutinise the decision particularly in relation to the costs of the proposals.
- The proposals in the report had budget implications and as the final decision on the budget was the responsibility of full Council, Members needed more information in order to make an informed decision. There should be information on the pros and cons of the proposals and alternative options considered.
- Information relating to an audit of the Council's assets was needed to give context for the decision.

In addition the Chair made the following comments:

- It was important for the decision to be made with the proper information being available, and that the decision process made should be as

clear and as transparent as possible. Therefore the information contained in the pink paper should be reviewed to ensure it met the criteria for exemption. If not, the information should be put into the unrestricted part of the report.

- It was important to understand what assets had been sold and what the receipts had been used for. Information should be provided on future potential sales of assets to provide reassurance to Members.
- A clear picture was needed on the Council's assets, why the Council was selling and what the receipts would be used for.

The Chair Moved and it was

Resolved

That the comments above be passed on to the Cabinet at its meeting on 5th February 2014.

Action by:

Mark Cairns, Senior Strategy, Policy and Performance Officer

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

Nil items.

10. EXCLUSION OF THE PRESS AND PUBLIC

The agenda circulated contained no exempt/ confidential business and there was therefore no requirement to exclude the press and public to allow for its consideration.

SUMMARY OF EXEMPT PROCEEDINGS

11. EXEMPT/ CONFIDENTIAL MINUTES

Nil items.

12. EXEMPT/ CONFIDENTIAL REPORTS 'CALLED IN'

Nil items.

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

Nil items.

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

Nil items.

The meeting ended at 8.08 p.m.

Chair, Councillor Motin Uz-Zaman
Overview & Scrutiny Committee

Agenda Item 7.3

Committee: Overview & Scrutiny	Date: 1 April 2014	Classification: Unrestricted	Report No:
Report of: Corporate Strategy & Equality: Louise Russell Originating officer(s) Tahir Alam, Strategy Policy and Performance Officer One Tower Hamlets Service, Department of Law, Probity and Governance		Title: Report of the Scrutiny Review of Accident and Emergency (A&E) Services in Tower Hamlets Wards Affected: ALL	

1. Summary

- 1.1 This report summarises the findings of the Scrutiny Review of Accident and Emergency (A&E) Services in Tower Hamlets for the Health Scrutiny Panel and highlights a number of recommendations to be put before the Overview and Scrutiny Committee for their consideration and referral on to Cabinet for agreement.

2. Recommendations

- 2.1 The Scrutiny Review on the Accident and Emergency (A&E) Services has been agreed at the Heath Scrutiny Panel meeting on the 11th March 2014 and has now being submitted to the Overview and Scrutiny Committee for consideration and referral to Cabinet.

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

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

3. BACKGROUND

- 3.1 The coalition government has introduced radical changes to the National Health Service which took effect from April 2013. There has been a devolution of both financial resources, (in the range of £2 billion), and decision making powers for many health services to local GPs. Primary Care Trusts have been abolished and the Clinical Commissioning Groups (CCG's) and Commissioning Support Units created in their place. Other changes include the transfer of Public Health functions into local government, and the establishment of NHS England and Public Health England. These changes have put the health service, nationally and locally, under pressure, especially given the complex issues that many services already faced. One of the most prominent issues under public and media scrutiny is the performance of Accident & Emergency (A&E) services.
- 3.2 Locally, Barts Health, the largest NHS trust in the country, was formed by the merger of Barts Health and the London NHS Trust, Newham University Hospital NHS Trust and Whipps Cross University Hospital NHS Trust on 1 April 2012. It has been experiencing significant financial difficulties and had at one point been rated high risk by the organisations which inspect its performance such as the Care Quality Commission (CQC) and NHS England. In August 2013 Barts Health announced that they had voluntarily gone into 'financial turnaround', and in order to support this they had brought in extra expertise and support to work with clinicians and managers in order to ensure that they deliver on their turnaround programme. At the same time there was a flurry of reports on the failure of A&E services across the nation's hospitals including concerns about Barts Health.
- 3.3 Given the significant concerns being raised about A&E services and about Barts Health, it was decided to undertake a scrutiny review of local A&E services to better understand the issues faced and what is being done to address them. The focus is only on A&E services and does not look at the wider financial situation and the process of 'financial turnaround' at Barts Health.
- 3.4 The review however outlines the approaches that jointly health services are developing and implementing. Its recommendation suggests ways that the council can contribute to alleviating some of the current issues and impact on A&E services. The Council also offers recommendations on how different stakeholders can work together to improve health and wellbeing across the borough.

4. LEGAL COMMENTS

- 4.1 The Health and Social Care Act 2012 ('the 2012 Act') aims to strengthen and streamline health scrutiny and enable it to be conducted effectively as part of local government's wider responsibility in relation to health improvement and reducing health inequalities for their area and its inhabitants. It introduces a new role for local authorities in the co-ordination, commissioning and oversight of health and social care, public health and health improvement. Further, section 190 of the 2012 Act amends s244 of the National Health Act 2006, which sets out the Council's health scrutiny functions and enables the Secretary of State to make regulations which set out how the Council must exercise these functions.

- 4.2 Regulation 21 of the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 allows a local authority to review and scrutinise any matter relating to the planning, provision and operation of the health service in its area, including provision of A&E services. The Council is required to invite any interested parties, including the NHS trust, to comment on these matters.
- 4.3 Regulation 22 empowers the Overview and Scrutiny Committee to delegate to the Health Scrutiny Panel its function to make reports and recommendations to the local authority, on any matter it has reviewed or scrutinised under Regulation 21. Regulation 22(6) requires that reports and recommendations made under this regulation must include—
- (a) an explanation of the matter reviewed or scrutinised;
 - (b) a summary of the evidence considered;
 - (c) a list of the participants involved in the review or scrutiny; and
 - (d) an explanation of any recommendations on the matter reviewed or scrutinised.
- The report of this scrutiny review fulfils those criteria.

5. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 5.1 In the short term the financial implications of the current set of recommendations can be contained within the existing financial resources of the authority. Barts Health's current resource commitment and response to the poor performance combined with joint working with authority in terms of social care support and raising awareness of A&E and public health would address the resourcing issues.
- 5.2 In the long term Integrated Care Programme and Better Care Funding include provisions and funding streams addressing the reduction of acute services via Out of Hospital Schemes which are developed such as the integrated care programme across primary and secondary health services and social care, and generally increased capacity in the community. As such any financial implications will materialize within the Better Care Fund performance.

ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 As A&E services are used by the general population of the borough, the review and its recommendation takes into consideration the general health and wellbeing of the boroughs population, therefore positively impacting upon them. The recommendations made will further enhance the partnership of the councils, Barts Health's and related health services, in order to continue and develop services and interventions that will work towards improving health inequalities across the borough. This will positively impact on reducing health inequalities which is a key part of building a robust approach to addressing disadvantage in 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.

Health Scrutiny Panel
**Scrutiny Review of Accident and
Emergency (A&E) Services in
Tower Hamlets**



**London Borough of Tower Hamlets
2014**

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1. Acknowledgements

The Review Group would like to express their deep gratitude and thanks to all the partners and officers that supported this review.

The views and perspectives of all that were involved have been fundamental in shaping the final recommendations of this report. We would like to thank all of those who gave their time and expertise during the review process.

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2. Chair's Foreword

At a time of huge change for the NHS we felt it to be important that we gain a real understanding of A&E services at the Royal London, to understand resident concerns and to be well placed to scrutinise any future proposed changes to services.

Since we started this review the CQC have reported on their inspection of Barts Health. Their account of a well led, effective A&E department is in line with what we saw on our visit to the department and in our conversations with stakeholders.

Where A&E faces challenges it is often in how it relates to the rest of the system. It is much easier for some to go to A&E than it is to wait for an appointment to see a GP, so unnecessary strain is put on emergency services.

There is more that Barts Health could do to make staffing more sustainable, in A&E and elsewhere, by training, developing and recruiting local people.

I recommend this review to you.

3. Recommendations

Recommendation 1:

That the council gives a greater profile to the promotion of flu vaccinations to staff and the community through its various services.

Recommendation 2:

That the council raises awareness of why and when A&E services should be used and promote other primary care services for minor ailments, to help reduce inappropriate attendees at A&E.

Recommendation 3:

That the council sustain its programmes around smoking cessation, healthy eating and being active to acculturate a healthy lifestyle, reducing long term pressure on NHS and A&E services in the future.

Recommendation 4:

That the council accelerates its work with Barts Health NHS Trust to bring forward and implement plans for integrated care that reduce the pressure on A&E and other hospital services.

Recommendation 5:

That the council's public health service explores with Barts Health NHS Trust a joint research project to better understand reasons for inappropriate use of A&E by local residents, and what the drivers might be for changing behaviours.

Recommendation 6:

That the council and Barts Health work together on recruiting from the local community, and working with Higher Education institutions to train doctors and other medical practitioners from a diverse range of backgrounds and with roots in the local area.

4. Background

4.1 National and local changes and pressures

The coalition government has introduced radical changes to the National Health Service which took effect from April 2013. There has been a devolution of both financial resources, (in the range of £2 billion), and decision making powers for many health services to local GPs. Primary Care Trusts have been abolished and the Clinical Commissioning Groups (CCG's) and Commissioning Support Units created in their place. Other changes include the transfer of Public Health functions into local government, and the establishment of NHS England and Public Health England. These changes have put the health service, nationally and locally, under pressure, especially given the complex issues that many services already faced. One of the most prominent issues under public and media scrutiny is the performance of Accident & Emergency (A&E) services.

4.2 Locally, Barts Health, the largest NHS trust in the country, was formed by the merger of Barts Health and the London NHS Trust, Newham University Hospital NHS Trust and Whipps Cross University Hospital NHS Trust on 1 April 2012. It has been experiencing significant financial difficulties and had at one point been rated high risk by the organisations which inspect its performance such as the Care Quality Commission (CQC) and NHS England. In August 2013 Barts Health announced that they had voluntarily gone into 'financial turnaround', and in order to support this they had brought in extra expertise and support to work with clinicians and managers in order to ensure that they deliver on their turnaround programme. At the same time there was a flurry of reports on the failure of A&E services across the nation's hospitals including concerns about Barts Health.

4.3 Given the significant concerns being raised about A&E services and about Barts Health, it was decided to undertake a scrutiny review of local A&E services to better understand the issues faced and what is being done to address them. The focus is only on A&E services and does not look at the wider financial situation and the process of 'financial turnaround' at Barts Health.

4.4 Accident and Emergency Services

(A&E) is a medical treatment facility that assesses and treats patients with serious injuries or illnesses, specialising in acute care of patients who present without prior appointment, either by their own means or by ambulance. Due to the unplanned nature of patient attendance, the department must provide initial treatment for a broad spectrum of illnesses and injuries, some of which may be life-threatening and require immediate attention. The emergency departments of most hospitals operate 24 hours a day, although staffing levels may be varied in an attempt to mirror patient volume.

4.5 (A&E) care service fall broadly into three types;

- Type 1: A consultant led 24 hour service with full resuscitation facilities and designated accommodation for the reception of serious injury accident and emergency patients. This includes patients brought in through ambulance services.
- Type 2: A consultant led single specialty A&E service (e.g. ophthalmology, dental) with designated accommodation for the reception of patients.
- Type 3: A&E Other type of A&E/Minor Injury Units (MIUs)/Walk-in Centres, primarily designed for the receiving of accident and emergency patients. A type 3 department may be doctor led or nurse led. It may be co-located with a major A&E or sited in the

community. A defining characteristic of a service qualifying as a type 3 department is that it treats at least minor injuries and illnesses (sprains for example) and can be routinely accessed without appointment¹.

- 4.6 Just over 3.6 million people used London's Accident and Emergency departments in 2012, 10 per cent more than in 2010, making the capital's A&E departments busier than ever².

5. Outline and methodology

- 5.1 In considering A&E services the Review Group began by looking at the broader national context, setting out the pressures on A&E services. It then focused on the local picture and what plans are being put in place by local services to address these issues. To inform the Group's work a range of evidence gathering activities were undertaken.
- 5.2 To gauge national concerns around A&E services two key documents have been referenced: the House of Commons Health Committee's report on *Urgent and Emergency Services*³, and the King's Fund written submission to the Health Select Committee inquiry on *Emergency services and emergency care*⁴. A meeting organised by the London Assembly's Health Committee on A&E services, (where some of the foremost experts and those responsible for managing the London A&E services were present), was also attended. Various news articles were also referred to, to understand the national concerns that were raised through media reporting.
- 5.3 The Review Group also examined how local NHS organisations and health services have been working to address the pressure on A&E services, as well as preparation for increased pressures in winter. They visited the Royal London Hospital and met with staff from the A&E department. They received presentations from the Clinical Commissioning Group and representatives of the Urgent Care Boards which have been set up by local Clinical Commissioning Groups to create and implement emergency care improvement plans in local areas for winter pressures on hospital A&E services. The Urgent Care Board spoke about the main areas of concerns, and identified areas of service development and commissioning for A&E services and also preparation for the impact of winter pressures.
- 5.4 Information was received from Public Health in relation to projected population figures and trends of people likely to use A&E services, as well as public perceptions of A&E services and how A&E is used based on these perceptions. CQC hospital inspection reports were also reviewed. Information was also received from Tower Hamlets HealthWatch on the experiences of local people using A&E services.

¹ Emergency Departments: http://www.audit-scotland.gov.uk/docs/health/2010/nr_100812_emergency_departments.pdf

² <http://www.london.gov.uk/media/assembly-press-releases/2013/09/are-london-s-hospitals-ready-for-a-e-pressures-this-winter>

³ <http://www.parliament.uk/business/committees/committees-a-z/commons-select/health-committee/news/13-07-23-urgemrepcs/>

⁴ http://www.kingsfund.org.uk/sites/files/kf/field/field_publication_file/submission-committee-inquiry-emergency-services-may13.pdf

6. The national picture

6.1 Media focus

There has been much media attention on recent data which shows A&E services are failing on key targets such as ‘ambulance handover’ and the ‘four hour wait’ commitment. Concerns have also been raised about the shortage of doctors working in A&E and the shortage of beds. These stories assume that there has been deterioration in A&E services. However, although these stories suggest the reasons for the ‘crisis’ are clear, the underlying issues behind the headlines are much more complex, furthermore, not all A&E departments have the same issues.

6.2 National reviews of A&E

In July 2013 the House of Commons Health Committee’s report on *Urgent and Emergency Services*⁵, and the King’s Fund inquiry on *Emergency services and emergency care*⁶, identified many of the more complex issues that have overburdened A&E services. Both reports highlighted the impact of a **rise in the population** over a period of years has caused. For example;

- London has seen a notable rise in A&E attendances. In 2012/13 just over 3.5 million people attended A&E departments across London, around 212,000 more than in 2011/12, and 347,000 more than in 2010/11.
- Demands on the London Ambulance Service have increased each year over the past 10 years⁷, increasing by 2% in 2012 and by 3% in 2013.
- Emergency 999 calls rose by six per cent last year (April 2012 to March 2013), and a similar increase is anticipated this year⁸.
- The most significant growth in those accessing A&E services has been in the 20 – 39 age group. This is mainly through ‘type 1’ services where ambulances have been called through the 999 number. Another population pressure on A&E services is the growing elderly population. They tend to take up bed spaces for long periods of time, therefore reducing hospital bed availability.

6.3 The Health Select Committee’s review also found that **staffing levels** are not sufficient to meet demand. Only 17% of emergency departments nationally are managing to provide consultant cover for the required 16 hours per day during the working week. And most struggle to meet recommended best practice at the weekends.

6.4 Dr Anne Rainsberry, Director for NHS England-London, identified a problem recruiting doctors into A&E departments. Doctors are increasingly going into sub-specialisms in specific clinical areas. There are then not enough practitioners who are able to diagnose a range of general symptoms and illnesses as required in A&E. Furthermore, A&E departments are one of the busiest hospital departments with long hours of work and unsociable hours, putting many off from going into emergency care.

⁵ <http://www.parliament.uk/business/committees/committees-a-z/commons-select/health-committee/news/13-07-23-urgemrep/>

⁶ http://www.kingsfund.org.uk/sites/files/kf/field/field_publication_file/submission-committee-inquiry-emergency-services-may13.pdf

⁷ London Ambulance Service: http://www.londonambulance.nhs.uk/news/news_releases_and_statements/ambulance_staff_numbers.aspx

⁸ Ibid

- 6.5 Recently there have been attempts to divert patients from A&E services by providing alternative services, such as walk-in centres. However, the Health Select Committee found that patients are **confused or do not understand how and when A&E services should be accessed**. Dr Rainsberry suggested that cultural understanding of A&E services varies and the demography of an area therefore influences the way A&E services are used. Also, the more deprived an area is, the higher the pressure on local services are.
- 6.6 Dr Clare Gerada, past Chair of the Royal College of General Practitioners, stated that another reason why people are accessing A&E is because A&E services are generally **quicker to access**. Patients will get seen on the day and A&E tend to carry out diagnostic tests more than GPs, which gives people a sense of reassurance.
- 6.7 There is concern about the implications for A&E following **the introduction of the 111 NHS helpline**. Patients who are put off using the 111 service because of reported problems with getting through or poor advice could put additional pressure on A&E services by making unnecessary visits. The 111 service has worked well in some areas but issues have arisen in others.
- 6.8 **Maintaining adequate A&E service provision: Winter and Beyond**
Significantly more pressure is placed on A&E during winter. The government response to the A&E crisis includes contingency funding to cope with winter pressures. They have allocated an additional £500 million for A&E services nationally, (£250 million for 13/14 and £250 million for 14/15) to alleviate winter pressures. £55 million out of the £250 million will come to London, to be allocated to priority hospitals. Investment of this funding will be influenced by local needs assessments and set out in a plan by the local Urgent Care Board. But most hospitals will be using majority of the money to invest in Community Health Services and additional doctors to staff A&E departments across the winter period.
- 6.9 NHS England has called for **Urgent Care Boards** to be set up by local Clinical Commissioning Groups to create and implement emergency care improvement plans in local areas, in consultation with local A&E departments and other relevant partners. This plan is to be reviewed, agreed and signed off by the Chief Executive of the relevant hospital.
- 6.10 Dr Anne Rainsberry has stated that the current A&E model is not sustainable due to structural problems in the health care system. In the future hospitals will have to develop inter-agency partnerships, working more with community health services and developing a robust system of integrated care.
There will need to be a different offer of urgent care for the growing younger population of 20 – 39 years who are increasingly accessing A&E services. A whole system approach to the health care system is required.

7. Tower Hamlets and the local context

7.1 Tower Hamlets: Reasons for enquiry

In light of all of the above and due to the significant health inequalities already in Tower Hamlets, it was felt necessary by the Health Scrutiny Panel to carry out a review of local A&E services. The Panel were keen to understand the extent to which national issues affecting A&E were being experienced locally, and how services are responding.

7.2 Core questions for the review:

- How is the A&E department at the Royal London Hospital coping and what impact is it having on waiting times?
- Do we have a local Urgent Care Board set up and has a local recovery and improvement plan been developed for winter? What are the key actions and how will additional resources be allocated?
- Does the A&E department have the necessary resources, particularly in terms of staff to meet local demands and changing needs?
- What are services doing to manage demand for A&E locally?
- Is the national increase in A&E use by young adults reflected locally? If so are there any plans to mitigate this?
- What do we know about appropriate use of A&E? What is being done to promote effective use and how well is this working?

7.3 The Royal London Hospital A&E department

The Royal London Hospital A&E department is open 24 hours a day, seven days a week. The department sees about 155,000 patients (adults and children) each year. The department consists of an Urgent Care Centre, a resuscitation area, an emergency assessment area, cubicles, a clinical decision unit and a separate children's A&E.

7.4 The department also works closely with the London Air Ambulance service and has developed joint administrative pathways for patients to ensure that those who arrive in the air ambulance are seen appropriately.

7.5 Of the £250 million of winter pressure funding made available by central government nationally, Barts Health NHS Trust will receive £12.8 million. Around three quarters (£9.1m) is being invested across the Whipps Cross, Newham and the Royal London hospital sites, and one quarter (£3.7m) is being invested in community schemes.

7.6 Quality of services

A national indicator of quality of service in A&E departments is the 95% benchmark. A well-functioning and properly staffed A&E department, supported by prompt access to diagnostics and a well-managed flow into inpatient beds will have 95% of their patients seen, treated and then either discharged or admitted within four hours. The Royal London was achieving 93.9% at the time of the review (November 2013).

7.7 Urgent Care Board and the emergency care improvement plan and Barts Health affirmative action response

As required by NHS England, Tower Hamlets CCG has set up an Urgent Care Board to develop and implement an emergency care improvement plan. The Board has identified key causal

factors for underperformance of the Royal London A&E, which will need to be improved in order to raise standards. During the Review Group's visit to the Royal London Hospital, they heard from senior managers of how Barts Health and the Royal London have responded by incorporating these into their winter strategy, putting plans in place through the development of various workstreams and extra investments on ongoing work.

The Urgent Care Board's emergency care improvement plan makes a number of recommendations (below), and Barts Health have responded accordingly by implementing what is highlighted after each recommendation:

- Contingency bed capacity is identified on all sites which can open in response to significant and sustained surges in activity. Also sufficient beds in nursing homes and elsewhere are to be available in the community to ensure that patients who do not need acute care are not occupying acute beds.

Barts Health plan to have 141 additional beds in place in total across the hospitals, with the Royal London having 60 beds. 18 additional community beds have also been identified.

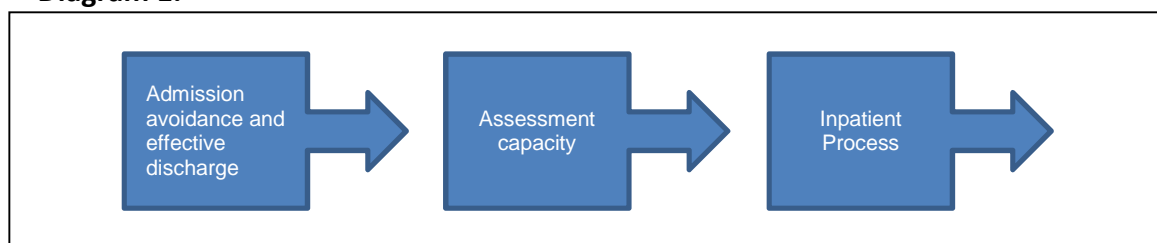
- Sufficient community and social care liaison staff to be available to permit discharge and/or follow on continuity of care where patients no longer require acute care, and that there are sufficient community services available to support admissions avoidance schemes, caring for patients effectively in their own homes.

Barts Health and the wider health and social care community have invested a significant proportion of the funding to be directed across the hospitals and communities to support patients at home and reduce avoidable readmissions, with investment in psychiatric services, extra social worker capacity and seven day working.

- Appropriate processes and policies to be in place to support timely discharge and ensure effective streaming within the emergency department.

Barts Health will be investing £1.5m on improving the flow of patients from A&E through improved clinically-led processes. Barts Health have also prioritised implementing and working to a more seamless patient flow process, working towards three key workstreams which will cover all aspects of emergency patient pathway from start to finish (Diagram 1, below.)

Diagram 1.



- That there are plans to ensure sufficient staff with the necessary skills available at all times, anticipating that staff may be absent due to illness or adverse weather.

More than £2.4m is being invested to increase assessment capacity for patients, including more senior clinical cover in emergency departments seven days a week, and more evening cover for emergency departments, paediatric and diagnostic services.

- Out of Hospital Schemes are developed such as the integrated care programme across primary and secondary health services and social care, urgent care centre, psychiatric liaison, and generally increased capacity in the community.

Barts Health will work to reduce the need for admitting patients, by working with external partners, supporting a shorter length of stay and better care and treatment at home for patients, this will also help reduce hospital admission and help to meet expected demands and provide some additional contingency.

- Managing winter pressures by working more closely with the independent sector to support the elderly through winter and promote self-management programmes.

Projects have been developed to help avoid admissions which include; an additional £300,000 on extra GP out-of-hours support; £99,000 to support patients with mental health problems who regularly attend emergency departments. £1.85m invested across the three sites, in increased community support and access to expert opinion, especially for elderly patients.

- Management of flu in priority patient groups and staff in acute/primary/social care.

Work is on-going with NHSE to ensure receipt of accurate data on primary care staff and patient flu vaccination uptake rates.

- London Ambulance Service – a policy for redirection of ambulance.

New London Ambulance Service arrangements have been introduced to help better manage emergency patient flow.

- Patient communication and social marketing campaigns to ensure the most effective messages are going out to the public to prevent inappropriate A&E attendances and raise public awareness of why and when A&E services should be used, which is both a recommendation in the local Urgent Care Board plan and a broader national issue.

Barts Health has launched a cross-borough marketing campaign, sending out messages on the importance of only using A&E in an emergency. The awareness campaign messages will run in the councils' East End Life newspaper and other local papers, on local radio stations, bus routes and social networking sites, in addition to being sent out to organisations and partners such as HealthWatch, GP surgeries, libraries, schools and residential care homes. Targeted marketing materials have also been produced such as posters, banners, fold up cards and leaflets to help people access appropriate care for their healthcare needs.

In addition to these improvement areas, Key Performance Indicators (KPI's) will be regularly monitored to make sure processes are organised and working well against meeting benchmarks. Core KPI's include:

- **Admission avoidance**
Zero length of stay admissions: patients seen by admission avoidance team
- **Assessment Capacity**
Breaches of four hour standard for non-admitted patients
- **Inpatient process**
Discharge before 10am and 12pm; surgery cancellations; average length of stay: speciality repatriations
- **Effective Discharge**
Medically fit patients with length of stay above five days; activity indicators for community provision, delayed transfer care

8 A&E: Public perceptions and demographic use

- 8.1 Public perceptions of A&E services is one of the major contributors to unnecessary admissions in A&E services, many patients are discharged with no investigation and no treatment. The Clinical Commissioning Group (CCG) term these patients as “inappropriately” using A&E. They are considered inappropriate as they may have been better managed in primary and community care settings. However, the Review Group heard that, from a patient perspective there may be many reasons why they presented at A&E and the patient may feel the attendance was entirely appropriate.
- 8.2 Tower Hamlets Public Health provided the Group with information from the (2012/13) demographic profile⁹ of people presenting ‘inappropriately’ at A&E:
- The ethnic mix of these presentations is very broadly in keeping with the population mix of the borough (44% Bangladeshi, 20% White British and 9% Other White) (see Appendix: Table 1)
 - Overall there are more males than females across all age groups except the 18-30 year olds (see Appendix: Table 2)
 - By age group, the highest attendances are from 18 – 30 year olds (33% of total) followed by 31 – 44 year olds (25%), 45-64 years (15%) and 0-5 year olds (12%) (see Appendix: Chart 1)
 - Time of day of attendances is split 46% out of office hours to 54% between 10am and 6pm. The 6-9pm time is the single most popular with 24% of all attendances (see Appendix: Chart 2). The 12-5am timeslot shows the clearest (upward) trend through the days of the week (see Appendix: Chart 3)
 - Focusing on the three largest ethnic groups, and the 6-9pm presentations, we see:
 - a. Declines towards the weekend for White British and White Other; and
 - b. Constant levels of attendances throughout the week for Bangladeshi (see Appendix: Table 3)
- 8.3 In relation to public perceptions of A&E services, the results from the social marketing research conducted by Mckinsey, (commissioned by NHS Tower Hamlets,) provide explanations on some of the reasons why people attend the Royal London Hospital’s Emergency Department, people were:
- confused about how to access healthcare in Tower Hamlets. These patients tended to have basic or poor English.

⁹ provided by the Clinical Support Unit (CSU)

- they were seemingly confused about how to access care, but actually they were dissatisfied with their GP.
- they believed that the care provided by A&E services clinicians is superior to that provided by their GP.
- going to A&E was more convenient than trying to see their GP.¹⁰

8.4 The above attitudes are also reflected in the feedback Tower Hamlets HealthWatch received from local resident who used A&E services. Local residents felt:

“It’s quicker to go to A&E and you seem to get a proper assessment and tests there and then.”

“A&E does stand for accident and emergency but a lot of time when I go there it’s not an emergency situation but the only reason I would go there is because I get treated better there.”

“One of the reasons its overused is because in our Bengali ethnic what people like parents do is if they see their son or daughter with just like minor bruise or minor hurt they get so worried they say go to A&E instead of the GP and that could be another reason it’s being overused.”

“Doctors these days dismiss you too easily and the fact that they dismiss you – you don’t want to go there a second time say with the same problem. So you obviously go to the immediate alternative – A&E. We have more trust and more faith in them and that they will maybe check you out. They will examine you to an advance level”.

“In your local GP for example you’ve got 30 patients and only 2 GPs running it. That’s going to make you a bit more frustrated the fact that it’s your local GP and they’re not prioritising it as much and it cause you to be less patient and go awol a bit. And then when you got to A&E it’s more waiting time but it’s a more better service and it’s more advanced and more better treatment.

8.5 The response from Tower Hamlets HealthWatch workshops with patients has been that patients are generally quite positive about A&E services at the Royal London. People felt that services were easy to access, did not require prior appointments, and you were never turned away. A&E normally carries out some sort of physical assessment. This gives people a sense of reassurance that their problem has been looked into. Patients also felt that doctors listened to their problems and took them seriously. Some of the feedback on perceptions also concluded that patients do not associate A&E as being for an ‘accident’ or an ‘emergency’; they just prefer it as a point of treatment. Some also saw it as the place you go for an injury as opposed to an illness.

8.6 The overall feedback from HealthWatch on the tendencies of usage also mirror Tower Hamlets Public Health data trends, in that the take up of a A&E services are mostly by the black and minority ethnic population and that there is a large proportions of the population who attend due to the lack of information of other services, and or incorrect assumptions of A&E service use, leading to ‘inappropriate’ attendances.

¹⁰ There is more detailed breakdown of ‘Usage by perception’ provided by Tower Hamlets public health in the Appendix, under Diagram 2, 3, 4 and 5

- 8.7 Tower Hamlets has a large middle aged population, and demographic feature demonstrate variation of an ethnic mix across its age group. Population growth trends predict, that this will continue to grow with notable increases in the proportion of the middle aged and older aged population, especially those who are Bangladeshi.
- 8.8 The Review Group felt that the analysis of local data could be developed further through joint work with the local Clinical Commissioning Group (CCG), Barts Health and the Commissioning Support Unit (CSU). The analysis of future trends in population growth and demographic features could be measured to anticipate future implications, and utilise diminishing resources where they are needed best.
- Further in-depth qualitative work could also be developed to understand the current reasons for 'inappropriate' attendances and what the drivers might be for changing behaviours.

9. Conclusion and recommendations

- 9.1 The Review Group welcomed Barts Health's response to the poor performance and pressures at the Royal London A&E department, and were encouraged by the partnership working with the Urgent Care Board and the development of its improvement plan. In considering the many issues that have been raised as concerns nationally, not only by the national media but also by experts and specialists in the field (for example, around patient flow through A&E services, the number of beds, understaffing, public perceptions of A&E services) the group felt assured that those are being addressed by the Urgent Care Board's improvement plan and being implemented at the Royal London through the various workstreams.
- 9.2 The Review Group would however recommend that Barts Health and its partners also consider long-term implications and consider longer term plans for A&E services. Although the Urgent Care Board has been set up to oversee this difficult period and the tough periods of winter planning, tougher periods may still lie ahead. In considering this, the group felt, Barts Health should think about more sustainable approaches in regards to winter planning and resources, with reduced reliance on the additional financial winter resources that may not always be available. This is additionally important given Dr Anne Rainsberry's warning that the current A&E model is not sustainable due to the changes in the overall health care system.
- 9.3 The Review Group would also like to make a recommendation around staffing. Staffing has been recognised by Barts Health as an internal issue which goes beyond just winter planning, and moving away from expensive and temporary agency staff is a key area for improvement, to permanent staff. Barts Health have planned to have a recruitment drive in the following months leading up to March/April 2014 to fill these vacancies with permanent positions. The Review Group would like to make recommendation that Barts Health works with the Council in recruiting local people to take up these employment opportunities, and not just in jobs as receptionists and health assistants, but also offer and invest in training and development opportunities so that local people can take up positions as doctors, nurses and managers. This can also have long term implications in strengthening relationships between the community and health services.
- 9.4 Barts Health is still a relatively new organisation, facing challenges that are very different adapting to the changes in the arrangement of the new national health care system, the current economic climate and due to its size being the largest trust in the UK. However in the

recent CQC deep dive inspection¹¹, the Royal London A&E department fared well. The CQC felt that A&E department at the Royal London was a good service: staff were polite, caring and supportive. The department had protocols and pathways that ensured most patients received safe and effective care and were responsive to the needs of most patients. Staff felt that the department was well-led and a good place to work. Inspectors saw examples of learning from incidents, and changes being made to prevent similar incidents happening in the future. This included evidence of new protocols being introduced. The department was beginning to work with the trust's other emergency departments to ensure that good practice and learning was shared, overall a good example of standard and quality.

- 9.5 The Review Group, despite having some concerns about the CQC's verdict more broadly, is encouraged by its assessment of the A&E department. The group makes the following recommendations, which focus on how the council can support local health partners in the short to medium term, but also in continuing to improve the health of the whole population, which will ultimately reduce the pressure on local health services, particularly A&E.

Recommendation 1:

That the council gives a greater profile to the promotion of flu vaccinations to staff and the community through its various services.

Recommendation 2:

That the council raises awareness of why and when A&E services should be used and promote other primary care services for minor ailments, to help reduce inappropriate attendees at A&E.

Recommendation 3:

That the council sustain its programmes around smoking cessation, healthy eating and being active to acculturate a healthy lifestyle, reducing long term pressure on NHS and A&E services in the future.

Recommendation 4:

That the council accelerates its work with Barts Health NHS Trust to bring forward and implement plans for integrated care that reduce the pressure on A&E and other hospital services.

Recommendation 5:

That the council's public health service explores with Barts Health NHS Trust a joint research project to better understand reasons for inappropriate use of A&E by local residents, and what the drivers might be for changing behaviours.

Recommendation 6:

That the council and Barts Health work together on recruiting from the local community, and working with Higher Education institutions to train doctors and other medical practitioners from a diverse range of backgrounds and with roots in the local area.

¹¹ <http://www.cqc.org.uk/directory/r1h>

Appendix

Table. 1: Attendances by ethnicity

Fiscal year	2012/13	
Row Labels	Sum of Attends Count	% of total
ASIAN: Bangladeshi or British Bangladeshi	8349	44
ASIAN: Indian or British Indian	296	2
ASIAN: Other Asian, British Asian, Asian Unspecified	645	3
ASIAN: Pakistani or British Pakistani	207	1
BLACK: African	945	5
BLACK: Any other Black background	331	2
BLACK: Caribbean	311	2
MIXED: Other Mixed, Mixed Unspecified	191	1
MIXED: White and Asian	67	0
MIXED: White and Black African	65	0
MIXED: White and Black Caribbean	134	1
NOT STATED	769	4
OTHER: Any other ethnic group	976	5
OTHER: Chinese	193	1
Unknown	49	0
WHITE: Any other White background	1643	9
WHITE: British (English, Scottish, Welsh)	3858	20
WHITE: Irish	132	1
Grand Total	19161	100

Table. 2: Attendances by gender

Ethnicity Desc	(All)					
Sum of Attends Count	Column Labels			2012/13 Total	Grand Total	
Row Labels	2012/13					
	Female	Male	Not Known			X Male: one females
0 to 5	1016	1254	1	2271	2271	1.234252
6 to 11	434	576		1010	1010	1.327189
12 to 17	440	504		944	944	1.145455
18 to 30	3287	3030		6317	6317	0.921813
31 to 44	2186	2554		4740	4740	1.168344
45 to 64	1338	1459		2797	2797	1.090433
65 to 84	427	538		965	965	1.259953
85+	46	71		117	117	1.543478
Grand Total	9174	9986	1	19161	19161	1.088511

Chart 1. Attendance by age group

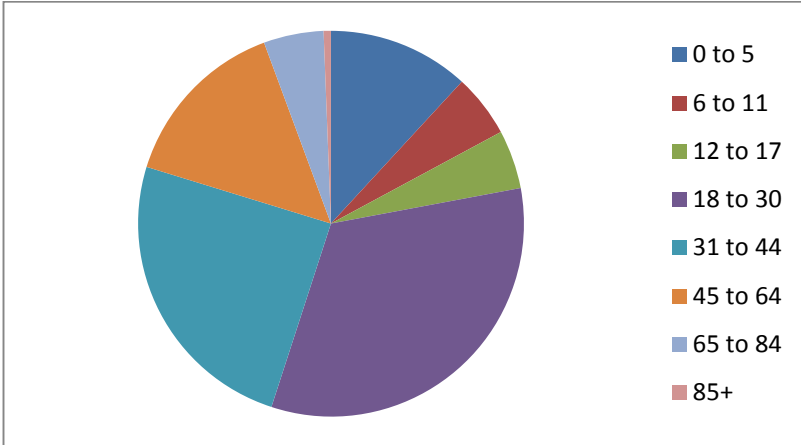


Chart 2: Attendances by time slot

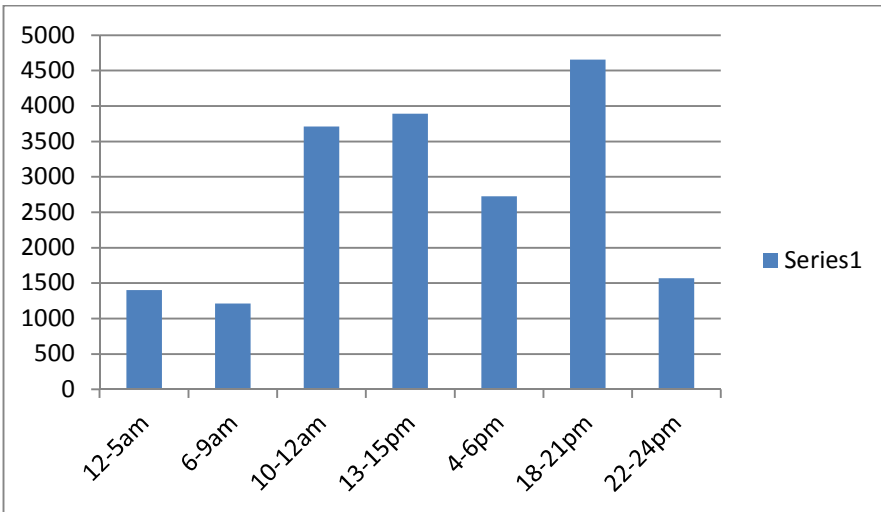


Chart 3: 18-44 year olds, presentations by timeslot and day of week

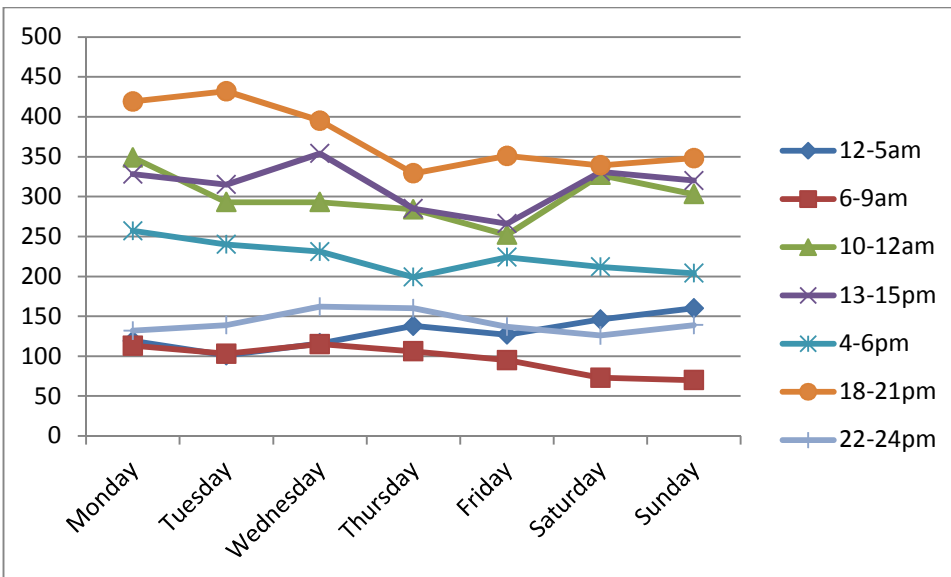


Diagram 2: Usage by perception

Confused users

Basic/poor English. Account for ~6% of all inappropriate use of A&E

Key characteristics:

- High % Bangladeshi and non-UK
- 72% 26-34 years old
- Lowest GP registration (77%) and state “do not know how”
- Like GP but attend A&E as confused

Diagram 3: Usage by perception

Seemingly confused but dissatisfied

Have good English skills, disenfranchised and frustrated. Account for ~21% of all inappropriate use of A&E

Key characteristics:

- Attend both GP and A&E very frequently
- GP often advises to rest
- A&E often does tests
- Part-time, manual workers / unemployed seeking work
- All ethnic groups
- Believe OK for primary care to use A&E

Diagram 4: Usage by perception

Emotionally attached to A&E users

Prefer A&E for primary care based on perceived quality. Account for ~33% of all inappropriate use of A&E

Key characteristics:

- 61% female
- Highly ethnically diverse – 34% Bangladeshi and 19% non-British
- 28% (very high) are 18–25 years
- State strongly that even if sent to WIC last time, would still go to A&E next time with same condition
- Find it easy to get access to GP within 48 hrs and register but prefer A&E to GP based on own and community belief that quality of care is better

Diagram 5: Usage by perception



Convenience Users

Prefer to go to A&E based mostly on the convenience of A&E. Account for ~39% of all inappropriate use of A&E.

Key characteristics:

- 68% British white, 58% male, young: 68% below 35
- 21% (twice average) unemployed, not seeking work
- 34% on income support
- Unhappy with life in TH overall
- Prefer convenience of A&E:
 - Location is convenient
 - Tests are done quicker; all done in our place
 - Choose A&E because GP appointments are not at convenient times

Agenda Item 7.4

Committee: Overview & Scrutiny	Date: 1 April 2014	Classification: Unrestricted	Report No:
Report of: Cllr Stephanie Eaton, Overview & Scrutiny Committee Originating officer(s) Shamima Khatun, Strategy, Policy and Performance Officer Corporate Strategy and Equality	Title: Resident Engagement in the Budget Process Wards Affected: N/A		

1. EXECUTIVE SUMMARY

- 1.1 This report presents the Overview and Scrutiny Committee with a summary of the findings of a Scrutiny Challenge session held in February 2014, which explored best practice in the field of resident participation in the budget process and sought different approaches to involving residents to help ensure an increase in the number of local people taking part. It sets out a number of recommendations to improve practice and performance in this area.

2. DECISIONS REQUIRED

- 2.1 Overview and Scrutiny Committee is asked to:
- Agree the draft report and the recommendations contained within it for submission to Cabinet.
 - In the event of them requesting any amends to the report; authorise the Service Head for Corporate Strategy and Equality to amend the draft report before submission to Cabinet, after consultation with the Challenge Session chair.

3. BACKGROUND

- 3.1 Budget consultation is often considered difficult to undertake. Local government financial decision making is fraught with complexity and residents are often unaware how these budget decisions impact on resource allocation in the borough, other than those that they are personally in receipt of or use. Research suggests that those who respond to consultation are not necessarily representative of the wider community, which can compromise the meaningfulness of the results obtained. It is also difficult to identify opportunities to consult with residents especially in the context of a balanced budget for a financial year, which can mean very little scope actually exists to provide local people with the chance to influence priorities.
- 3.2 Low attendance figures at budget road shows and responses to online consultation on the budget process over the past few years has been identified as a recurring issue, by both the Communications service and Financial planning team who design and deliver this programme of consultation work. Furthermore, this concern has been

magnified since going forward; the council is expected to make greater savings which will inevitably impact on frontline services. The budget-setting process is an important annual opportunity for the council to engage with residents and businesses in the borough to ensure that the priorities reflected in the budget coincide with the requirements of service users.

- 3.3 The aim of the Challenge Session was to specifically address the general perception that there is no appetite amongst the borough's residents to be involved in budget setting (and therefore no need to start new strands of consultation work in regards to the budget process), through the identification of best practice which could be implemented locally to educate people on the process. In addition, the Review Group wanted to appraise the methods undertaken by the council in their approach to involving residents in the budget process within the period 2010-2013, and explore whether the council is fully utilising its communication and consultation channels in order to improve the process for engaging residents in budget setting.
- 3.4 The Challenge Session took as its starting point low attendance figures at budget road shows and drew on the expertise of participation experts to identify what common barriers exist to public involvement in budgets to appraise the council's current model of engagement.
- 3.5 Core questions asked during the Challenge Session were:
- What is the purpose of resident engagement?
 - Should service design or budget setting be prioritised?
 - How should consultation take place?
 - Generalist (all areas of the council's spend)
 - Specialist services (targeted services for vulnerable service users)
 - What methods/media (road shows, leaflets/outside communications) work best?
 - What methods/media (road shows, leaflets/outside communications) work best?
 - How effective has resident involvement been in the budget process?
 - What is expected of residents in terms of engagement?
 - What barriers has the council encountered during this consultation process?
 - What more can the council do to ensure that consultation is effective?

The Group also considered some examples of practice elsewhere.

- 3.6 The report of the Challenge Session is attached as Appendix A. It provides a summary of the findings of the Review Group and makes seven recommendations to improve practice in this area:
- I. That the council educate residents on the importance of budget setting by involving them in the co-design and co-production of consultation activities and communication.
 - II. That the council decision making process be made as visible as possible to stimulate resident interest.
 - III. That the council's public-facing materials should educate and engage residents on budgets, seeking to make these as easy-to-understand as possible.

- IV. That the council tap into all the networks in Tower Hamlets to communicate messages about the budget process.
- V. That the council revamp its website to appeal to young people in the borough and explore a range of online social media tools to model budget setting.
- VI. That the council commissions a community research organisation to undertake quota sampling structured towards demographics that the council wishes to engage with, to ensure that consultation results are sensitive to the voice of all the diverse communities within the borough.
- VII. That the council be open to exploring a range of creative approaches to reward schemes for residents who participate in the budget process.

4. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 4.1 The report makes seven recommendations aimed at improving and increasing resident engagement during the annual budget setting process.
- 4.2 A number of the recommendations above are likely to require additional financial commitment. Any decisions to commit additional resources will need to be subject to the council's financial approval process.

5. COMMENTS OF THE CHIEF LEGAL OFFICER

- 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 which ensure the committee has specified powers. Consistent with that 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, as appropriate, in connection with the discharge of any functions. It is consistent with the Constitution and the statutory framework that this scrutiny review be submitted to Cabinet for its consideration of the report and recommendations of the Overview and Scrutiny Committee.
- 5.2 Pursuant to Section 65 of the Local Government Finance Act 1992 the Council has a statutory duty to consult persons or bodies representative of non-domestic ratepayers.
- 5.3 In addition under Section 3A of the Local Government Act 1999 where a best value authority considers it appropriate for representatives of local people to be involved in the exercise of any of its functions by being provided with information and consulted about the exercise of the function or being involved in another way the authority must take appropriate steps to secure that such representatives are so involved.
- 5.4 The Council fulfils its obligations to non-domestic ratepayers and having exercised its power to involve local people has taken appropriate steps to secure resident

participation through a wide programme of consultation as an integral part of the budget process.

5.5 There are no immediate legal implications arising from this report.

6. ONE TOWER HAMLETS CONSIDERATIONS

6.1 Communication and consultation are integral to involving local people in decision making, so that their views shape and influence the solutions to the challenges that face the borough. Informing and involving residents in the budget process is key to developing a better understanding of the needs of the community which the council serves, and in ensuring that residents are aware of how financial decisions impact on resource allocation in the borough. This includes but is not limited to the following:

- Ensuring that venues are accessible for residents with mobility difficulties
- Providing translation services for residents who do not speak English as a first language
- Scheduling of meetings/activities is mindful of residents' commitments such as working parents, religious festivals and observations
- Sensory aids are available for those with visual and hearing impairments
- Does not discriminate based on age
- Support is on-hand for elderly residents
- Residents are representative of the borough

The recommendations contained in the report will advance equality of opportunity for the borough's residents, in line with the Equality Act 2010 and the Public Sector Equality Duty, which came into force in April 2011, and is a single legal framework created to protect the rights of individuals and promote equal opportunity for all. It places an obligation to embed equality considerations into the day-to-day business of public bodies and will ensure that the council's engagement model in relation to the budget process is inclusive of the borough's diverse communities.

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 is a risk that the recommendations in this report are insufficient and do not meet the terms of reference. In addition to being limited due to organisational capacity. Furthermore, if the consultation approach is deemed not to evidence due regard, the council may be vulnerable to legal challenge by residents as there may be an associated risk based on non-compliance with the Public Sector Equality Duty that was imposed in April 2011, and was created under the Equality Act 2010.

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 Improved outcomes must justify additional cost incurred by the council undertaking consultation and communication activities beyond the scope of its statutory obligations in relation to the budget process.

11. APPENDICES

Appendix 1 – Resident Engagement in the Budget Process 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.
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None

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SCRUTINY CHALLENGE SESSION REPORT

Resident Engagement in the Budget Process



**London Borough of Tower Hamlets
March 2014**

Chair's Foreword

Our council turns over £1.2 billion pounds annually on a range of provisions including schools, the environment and social care. Although many of our services are the responsibility of the council by law, some elements of council spending are discretionary. Almost inevitably, discretionary items of income and spending attract supporters and detractors. For example the 2013/14 budget included £2 million spending to preserve and maintain faith buildings across the borough. There are some people who feel that this is not a good use of public money, and others, including myself, who think that this spending makes a valuable contribution to the cultural and religious life of the borough. Likewise, most councillors' surgeries show that car parking charges are of enormous concern to those people who will have to pay them and local businesses whose customers want parking spaces nearby. Not surprisingly, parking charges are less important to residents who don't drive.

While individual items of council funding and spending are often closely scrutinised by residents and the media, councils across Britain report low levels of engagement with annual budget setting. As the Scrutiny Lead for Resources, I commissioned this review to ensure that we learn from other organisations, we identify and remove barriers to engagement, and, as a result we ensure that participating in the budget setting is as easy and effective as possible. The budget setting process is an important annual opportunity for the council to engage with residents and businesses in the borough to ensure that the priorities reflected in the budget coincide with the desires of those who use the services and pay for them. Setting the budget is an area which is reserved to councillors - and not the Executive Mayor - so the budget setting process also offers the possibility for a wide range of political perspectives and objectives to be considered by the Full Council.

This scrutiny review was designed to look again at the ways in which we engage with residents about our annual budget setting – and to see whether we can increase participation in this important part of the council's work.

This scrutiny review sought answers to the following key questions:

- What is the purpose of resident engagement with the budget?
- What is expected of residents in terms of engagement?
- What barriers have the council identified during past consultation processes?
- What more can the council do to ensure that budget consultation is effective?

I would like to thank Shamima Khatun for researching the materials which formed the evidence base for this review and Cllr David Edgar for chairing the Challenge Session.

The findings remind us that changing technology offers new and interesting ways to engage with residents, but also that, residents must be confident that their efforts are listened to, respected and incorporated into the decisions of the council.

Cllr Dr Stephanie Eaton
Scrutiny Lead for Resources

1. INTRODUCTION

- 1.1 The budget setting process is getting progressively more difficult as the finance gap widens and need continues to grow. It is important to hear the views of residents, businesses, partner organisations and the community and voluntary sector as part of the budget debate and in turn, increase citizens' understanding on the council's current financial position and the challenges it faces. Budget consultation itself faces a number of practical difficulties. Unitary authorities such as Tower Hamlets Council provide a wide ranging number of services, which leads to a complex picture with many proposals to consult on. The council is committed to using the views of the borough's residents to inform policy making and service improvement.
- 1.2 Therefore, the council is concerned by the low attendance figures at budget road shows and responses to online consultation on the budget process during the past few years, and has been identified as a recurring issue by both the Communications service and Financial planning team who are responsible for designing and delivering this programme of consultation work. Consequently, this concern has increased since going forward the council is expected to make greater savings which will inevitably impact on frontline services. This makes the need to consult and communicate to residents the council's priorities and the budget pressure realities more significant.
- 1.3 The objectives of the Challenge Session were to appraise the methods undertaken by the council in its approach to involving residents in the budget process within the period 2010-2013, and explore whether the council is fully utilising its communication and consultation channels in order to improve the process for engaging residents in budget setting. The session also sought to look at what barriers exist to public engagement in budgets from a resident perspective. The Review Group was especially keen to gauge whether there is an appetite amongst the borough's residents to start new strands of consultation work in regards to budget setting and to understand how effective resident involvement has been in budget decision making. In the process it was hoped that interesting and improved ways of involving local people would be identified to develop a new model of engagement for budget setting.
- 1.4 The Challenge Session took as its starting point low attendance figures at budget road shows during the period 2010 to 2012 and drew on the expertise of participation consultants, to identify what common barriers exist to public involvement in budgets to appraise the council's current model of engagement.
- 1.5 Core questions asked during the Challenge Session were:
- How should consultation take place?
 - Generalist (all areas of the council's spend)
 - Specialist services (targeted services for vulnerable service users)
 - What methods/media (road shows, leaflets/outside communications) work best?
 - How effective has resident involvement been in the budget process?
 - What is expected of residents in terms of engagement?
 - What barriers has the council encountered during this consultation process?

- What more can the council do to ensure that consultation is effective?

The Group also considered some examples of practice elsewhere.

- 1.6 The Challenge Session was facilitated by ShamimaKhatun from the Corporate Strategy and Equality service and was chaired by Cllr David Edgar on behalf of Cllr Stephanie Eaton. It took place on Monday 24th February 2014.
- 1.7 A presentation was delivered by participation consultants Involve during the Challenge Session, in addition to an overview of consultation and communication activities that have been carried out by the council during the period 2010-2013 being provided by representatives from both the Communications service and Resources – Financial Planning Team.
- 1.8 The Group heard feedback from a mix of residents, including people who have volunteered as Money Matters Month champions during the council's awareness raising campaign on welfare reforms. In addition, given the borough's demographics and relatively young population youth councillors were also in attendance to ensure that the council was able to draw on their valuable experience to generate ideas that would help attract young people to important decision making processes such as budget setting.
- 1.9 The session¹ was attended by:
- | | |
|------------------|--|
| Cllr David Edgar | Challenge Session Chair |
| Takki Sulaiman | Service Head, Communications and Marketing; Law, Probity and Governance |
| Chris Holme | Acting Corporate Director, Resources |
| Clive Mitchell | Programme Manager, Involve |
| Carolina Johnson | PhD Researcher, Involve |
| Frances Jones | Service Manager – One Tower Hamlets, Corporate Strategy and Equality |
| Mark Cairns | Senior Strategy, Policy and Performance Officer; Corporate Strategy and Equality |
| ShamimaKhatun | Strategy, Policy and Performance Officer, Corporate Strategy and Equality |

2. BACKGROUND

- 2.1 Budget consultation is often considered difficult to undertake. Local government financial decision making is fraught with complexity and residents are often unaware how these budget decisions impact on resource allocation in the borough, other than those that they are personally in receipt of or use. Research carried out by the Centre for Public Scrutiny suggests that those who respond to consultation are not necessarily representative of the wider community, which can question its validity and compromise the

¹ Please note that this list of attendees is not exhaustive and does not include people who did not wish to give their details.

meaningfulness of the results. It is also difficult to identify opportunities to consult with residents especially in the context of a balanced budget for a financial year, which can mean very little scope exists to actually provide local people with the chance to influence priorities as budget decisions have already been made.

- 2.2 The budget setting process is getting progressively more difficult as the finance gap widens and need continues to grow. It is important to hear the views of residents, businesses, partner organisations and the community and voluntary sector as part of the budget debate and in turn, increase citizens' understanding on the council's current financial position and the challenges it faces. Budget consultation itself faces a number of practical difficulties. Unitary authorities such as Tower Hamlets Council provide a wide ranging number of services, which leads to a complex picture with many proposals to consult on. The council is committed to using the views of the borough's residents to inform policy making and service improvement.
- 2.3 Therefore, the council is concerned by the low attendance figures at budget road shows and responses to online consultation on the budget process over the past few years, and has been identified as a recurring issue, by both the Communications service and Financial planning team who design and deliver this programme of consultation work. Furthermore, this concern has magnified since going forward, the council is expected to make greater savings which will inevitably impact on frontline services. The budget setting process is an important annual opportunity for the council to engage with residents and businesses in the borough to ensure that the priorities reflected in the budget coincide with the requirements of service users.

National perspective on resident engagement in budget setting

- 2.4 Research undertaken by the Equality and Human Rights Commission (EHRC) argues that community members should be included from the earliest stage of the budget setting process, to ensure that there is an equal balance of power and an ongoing commitment to engagement. Furthermore, structures and mechanisms developed should ensure that there is an appropriate representation of equality groups. In its studies the Department for Communities and Local Government (DCLG) suggests that there is a direct correlation between giving people greater opportunities to influence decisions through direct democracy and improvement in participation in the budget process. Across England, local authorities that have adopted a range of consultation and communication methods based on a community development approach and outreach techniques have reported higher numbers of residents engaging with financial decision making in their areas. Tangible and intangible outcomes include an improvement in people's sense of their ability to influence local decision making, increased understanding of budget setting and the local democratic process and higher numbers of residents responding to consultation.

Regional profile of engagement models in budget setting

- 2.5 The following are examples of local authorities that use similar tools and routes to Tower Hamlets Council to varying degrees of success:

Camden Council

- 2.6 Engagement activities undertaken by Camden Council on budget setting have been a combination of road shows, area action groups and awareness raising exercises. Future communication/consultation work in this area for the period 2013-16 will entail large awareness raising campaigns; open policy days similar to public meetings. Residents will be invited in right from the beginning of the budget process through open and honest discussions on Camden's current and future situation. Camden Council has observed that residents who have been involved in their consultation events are often socially isolated individuals in the community. Interestingly, the demographic profile of residents attending/responding to Camden Council's consultation(s) are very representative of the borough's population, however this has proven to be a false assurance since it is the same individuals responding each time.

In the past, consultation work in relation to the budget process at Camden has taken a reactive approach to issues such as the closure of libraries in the area, which elicited the biggest response from residents. The current focus is less on engagement; instead, more emphasis has been placed on ethnographic research on the impact of budget decisions on particular vulnerable groups so that they can inform the public based on evidence.

The methods/media used by Camden have been combinations of generalist and specialist consultations, for example looking at different budgets within services. Regular surveys are also disseminated and standing forums utilised, though the latter have provided little value for money as they are formed from the same groups of people. The council has implemented an online budget simulator tool.

Camden considers its engagement strategy to be effective in involving older people, tenants who are members of resident associations, and young people. It intends to develop its future resident engagement strategy on the budget process based on strong basic principles.

Waltham Forest

- 2.7 The aim of Waltham Forest's campaign 'Make Your Opinion Count – Budget Conversation 2010' was to begin a dialogue with local residents about the public spending cuts, the services where these could be made, and ideas for making them.

The campaign contained the following key elements:

- An on-line budget tool (YouChoose) allowing residents to identify how they would meet a savings target, in the context of being informed about the implications of their decisions
- A mailpack to every household and business, including an open opportunity to comment via e-mail and post
- Front page and features in Waltham Forest News and on the council website
- A high visibility outdoor campaign

- 3 roadshows including support and involvement from across the council's Cabinet
- 8 drop-in library sessions designed to address digital exclusion, and staff briefed to answer and sign-post callers.

Residents welcomed the chance to engage with the council on issues/general theme that savings should start with the council and the way it operates, although there were some question marks raised about whether the process would influence decisions, the depth and accessibility of the exercise.

The campaign achieved high levels of participation from local residents/staff, including:

- 1231 submissions to the on-line budget tool
- 315 submissions in response to the mail pack
- 105 e-mail responses and comments
- Over 7,000 unique visitors to the Make it Count pages
- The roadshows engaged with over 150 people across the three events
- The library drop-in sessions engaged with over 150 people.

Participation in the on-line budget tool began with over 150 respondents during the launch of the campaign on the 20th October, which coincided with the announcement of the Government's public spending review. Participation spiked in November to over 250 participants following the front page feature in Waltham Forest News and distribution of the mail pack.

Respondents to the on-line budget tool were broadly demographically representative of Waltham Forest's population in terms of gender. In terms of other demographics, there was a slight skew in respondents to the middle age groups of 35-54, to being White British and to living in the middle of the borough. This news was not surprising for Waltham Forest as they had noted that respondents to these types of exercises (such as self-completion and on-line exercises) tended to be middle aged and White British. Additional, targeted activities are required to engage with younger age groups and ethnic minority residents.

Overall, most residents welcomed the opportunity to get involved and comment. However, some residents questioned whether their opinion would actually count, demonstrating the need for Waltham Forest to ensure that there is a visible feedback campaign implemented. A minority felt that this exercise was a waste of money, lacking the necessary depth to be an effective consultation exercise as it was too high level and broad.

The general willingness to get involved, combined with concerns about the depth of consultation suggests that Waltham Forest may need to carry out more targeted and focussed consultation with some specific services where major or controversial budget reductions are likely. Furthermore, a minority of

participants expressed concerns about the accessibility of the exercise, in the form of digital exclusion for those that do not have access to the internet or have a lack of capacity to engage in a high level exercise such as those with learning disabilities. Reasonable attempts within a limited budget and within the confines of the exercise were made by Waltham Forest to address digital exclusion (through roadshows and library drop-in sessions) and tailor resources to specific groups on request. However, any potential changes or cuts to services that are likely to affect those that may not have been able to engage fully in this exercise, such as services for the elderly or disabled residents, will in future be subject to more targeted consultation which can be made fully accessible and inclusive.

Royal Borough of Kensington and Chelsea

- 2.8 Kensington and Chelsea Council solicits feedback from the public on its budget proposals by contacting businesses and individuals subscribed to its mailing lists, utilising social media tools such as Twitter and posting alerts on Facebook. Kensington and Chelsea also run a feature on the front page of their website and usually allow 3-4 weeks for receipt of comments. As a guide, for its Budget Proposals 2011-12 and 2012-13 Kensington and Chelsea received six comments – the majority from residents. For the current year 2014-15, and the last it received none.

Tower Hamlets resident engagement model

Consultation activities undertaken by the Communications service

- 2.9 Post-2010, the budget did not have an impact on frontline services therefore very little work on consultation/communication was undertaken in relation to resident engagement. This approach altered in the periods 2010/11 and 2011/12 as a result of substantial reductions in public spending where the council carried out a number of activities which included the use and promotion of an online budget simulator tool.²

Information on the budget process has been promoted via the council's local free newspaper, *East End Life*, and also on Twitter. Road shows organised by the finance team were supported by the Communications service in locations such as the Idea Stores. Overall, the initial stage of road shows drew small numbers of people. There appears to be a correlation between the extent of cuts to services, and the numbers of people attending consultation events. This being the case, the council's decision to reframe services as opposed to cutting could explain in part, low turnouts to these road shows.

An example of a successful consultation event in relation to the budget process is an open public meeting hosted in Cubitt Town that was attended by 100 residents and featured a presentation from the Mayor of Tower Hamlets. All council directorates held stalls and a budget calculator was also demonstrated. Other features involved a Q&A session with senior managers and councillors.

²Data on the number of users is not available however this figure is close to 200 hits. The level of usage on the online budget simulator tool YouChoose, on both occasions has been disappointing.

The purpose of consultation work in relation to the budget process has primarily been to obtain feedback from residents to politicians; to articulate priorities; to generate ideas on service reconfiguration; as well as to ascertain emerging trends and needs. Consultation has been predominantly held with the Tower Hamlets Partnership and ward forums. As part of targeted work, literature on the budget process and decisions has been translated into community languages.

The Communications team has early involvement in the budget process which includes being part of the design stage of the report submitted to Cabinet and when the budget setting framework is given to the Cabinet.

Best practice implemented by the council includes the following:

- 'My Tower Hamlets' (the council's online information service), which has 7,000 users
- Budget simulators adopted from local level research.
- Posters and YouDecide – a localisation initiative which offers residents the opportunity to decide how to spend money allocated to their ward on services to improve the local area.

This approach has, however, yielded low results despite high visibility.³ The Communications team has also worked directly with Corporate Strategy and Equality to formulate a response to the recent reforms introduced to the national welfare system.

Resident engagement is part of/and integrated into the council's communications strategy and work. There are no plans or budget to develop a separate resident engagement strategy in the future. The Resources directorate has a minimal account which includes funds for room hire, staff time at road show events and the online budget simulator tool.

Overall, the Communications team has observed that it has not experienced the take-up it would desire of opportunities to become involved in budget setting.⁴

Finance planning team

- 2.10 Staff members are involved in the budget setting process through monthly staff briefings, presentations at finance service team meetings, and staff road shows attended by the corporate director for Resources and Head of Paid Service.

Communication materials issued by the finance team involve internal monthly staff briefings and presentations. Public facing materials include information leaflets on budgets, such as those on council tax.

The finance team has organised budget road shows which involve presentations from finance officers and councillors. Finance officers are also

³ This may in part be due to settled budgets

⁴ Dec-Jan views go to Cabinet to inform process

on hand to support residents with filling out forms and recording feedback. Consultation and communication work around budget setting is ongoing and is carried out through various different routes owing to the long lead time.

Each budget proposal also has an equalities impact assessment and are a key focus in the budget process. An analysis of the findings are carried out which is fed into the report submitted to Cabinet for consideration.

The Mayor's Budget Congress: Resident engagement in the budget process

- 2.11 The Mayor's Budget Congress is an annual event which is specifically designed to provide representatives from the community and voluntary sector with an opportunity to put forward their concerns and ideas to inform the budget debate. The most recent Budget Congress occurred on February 25th 2013 and followed a programme of Budget Roadshows.

Involvement

The purpose of the Budget Congress was to communicate Partnership budgets, implications and future opportunities/issues. It was not a public consultation, as this happens at the Budget Roadshows. The Congress was hosted by Mayor Rahman and included presentations and workshops led by members of the Partnership Executive.

The event brought together non-executive members of some of the partnership's key Boards, Forums and local organisations to discuss the financial impacts on all services - and how despite the additional cuts they could continue to work to achieve the best possible outcomes for their communities.

When producing the invitations list, there was a deliberate effort to focus upon non-executive resident chairs where possible. To this end, around 150 invites were extended to public and private sector bodies, faith organisations, housing associations, local third sector groups and residents who volunteered as 'Money Matters' champions. Chairs of resident forums were also invited, including those from housing association panels, disability networks and wider community forums (e.g. LGBT networks, the New Residents & Refugee Forum and demographic groups such as Chinese and Somali associations). Additionally, the leaders of all political parties represented in the council were invited.

Issues

At the Budget Congress presentations were made by the following:

- Mayor Lutfur Rahman (on the Public Sector Challenge in Tower Hamlets)

- Tower Hamlets Council (on the impact of welfare reform and the council's budget)
- Metropolitan Police
- NHS Tower Hamlets Clinical Commissioning Group
- London Fire Brigade and Tower Hamlets Homes.

Following the presentations, partners led facilitated workshops. The purpose of the workshops was to explore links and opportunities for continuing to deliver improving services for citizens despite financial challenges.

Each workshop group identified key recommended actions to take forward with participants of the Budget Congress and the Partnership Executive during the 2013/14 financial year and beyond. These actions were discussed at the Partnership Executive meeting on 25th June, where it was agreed that these recommendations would form the basis for the next steps and that the Community Plan Delivery Groups would use them as the basis for developing the detail of the follow on action plan. This further supports residents' input into the budget process through the Tower Hamlets Partnership structure.

Learning from elsewhere

- 2.12 The following are examples of local authorities within London who are using different approaches to Tower Hamlets to engage the public in budget setting.

Redbridge Council

Redbridge Conversation is an initiative which involved more than 4000 people during the period 2011/12 in a budget consultation exercise through the use of 'You Choose', the council's budget consultation tool. Redbridge ran more than 35 community events to ensure a cross-section of the borough's population took part. Lack of internet access was no bar – the council undertook a major programme of community events to ensure that people without access to the internet were given the opportunity to complete 'You Choose', providing access through:

- Libraries with the assistance of trained librarians
- Day care centres
- Centres for English language training
- 35 public and service user events
- Advocacy work with umbrella organisations including Redbridge Council for Voluntary Service, Redbridge Pensioners' Forum and the Redbridge Faith Forum.

The Redbridge Adult Institute for Education also included 'You Choose' in over 30 of their Neighbourhood Learning, Counselling, Family Learning and Childcare and Education courses for people with learning disabilities.

Brighton and Hove City Council's Budget Consultation

During the period 2012/13 an online budget simulator was available on Brighton and Hove City Council's website, intranet and through the library network. A representative sample of 3,000 citizens was invited to complete, through:

- Three budget workshops in different communities
- Staff consultation meetings
- Briefings for Community and Voluntary Sector (CVS) on the process
- Specific budget consultation meetings/workshops with other equality groups.

The consultation involved officers from across the council's functions, including Strategic Finance, Communications, Scrutiny, Communities and Equality, and Children and Family Services. Partners were also engaged, including community and voluntary sector representatives such as the Equalities Network. In undertaking the consultation with other equality groups Brighton and Hove felt it was necessary to present the budget proposals under key themes in order that they could start to engage with the paper.

Brent Council

Resident engagement in Brent has taken on various forms which include open public meetings. In 2012-13, Brent carried out five ward meetings; however no quantifiable data is available.

In the current year, a number of consultation activities have been undertaken. A community engagement agency called Community Research was hired to organise and support eight workshops. Of these eight workshops, five were aimed at specific demographic groups. The engagement agency recruited participants based on quota sampling, and the workshops were structured towards demographics and groups that Brent wished to engage with, including young people, CVS representatives, and adult social care users and carers.

Over 200 residents attended these eight workshops which lasted two and a half hours. The format included ice breaking sessions at the beginning with questions posed on the purpose of the workshop. The workshop for young people was tailored around quizzes and simulated budget exercises, using a pack of cards to prioritise services; this activity was conducted as a group exercise with a rationale being provided at the end of the activity by the young participants.

The purpose of consultation work in relation to the budget process at Brent has been to gain better understanding of residents' priorities, needs and concerns. It has also provided the public with an opportunity to understand local government context, such as how local authorities operate and where

revenue comes from. The style and content of the workshops was designed to help residents to discuss the challenges around financial decision making in a rational and unbiased way.

In addition, Brent employees were encouraged to take part in consultations and in turn persuade their family and friends to partake too. Information was also distributed in newsletters both internally and externally. A 20 minute video that captured key moments from the workshops was also produced, to be used for future promotions on consultation work. Brent has promoted its consultation events on Facebook and Twitter. Area Forums were used although it is important to note that these were neither genuinely participative nor deliberative as they form part of the statutory consultation groups.

Leaflets on the budget process are distributed to residents and information is made accessible through Brent Council's monthly newsletter which publishes the results.

3. KEY FINDINGS AND RECOMMENDATIONS

3.1 Perceived lack of interest amongst residents to participate in budget setting

3.1.1 As part of the Challenge Session, the Review Group heard from several residents that many local people felt indifferent about the budget setting process, because financial decision making is not an easily understood subject. The Service Head for Communications and Marketing supported this view by citing the low number of attendance figures at road shows during the period 2010 to 2013. However, it was pointed out to the Group that this may be because the council, until recently, has been in a position where it has not been required to make cuts. This may have contributed to the perception that there is lack of interest amongst residents in getting involved with budget setting.

3.1.2 Many residents felt that if they were offered the opportunity to influence the design and delivery of a service then they would be placed in a position in which they could meaningfully contribute their views, and feel that their opinion counted instead of being provided an online budget simulator. Many contributors felt that the latter option did not help increase their understanding around budget decisions.

3.1.3 The Review Group heard from Clive Mitchell, a programme manager at Involve, who challenged the presumption that residents are not interested in local authority spending, and contended that the main barriers to public

engagement can be imposed by councils themselves, such as a lack of opportunities given to residents to participate. Furthermore, the public are less likely to buy into a process that uses a 'tick-box' and top down approach to engagement because of its impression that the council controls the agenda.

Research undertaken in advance of the session on consultation methods by other local authorities in London has highlighted that standing forums such as tenant and resident associations (TRAs), have tended to be composed of the same groups of people, and do not offer the opportunity to engage more widely. Consulting the views of the same groups or people on a regular basis, may also present another problem. As we have seen from Camden Council, it is important to avoid "over consulting" – people may become disinterested in consultation if they feel they are being bombarded by surveys seeking their views, especially if they feel the views they provide are not 'making a difference'. The Acting Corporate Director of Resources acknowledged that the council needs to find better ways of engaging people in budget setting. However, these new approaches need to add value to consultation outcomes.

Recommendation 1: That the council educate residents on the importance of budget setting by involving them in the co-design and co-production of consultation activities and communication.

Recommendation 2: That the council decision making process be made as visible as possible to stimulate resident interest.

3.2 Incomprehensible material on financial budgets

- 3.2.1 A further challenge to budget consultation is presented by the fact that the public is generally unfamiliar with the local government finance system and how the budget is set. A large majority of the Challenge Session participants felt that the material on financial budgets issued to the public is difficult to understand and convoluted. The assistant director for policy at Brent Council echoed this finding saying "that consultation work undertaken by Brent has exposed that residents find it difficult to understand budgets and quantify services".
- 3.2.2 A simulator trial of an online budget calculator tool by residents during the Challenge Session exposed a number of deeper issues about a lack of understanding amongst local people on the scope and purpose of council services. In addition to a lack of awareness on the council's role, obligations and who it serves as well as the functions of council tax, business rates and Government grants. This can potentially have a huge impact in diminishing resident interest in budget setting, and reinforces the importance of developing

understanding amongst local people in order to foster and increase citizenship.

Furthermore, whilst there were some session contributors who regarded the budget simulator as a useful learning tool to educate people about finance decisions, an equal number found it complicated to use and felt that it can isolate segments of the borough's population who are not digitally literate. Clive Mitchell from Involve, in his presentation on the barriers to public engagement in budgets recommended tackling the complexity that many residents have cited being faced with when reading financial materials such as council tax leaflets, by introducing information in a clear and comprehensible format. Clive also challenged the presumption that the budget process is too complex for residents to understand, by drawing attention to the diversity of the borough's communities and highlighted that a tailored approach that explicitly addressed the issues, concerns and expectations of the broad communities so that they can relate to them would be more successful in engaging people.

- 3.2.3 From the work undertaken by Brent and Brighton and Hove Council we can see that it is necessary to provide information to people in a form that they can digest and discuss reflectively upon choices posed by the budget.

Recommendation 3: That the council's public-facing materials should educate and engage residents on budgets, seeking to make these as easy-to-understand as possible.

3.3 Conflicting perspectives on what exactly resident engagement is

- 3.3.1 There was a general consensus amongst both the Review Group and the Challenge Session participants that consultation can be viewed very differently by the people involved. One contributor felt that a stable political party was needed for this to be effective.
- 3.3.2 The role and responsibilities of elected councillors, particularly in conveying resident opinion is a key concern amongst local people. The review group Chair reminded the Challenge Session participants that there are numerous ways and opportunities for residents to discuss their concerns and ideas on budget decisions with ward councillors.

Recommendation 4: That the council tap into all the networks in Tower Hamlets to communicate messages about the budget process.

3.4 Appraisal of approaches to resident engagement

- 3.4.1 From research carried out in advance of the session, one-off pieces of engagement work have generally been considered a better technique because these are good at attracting a different audience.
- 3.4.2 Milton Keynes, Bristol and Croydon have all undertaken referenda on council tax levels which have secured response rates similar to or greater than the response rates for their local elections. This method can involve allowing residents to vote in polling stations on their preferred options, but other channels such as post, telephone and the internet can also be used. It is the most high profile form of budget consultation and an authority which adopts this approach usually attracts considerable media attention and community engagement.

The financial costs in organising referenda are substantial and so this method is most suitable for where there is relatively significant 'choice' between a small number of relatively simple options, as there is a limited opportunity to get across meaningfully the complexities of the budget setting. The communication is a one-way process – leaflets are usually used. Experience also suggests that there is a tendency in referenda and other large-scale consultations for residents to opt for the lowest option, for example the minimum rise in council tax.

There is a point at which referenda and larger surveys on budget issues cease to be consultation methods which inform the decision making process. A referendum with a high participation rate that produces a clearly favoured position(s) provides decision-makers with little flexibility in implementation, especially in the case of council tax referenda which are triggered by statutory provisions. If a large-scale quantitative survey was undertaken, members would need to be prepared to act upon any of the options offered. However, if the council were to implement such a survey's findings, there could be advantages for the authority in terms of being perceived as responsive to the community's wishes.

The costs of undertaking referenda are relatively high and no authority has recently repeated a council tax referendum. They are perhaps best seen as a mechanism to be used on a one-off basis rather than as long-term sustainable consultation strategy.

3.4.3 *Postal Survey*

A large-scale postal survey is another method used by authorities to consult on the budget. Barnet Council, for example, has sent an annual postal survey to all residents asking for their opinion on a number of budget issues, including the level of council tax. The response rate can be relatively high at around 10%. This method is quite similar to conducting a referendum although it is not as high profile. Costs and response rates are also considerably smaller but not insignificant. This means that postal surveys can be suitable when there are discernible but smaller differences between the various options offered.

Many of the difficulties associated with referenda also apply to large-scale postal surveys. It is similarly difficult for the authority to convey the

complexities of the issues and if one option were strongly favoured in the responses, it would be difficult for the council not to implement it. Due to lower costs, it is financially reasonable to undertake a postal budget and council tax survey annually. In this respect, it could be seen to be a more feasible long-term option than referenda. However, there is a danger that the authority would be setting a difficult precedent. For example, if the authority offered a number of budget options in its first consultation year, there may be considerable criticism if in future years it did not provide the same or 'improved' options. Of course, this may not be possible due to a change in financial circumstances such as a significantly amended government grant.

3.4.4 *East End Life*

Using *East End Life*(EEL) as a tool to consult with residents about budget and council tax issues has an initial appeal. Most obviously, it would cost less than an independent postal survey and its wide circulation and popularity suggest a potentially high response rate. Some local authorities already use their magazine or newspaper for this purpose. A page or special insert could be dedicated for this purpose in EEL with a questionnaire and freepost envelope provided for responses. It is essentially another form of postal survey and so its merits and difficulties are essentially the same as those outlined above.

3.4.5 Qualitative and deliberative techniques are often used in consultation as they can provide a more sophisticated understanding of resident's views than a quantitative survey. They do not attempt to provide statistically reliable data but aim to understand why people make particular choices. The most common of these techniques used in budget and council tax consultation are:

- Focus Groups
- Public Meetings
- SIMALTO

Simultaneous Multi-Attribute Level Trade Off (SIMALTO) is a specific modelling technique that has been used recently for budget consultation by a number of authorities. It uses computer technology to offer a large number of options, simultaneously modelling their implications. It incorporates both quantitative and qualitative elements and aims to provide far more robust and actionable findings than more traditional consultation techniques. Simalto may be able to provide a more 'scientific' approach to budget consultation and allow the council to consult in a sophisticated way to produce more subtle findings. However, there are a number of difficulties with adopting such an approach to budget and council tax consultation in Tower Hamlets. Firstly, Simalto is a relatively expensive technique. Each survey, which would be undertaken by a commissioned research company, is undertaken on a one-to-one basis and takes a longer time for completion than a standard survey. This means that only a relatively small number of residents could participate. Secondly, in order to be effective, Simalto would require considerable officer time. The modelling works by calculating the combined effect of a wide range

of 'trade-off' scenarios and the successful operation of the technology relies upon good-quality information. These 'what if' scenarios and their implications need to be accurately worked through by officers.

Tower Hamlets Council's online media tools

- 3.4.6 Participants in the Challenge Session, particularly youth councilors felt that the council's website is overlooked. They were also concerned that the council is not maximising on the potential exposure that online media tools provide in attracting more young people to engage with the council on important issues affecting the borough. Many residents also expressed their dissatisfaction with accessing the council's online information tool – MyTowerHamlets; the Review Group heard how some residents found the content on it vague and were deterred from using it further.
- 3.4.7 In consideration of the above techniques combined with the low levels of engagement in annual budget setting reported, sustained use of these approaches will not yield higher numbers of respondents and is not the right way for the council to move forward in its consultation efforts. For the council to keep pace with the borough's mobile population it needs to use channels which offer residents flexibility and convenience, such as mobile phone alerts and social media which is readily available to download as a software application on handheld portable devices.

Recommendation 5: That the council revamp its website to appeal to young people in the borough and explore a range of online social media tools to model budget setting.

3.5 Learning from elsewhere

- 3.5.1 Redbridge Council's consultation technique appears to be modelled on a grass roots approach. It can be seen to take wherever an opportunity exists to interact with service users to foster citizenship through personal learning.
- 3.5.2 Brighton and Hove's deliberative method to engaging non-finance people in financial decision making is based on an ethnographic approach. This mechanism of consulting with different communities within its borough not only recognises the mixed nature of communication audiences, but defines service-specific information to reflect life stages such as young people and elderly service users. Therefore, increasing the likelihood of groups being informed and consulted with, who may not be reached by generic campaigns.
- 3.5.3 Young people who took part in one of the workshops carried out by Brent Council were robust and possessed the most interesting views on budget prioritisation. There was a strong sense of accountability and many considered Brent to be too paternalistic in its approach to service provision. Furthermore, from the work undertaken, a clear message on avoiding duplicating national work at a local level was strongly articulated. The workshops also offered Brent Council a chance to challenge misconceptions around its back office

functions and internal workings. Dialogue had with residents revealed that they had been influenced by Government rhetoric on matters that had not impacted Brent, such an increase in council tax.

Brent has also learnt that its online budget simulator has been useful for residents to look at the consequences of budget decisions in the borough. Since its implementation in September 2013, over 500 people have used this budget simulator. The results generated are almost identical to those from the workshops carried out. An incentive was provided with completed entries being entered into a prize draw for vouchers.

- 3.5.4 There are very real concerns about whether the public can understand the technicalities and the choices around budget setting. Therefore, it is essential that the council build an element of deliberation into the consultation techniques that it adopts in the future. As we have learnt from the experiences of Brighton and Hove Council and Brent it is a necessity that the council view its target audience as a series of expanding boundaries. There is a strong case for considering consultation mechanisms that will provide those who are not regularly heard, a chance to become involved in the budget process. If the budget choices the council needs to make are going to have maximum legitimacy especially with cuts in frontline services impending, then consultation that reaches beyond stakeholders and the usual statutory groups should be considered.

Recommendation 6: That the council commissions a community research organisation to undertake quota sampling structured towards demographics that the council wishes to engage with, to ensure that consultation results are sensitive to the voice of all the diverse communities within the borough.

3.6 Factors that would influence future resident engagement models

- 3.6.1 In a context of growing pressures on local authority budgets, many councils have had to scale back on consultation and communication work carried out in relation to the budget process due to cuts in resources. There are a number of factors that need to be taken into consideration when the council decides which techniques to pursue in the future, for consulting on the budget process. In this difficult landscape the council must educate residents and partners on its role and responsibilities as seen at Redbridge and Brent Council, and the restrictions it faces which include less financial and officer resources to devote to supporting consultation, as well as uncertainty around the level of commitment from the council to acting upon consultation findings.

3.7 Going forward

- 3.7.1 A lack of recognition of local involvement from residents by the council was identified as a key issue by a number of Challenge Session participants. Residents stressed the need for their efforts and commitment to be recognised

through council reward schemes, such as offering a council tax rebate. However, the Review Group was mindful about the feasibility of the council offering reward schemes to residents in the context of increasing fiscal pressure.

Recommendation 7: That the council be open to exploring a range of creative approaches to reward schemes for residents who participate in the budget process.

4. CONCLUSIONS

- 4.1 This Challenge Session involved an in-depth appraisal on the methods undertaken by the council in their approach to involving residents in the budget process within the period 2010-2013; particularly the barriers which may exist for public engagement in budget setting. Overall, the Group felt that there were a number of areas in which alternative approaches to the current engagement model for consulting and communicating with residents would significantly improve the number and demographic of local people who are interacting with the council on budget decisions. Furthermore, the Group felt that a grass roots approach which involves a far wider remit of people will support sustaining resident interest.

Agenda Item 7.5

Committee: Overview & Scrutiny	Date: 1 April 2014	Classification: Unrestricted	Report No:
Report of: Cllr Stephanie Eaton, Overview & Scrutiny Committee Originating officer(s) Shamima Khatun, Strategy, Policy and Performance Officer Corporate Strategy and Equality		Title: Tower Hamlets Council's Approach to Support Staff with Specific Learning Difficulties Wards Affected: N/A	

1. **EXECUTIVE SUMMARY**

- 1.1 This report presents the Overview and Scrutiny Committee with a summary of the findings of a Scrutiny Challenge session held in December 2013 which explored how the council identifies staff with specific learning difficulties (SpLD) and what it can do as an employer, in terms of making reasonable adjustments, to support disabled staff and ensure they are able to reach their full potential at work. It sets out a number of recommendations to improve practice and performance in this area.
- 1.2 In the context of this Challenge Session, SpLDs was confined specifically to dyslexia, dyspraxia and working levels of autism.

2. **DECISIONS REQUIRED**

- 2.1 Overview and Scrutiny Committee is asked to:
- Agree the draft report and the recommendations contained within it for submission to Cabinet.
 - In the event of them requesting any amends to the report; authorise the Service Head for Corporate Strategy & Equality to amend the draft report before submission to Cabinet, after consultation with the Challenge Session chair.

3. **BACKGROUND**

- 3.1 Disability (including specific learning difficulties) is a protected characteristic under the Equality Act and Public Sector Equality Duty. The Public Sector Equality Duty (PSED) came into force in April 2011, and was created under the Equality Act 2010 – a single legal framework created to protect the rights of individuals and promote equal opportunity for all.
- 3.2 The Equality Duty was designed to shift the onus from individual to communal responsibility, placing an obligation on public authorities to advance equality.

It aims to embed equality considerations into the day-to-day business of public bodies and extend it across the protected characteristics.

- 3.3 Based on an understanding of this protected characteristic, the council as both a public facing organisation and employer needs to pay due regard to:
- Eliminating unlawful discrimination, harassment and victimisation notwithstanding other forms of conduct prohibited by the Act
 - Advance equality of opportunity amongst people who share a protected characteristic and those who do not
 - Foster good relations between different groups
- 3.4 To demonstrate this 'due regard', the council is expected to identify and remove/mitigate disadvantages suffered by individuals because of their disability, as well as take steps to meet the needs of this protected group. In addition to encouraging people from this protected group to engage in active citizenship where their participation is disproportionately low.¹
- 3.5 Staff user profile in relation to disability reveals that in 2012/13, 4.18% of the workforce declared that they meet the Disability Discrimination Act definition of disability. The percentage of people with a disability within the council remains stable over the period 2011 to 2013, though below the target level with significant numbers of staff members – approximately 20% of the workforce not disclosing this information. The profile of disability amongst the council workforce, therefore, closely reflects the wider borough.² The relatively high proportion of staff that choose not to disclose their disability status suggests that there may be factors which prevent staff from declaring, such as fear of discrimination and lack of awareness of or confidence in the support available for staff.
- 3.6 The low level of disclosure of disabilities has been identified as a persistent area of concern by members of the council's Disabled Staff Forum and services involved in communicating the assessment process and delivery of support – ICT/Agilisys and HR. The weight of this issue has been reinforced through feedback received via various channels which includes staff forum events hosted by HR and ongoing work carried out by the One Tower Hamlets team and HR in supporting the Disabled Staff Forum. The Scrutiny lead member for Resources wanted to review the current process used to identify/assess specific learning difficulties and the support provided to staff in the workplace, and highlight and address the impact of insufficient provision on the retention/promotion of people with hidden disabilities in the council's workforce. In addition the Challenge Session explored what improvements could be made by the council to the present assessment process to make it easier for staff with learning difficulties to access support, and to develop its communications to raise awareness amongst line managers.

¹ Equality and Human Rights Commission. (2012). Equality Duty. [on-line]. <http://www.equalityhumanrights.com>.

² Please note that the council does not disaggregate the data collected on disability so there is no further breakdown available by category.

- 3.7 The aim of the challenge session was to explore how the council identifies staff with specific learning difficulties (SpLD) and what it can do as an employer, in terms of making reasonable adjustments, to support disabled staff and ensure they are able to reach their full potential at work.
- 3.8 The Challenge Session took as its starting point the low declaration rates amongst staff regarding disclosing hidden disabilities and drew on external expertise to assess the performance of the council in supporting staff with learning difficulties.
- 3.9 The objectives of the Challenge Session were to investigate the issues that staff with dyslexia, dyspraxia and working levels of autism face in relation to the workplace and career progression. The session also sought to explore whether the current support in place for staff with learning difficulties is equal to that given to staff with physical disabilities. In the process, potential solutions were identified to raise awareness of learning difficulties, increase declaration rates and testing amongst staff and find aids/resources that can support staff members in the workplace.

3.10 Core questions asked during the Challenge Session were:

- What processes are in place to identify staff with learning difficulties?
- Which service(s) are involved in the assessment process?
- What support is currently available for staff with dyslexia, dyspraxia and autism? Is there enough support?
- Could any improvements be made to the assessment process to make it easier for staff with learning difficulties to access support?
- Does the process take into account the impact of insufficient provision on the retention/promotion of disabled staff in the council's workforce?
- What guidelines/resources are available for managers to follow in providing support for their staff members?
- How are assessing staff trained to ensure that they are fully aware of the support required for staff with (hidden) learning difficulties?

- 3.11 The report of the Challenge Session is attached as Appendix A. It provides a summary of the findings of the Review Group and makes seven recommendations to improve performance in this area:
- I. That an internal communications action plan be developed to increase the proportion of staff who declare whether or not they have a disability.
 - II. That the current assessment process for accessing support for staff with learning difficulties be streamlined through the development of a defined/structured flowchart which clearly outlines the process and roles of HR, Agilisys and Occupational Health and that this information be available on the intranet for staff and managers.
 - III. That managers are up-skilled through training to raise awareness of hidden disabilities and that progress in this area is monitored at performance reviews.

- IV. That an accessible catalogue of software available for staff with learning difficulties which is compatible with the council's new ICT system/platform and adaptable for different working environments be developed.
- V. That a centralised budget be agreed to pay towards reasonable adjustments for staff with learning difficulties.
- VI. That the stigma associated with learning difficulties be tackled through training and appointment of Disability Champions within service areas in order to build awareness of hidden disabilities across the organisation.
- VII. That the current training package on disability for managers is reviewed by HR, eliminating unconscious bias towards physical disabilities and enabling staff with learning difficulties to articulate their experiences through a range of methods such as theatre workshops and Q&A sessions.

4. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 4.1 The report makes seven recommendations, detailed in section 3.11 above, all aimed at improving Tower Hamlets Council's approach to supporting staff with specific learning difficulties.
- 4.2 A number of these recommendations are likely to involve strengthening and improving current provision in this cause and thus can be funded out of existing HR and training budgets.
- 4.3 However, there is currently no specific corporate provision to pay for reasonable adjustments for staff with learning disabilities and these are generally paid for out of directorate budgets. If this is to be a Corporate Led Initiative, funding will need to be set aside for this purpose and further assessments will need to be undertaken to identify the sum required.

5. COMMENTS OF THE CHIEF LEGAL OFFICER

- 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 which ensure the committee has specified powers. Consistent with that 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, as appropriate, in connection with the discharge of any functions. It is consistent with the Constitution and the statutory framework that this scrutiny review be submitted to Cabinet for its consideration of the report and recommendations of the Overview and Scrutiny Committee.

- 5.2 The Council has duties to 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 do not.
- 5.3 The Council needs to recognise that discrimination can be indirect as well as direct and that policies and procedures which are applied equally to all staff may have a disproportionate impact on certain staff with protected characteristics such as staff with disabilities. An example of this would be requiring all staff to submit written application forms or undergo written interview tests which may disproportionately disadvantage staff with problems such as dyslexia. As well as carrying out the exercise of identifying obvious “direct” issues which may adversely impact staff with the described disabilities and putting into place programmes and sourcing equipment to assist such staff, the Council should also look at employment processes and procedures which may have a disproportionate effect on these staff and consider ways in which these can be adjusted to ameliorate this effect. The Council will also need to have regard to any changes in legislation which might alter the duties and obligations that exist in regard to staff with disabilities.
- 5.4 There are no immediate legal implications arising from this report.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 The recommendations contained in the report will advance equality of opportunity for council employees with specific learning difficulties (hidden disabilities). In line with the Equality Act 2010 and the Public Sector Equality Duty, embedding recommendations will also ensure that staff members are shown due regard and their needs are considered in professional/personal development plans and workforce strategy planning.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

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

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 There is a risk that if the assessment process is deemed not to evidence due regard, the council may be vulnerable to legal challenge by employees (employment tribunals) as there may be an associated risk based on non-compliance with the Public Sector Equality Duty that was imposed in April 2011, and was created under the Equality Act 2010.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 9.1 There are direct disorder implications arising from this report as disabled staff are currently over-represented in grievances, harassment and discrimination complaints, raising approximately 10 per cent of complaints.

10. EFFICIENCY STATEMENT

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

11. APPENDICES

Appendix 1 –Tower Hamlets Council’s Approach to Support Staff with Specific Learning Difficulties Scrutiny Challenge Session Report

Appendix 2 – Research on Specific Learning Difficulties (SpLDs)

Appendix 3 – Presentations from experts in the field of learning difficulties

SCRUTINY CHALLENGE SESSION REPORT

**Tower Hamlets Council's Approach to Support Staff with Specific
Learning Difficulties
Scrutiny Challenge Session Report**



TOWER HAMLETS

March 2014

Chair's Foreword

The spectrum of specific learning disabilities such as dyslexia and dyspraxia are among the most common and subtle barriers to a person achieving their full potential. It is remarkable and regrettable how many people make it through to adulthood before a diagnosis. Fortunately there is much that can be done through technology to assist people with a specific learning disability. Sometimes all that is required is patience – allowing a colleague a bit more time to get to grips with a document.

Tower Hamlets Council is determined to support all disabled staff, working with the disabled staff forum, unions, the Human Resources team as much as we can. For staff with specific learning disabilities this may involve more than just making 'reasonable adjustments'. The council may be called upon to support a member of staff who is unaware that they have a disability through the process of diagnosis and acceptance of the condition. The challenge of supporting people with a diagnosis of a specific learning disability is made harder by a general stigma within society about the existence of learning disabilities such as dyslexia, and the unwarranted assumptions about the abilities of a person who has received a diagnosis. The experiences of people with a learning disability and the evidence provided by our experts show that as a society we have a long way to go before prejudice and stereotyping of learning disabled people is eliminated.

It would be wrong and complacent to assume that within Tower Hamlets Council all managers are informed, sympathetic, listening and keen to help their staff with learning disabilities. When I proposed this scrutiny review, I was pleased that council officers were keen to engage with it, but also concerned that so little was known about specific learning disabilities, and the technological support available for people with a specific learning disability.

I believe that the detailed and specific recommendations of this report, if implemented, will help to ensure that Tower Hamlets Council supports its staff with specific learning disabilities. This is only a first step. The situation will need to be monitored and reviewed, and those staff who are affected will need to continue to be consulted and heard. I hope this review will be sent to all managers – so that they are alert to the possibility that their staff may have a diagnosed or undiagnosed disability, and they have the tools to respond sympathetically and appropriately.

Specific learning disabilities are common. They do not imply that a staff member lacks talent, creativity, intelligence or ability. If we can reduce the stigma and increase support for our staff, the council, its residents and business and our staff will all benefit.

This report could not have happened without the hard work of Shamima Khatun from the Corporate Strategy and Equality team. The expert evidence from the British Dyslexia Association, experts from the Dyspraxia Association, the Disabled Staff Forum informed and enriched the report. Colleagues from Agilisys advised on technological solutions and made a valuable contribution. My thanks to them all.

1. INTRODUCTION

- 1.1 Physical, policy and attitudinal barriers can be faced by disabled people in their daily lives which can impact on the opportunities open to them in many areas of life including employment. For people with hidden disabilities, it may be less obvious what these barriers are. This concern has been at the forefront of issues raised by members of the Disabled Staff Forum in recent years, and has become exacerbated for some as a result of the council's transition to a virtual working environment. Suitable working conditions are critical in enabling employees to work and perform to the council's expectations.
- 1.2 This Challenge Session took place to explore how the council identifies staff with specific learning difficulties (SpLD), and what it can do as an employer, in terms of making reasonable adjustments to support disabled staff in the workplace. The Challenge Session participants were keen to understand the extent to which perceived flaws in the assessment process by employees that have undergone this assessment impacted on the performance and career progression for staff with SpLDs and the subsequent effect of this on disclosure of disabilities among staff. The Session provided an opportunity to undertake an internal health-check on the council's performance on supporting staff with learning difficulties.
- 1.3 The objectives of the challenge session were to investigate the issues that staff with dyslexia, dyspraxia and working levels of autism face in relation to the workplace and career progression. The session also sought to explore whether the current support in place for staff with learning difficulties is equal to that given to staff with physical disabilities. In the process it was hoped that potential solutions would be identified to raise awareness of learning difficulties, increase declaration rates and testing amongst staff and find aids/resources that can support staff members in the workplace.
- 1.4 Core questions for the challenge session were the following:
- What processes are in place to identify staff with learning difficulties?
 - Which service(s) are involved in the assessment process?
 - What support is currently available for staff with dyslexia, dyspraxia and autism? Is there enough support?
 - Could any improvements be made to the assessment process to make it easier for staff with learning difficulties to access support?
 - Does the process take into account the impact of insufficient provision on the retention/promotion of disabled staff in the council's workforce?

- What guidelines/resources are available for managers to follow in providing support for their staff members?
 - How are assessing staff trained to ensure that they are fully aware of the support required for staff with (hidden) learning difficulties?
- 1.5 The Challenge Session was facilitated by Shamima Khatun from the Corporate Strategy and Equality service and was chaired by Cllr Stephanie Eaton, Scrutiny Lead for Resources. It took place on Wednesday 15th January 2014.
- 1.6 Presentations were delivered by experts in the field of specific learning difficulties during the challenge session. In addition, information was received from Human Resources in relation to workforce profile and on past and present work streams to promote equality for disabled staff. Representatives from Agilisys and the Client Support services (who are responsible for the delivery and maintenance of the council's ICT platform) were also present at the session.
- 1.7 The Group heard anecdotal evidence from key witnesses which included employees with learning difficulties and the chair of the Disabled Staff Forum on their experience(s) with the assessment process, and subsequent adjustments provided in the workplace.
- 1.8 The session was attended by:
- | | |
|------------------------------|---|
| Cllr Stephanie Eaton (Chair) | Scrutiny Lead, Resources |
| Tina Dempsey | HR Talent Strategy Manager, Resources |
| Ben Kelly | Service Director for LBTH Account, Agilisys |
| Shirley Hamilton | Service Head, Client Team |
| Professor Amanda Kirby | GP, Patron of the Dyspraxia Association in New Zealand, Advisor to the Dyspraxia Association in Ireland, Medical Advisor to the Dyspraxia Foundation in the UK, Founder of Movement Matters UK and Chief Executive of Do-IT Solutions Ltd |
| Margaret Malpas | Co-Chair of the British Dyslexia Association (BDA) and Founder of Malpas Flexible Learning Ltd |
| Paul Gresty | Senior Strategy, Policy and Performance Officer, Corporate Strategy and Equality |
| Robert Driver | Senior Strategy, Policy and Performance Officer; Education, Social Care and Wellbeing and Co-chair of the Disabled Staff Forum |

John Williams	Clean and Green Programme Manager; Communities, Localities and Culture
Sophia Stewart	Highways Information Officer; Communities, Localities and Culture
Kerrith Stewart	Technical Support Officer; Communities, Localities and Culture
Frances Jones	Service Manager – One Tower Hamlets, Corporate Strategy and Equality
ShamimaKhatun	Strategy, Policy and Performance Officer, Corporate Strategy and Equality

2. BACKGROUND

The Equality Act

- 2.1 Disability (including learning difficulties) is a protected characteristic under the Equality Act and Public Sector Equality Duty. As a public sector body, the council is legally required to demonstrate ‘due regard’ in all its functions, including its responsibility as an employer.

Definition of disability

- 2.2 Disability is defined under the Equality Act 2010 as a physical or mental impairment that has a ‘substantial’ and ‘long-term’ negative effect on someone’s ability to do normal daily activities.

The Disability Discrimination Act 1995

- 2.3 The Act prohibits discrimination against disabled people in a range of circumstances, covering employment and occupation, education, transport, and the provision of goods, facilities, services, premises and the exercise of public functions. Only those people, who are defined as disabled in accordance with section 1 of the Act, and the associated schedules and Regulations made thereunder, will be entitled to the protection that the Act provides.

Specific Learning Difficulty (SpLD)

- 2.4 The term ‘Specific Learning Difficulty’ (SpLD) refers to a difference/difficulty people have with particular aspects of learning. The most common SpLDs are dyslexia, dyspraxia, attention deficit disorder (ADD), attention deficit hyperactivity disorder, dyscalculia and dysgraphia.

All specific learning difficulties (SpLDs) exist on a continuum from mild to moderate through to severe. Common patterns of behaviour and experience do exist but there is a range of different patterns of effects for each individual. SpLDs are independent of intellectual ability, socio-economic or language background. Having a SpLD does not predict academic potential. However, the path to achievement is

usually more challenging and may require far greater (usually unseen) effort and a distinct set of skills.

National Demographics

- 2.5 In the UK overall, 6.6 million people have a disability of which a sixth do not currently work but would like to do so. This represents a significant potential resource. Research commissioned by the Department of Health estimates that the prevalence rate of learning disabilities amongst the general population in England is at 2%, approximately 985,000 people.¹ Dyslexia affects about 8-10% of the UK's population and is the most common and widely understood of the SpLDs; this is mostly due to its direct impact upon academic success, job prospects and career progression. Developmental Co-ordinator Disorder (DCD), also commonly known as dyspraxia, is a motor co-ordination disorder affecting about 2-3% of the UK's adult population and impacting on everyday life skills. DCD/Dyspraxia is distinct from other motor disorders like stroke and cerebral palsy.

Autism Spectrum Disorder (ASD) – is a spectrum of difficulties that affects communication, social relationships and behaviour. It includes Autism, Asperger's Syndrome and Pervasive Developmental Disorder Not Otherwise Specified. The 'spectrum' element of the disorder means that whilst all individuals with ASDs share similar traits and difficulties, their condition will affect them in different ways and to varying degrees. Approximately, 1% of the UK population is affected by Autism Spectrum Disorder.²

Profile of Learning Difficulties in Tower Hamlets

- 2.6 Tower Hamlets has a registered population of 267,293 of which there are an estimated 4,870 people in Tower Hamlets with a learning disability.³ Within London, Tower Hamlets has the second highest number of adults (2,000) in the borough with autism; Southwark is the highest at 2,200.

Staff User Profile in Relation to Disability

- 2.7 In 2011/12, 4.05% of the council's workforce declared a disability and this rose to 4.18% (217) by 4 people, which is less than 1% in 2012/13. The council workforce, therefore, closely reflects the wider borough in terms of disability.⁴

The council's target in relation to disability relates to the percentage of staff who declare that they meet the Disability Discrimination Act (now

¹ Centre for Disability Research, *People with Learning Disabilities in England*. Centre for Disability Research (Report 2008:1).

² Professor Amanda Kirby and Dr Ian Smythe, *The Hidden Impairments: A specific learning difficulty guide for employers*. Do-IT Solutions (2013).

³ Tower Hamlets Joint Strategic Needs Assessment 2010-2011, *Learning Disabilities in Tower Hamlets*.

⁴ Please note that the council does not disaggregate the data collected on disability amongst staff.

Equalities Act) definition of disability and the percentage is calculated based on the total number of staff who declare that they have or do not have a disability. Not-knowns are excluded. The percentage of people with disabilities within the council remains stable over the period 2011 to 2013 at approximately 4 per cent, though below the target level, and with significant numbers of staff – approximately 20 per cent of the workforce not providing information as to whether or not they are disabled.

- 2.8 A proxy for the number of staff members with learning difficulties within the council's workforce can be determined by the number of current license users of assistive software such as Dragon and Read & Write.

Total Count:

- Read & Write Software – 5 machines
- Dragon Software (Version 11) – 5 machines
- Dragon Software (11.5) – 4 machines

Please note that these figures may be higher since it is difficult to determine in the current virtual environment.

3. KEY FINDINGS AND RECOMMENDATIONS

3.1 Initial diagnosis

- 3.1.1 As part of the Challenge Session, the Review Group heard from the Talent Strategy Manager who outlined the processes through which staff can identify that they have a learning difficulty and access necessary support. The first stage of this process begins once a member of staff discloses to their line manager that they have a learning difficulty. This may not necessarily lead to an 'Access to Work'⁵ referral and assessment as there are a large number of reasonable adjustments that can be put in place by the council such as organisation and time management support. However, if the Access to Work route is pursued then it is the employee's responsibility (rather than the manager or HR's) to initiate the Access to Work assessment process by notifying their line manager, who puts in a request for an Access to Work referral and assessment. The overall process can take up to several months.

Access to Work assessment process

Access to Work (AtW) is a scheme run by Jobcentre Plus. The purpose of the scheme is to provide support to employees with disabilities and/or long term health conditions to overcome obstacles at work which may arise because of their disability. AtW can provide advice and financial help to employees who are disabled or have a long term illness. AtW solutions are individually tailored to meet the needs of a disabled employee in the workplace and offer practical

⁵ Access to Work (AtW) is a scheme run by Jobcentre Plus. The purpose of the scheme is to provide support to employees with disabilities and/or long term health conditions to overcome obstacles at work which may arise because of their disability.

advice and information to the employee and their manager. AtW can offer a grant towards the costs that arise from implementing a reasonable adjustment. Typically, these grants cover most of the costs associated with implementing an adjustment recommended by the assessor in addition to ongoing costs. AtW assessments can only be instigated by the disabled employee, however, managers can contact them to request advice on the service and provide it to the employee. There is no cost for the workplace assessment and no threshold for disability. Information and contact details for AtW can be found on the Access to Work guidance page on the council's intranet.

Recommendations made by AtW should be undertaken as rapidly as possible by the manager, with Human Resources & Workforce Development Business Partners notifying and consulting with the relevant parties involved. It is the manager's responsibility to monitor the changes with the member of staff and see if there are positive effects from the adjustments; if the adjustments appear ineffective alternative methods of working should be considered.

Improving awareness of learning difficulties

3.1.2 The Review Group heard about the work that the Workforce Development team are doing to increase awareness of learning difficulties among staff and managers.

- An Autism Awareness training programme is available to all front line staff (including health). This has been developed using a tiered approach according to the level of knowledge required for roles. The council is also considering the establishment of 'Autism Champions' within mainstream services, which will seek to embed autism awareness via service Champions with specialist knowledge. These Champions would receive a level of training and support that would enable them to advise their services on making them fully accessible to people with Autism. This continues to be a development area, which will be continually reviewed once the new service becomes operational.
- Within Human Resources, strong links have been established with Access to Work who have worked with HR Business Partners (officers responsible for giving expert HR advice and support to Directorate managers) to provide foundation knowledge/support.
- Work is also in progress to develop the Disabled Staff Forum further; with promotion exercises conducted which include case studies in the council's internal newsletter. The staff focus group action plan has in place measures to increase knowledge and awareness on disability equality through equality and diversity training.
- In addition, a member of the corporate management team has been appointed to act as a Forum champion to advance equality for disabled staff within the organisation.

To further support the development of work in this area the council is a member of the Disabilities Business Forum – a not-for-profit member organisation that offers information, support and advice on disability as a proactive or reactive business issue. A proactive approach is taken to ensuring the recruitment programmes run by the council are accessible to people with learning difficulties. For example, in the latest intake of trainees to the council's apprenticeship scheme, two of the individuals recruited in this cohort have learning difficulties. Both of the apprentices have successfully completed their initial six month placement and have now had this extended for a further three months.

3.1.3 *Reasonable adjustments beyond Access to Work*

There are numerous non-ICT based reasonable adjustments which can be provided in the workplace that can enormously benefit staff with learning difficulties, and do not involve Access to Work. Many solutions are not costly and are about awareness and attitude. The Group were reminded by both of the experts on SpLDs in their presentations that foremost "knowing how to understand and manage the differences associated with SpLDs can help maximise the potential of the council's workforce, and work towards compliance under the Equality Act 2010". Possible solutions include teaching coping strategies, undertaking a baseline survey of current knowledge of staff and improving communication materials on support policies. As well as using web based accessible screening tools with support and first aid materials open to all with the aim of providing consistent and credible support to staff bespoke to the needs of the service.

3.1.4 *Implications of late presentations on hidden disabilities by line managers*

The implications of not following up disclosures made by staff with learning difficulties can vary greatly on an individual basis. Common issues are delays in Access to Work referrals especially when workers have disclosed this information at the recruitment stage. If a new employee applies to Access to Work for a workplace assessment in the first six weeks of starting a new job, there is no cost to the employer for either the workplace assessment or the implementation of reasonable adjustments (although funding for equipment is now very restricted). However, if this timeline is not adhered to the opportunity to maximise on external funding that is provided by national schemes such as Access to Work is lost and it becomes increasingly likely that costs associated with implementing adaptations may need to be absorbed by the manager's budget at their discretion. As a result, the relationship between line manager and staff member may become strained and the council could be vulnerable to legal challenge by employees due to non-compliance with the Equality Act 2010.

Furthermore, the Group heard from Amanda Kirby, a GP and Medical Advisor to the Dyspraxia Foundation in the UK in her presentation

(see Appendix Three) that “the challenges that may result if there becomes a mismatch with demand and coping skills in the individual is poor performance, which may be indicated through signs and symptoms of absenteeism or presenteeism. Both forms of under-performance can result in a loss of workforce and productivity” which emphasises the need to ensure that information on a staff member’s workplace requirements by line managers is communicated in a timely manner.

3.2 Communication challenges

- 3.2.1 The challenge session had a strong focus on the process by which staff members with learning difficulties access reasonable adjustments. Whilst it was made very clear that reasonable adjustments can take many forms, a starting point for these discussions was the process for identifying and responding to the needs of staff for specialist software. The feedback that the One Tower Hamlets team and HR had from council employees during recent focus groups suggested that under current arrangements, the delivery of reasonable adjustments has been considerably slowed down due to a breakdown in communication between the various parties involved. Where such a breakdown happens it can result in a delay in managers providing information on a member of staff’s IT equipment requirements/needs to Agilisys (the council’s ICT provider) which then causes further delays while appropriate software is sourced. The Group were concerned that there is a lack of transparency on what resources are available and the subsequent impact this has on an employee’s performance within the organisation, especially, in light of the council’s move to a new ICT platform. Poor communication can lead both to delays in sourcing appropriate software and/or not getting the most appropriate software for that individual.
- 3.2.2 The Group felt that greater clarity about roles and reasonable timeframes would assist staff and managers to navigate this process and Agilisys to meet staff needs in a timely and effective way. One approach to this would be to create a process map of communication which clearly sets out at what stage of the assessment procedure the relevant services involved need to inform and be informed, in order to increase communication between internal services. Information available on the intranet also needs to be regularly updated.
- 3.2.3 Production of a defined and structured flowchart is a must, which outlines the roles of involvement of HR, Agilisys and Access to Work/Occupational Health. One point of contact in HR is also an imperative to streamline the process. This point of contact should be publicised alongside readily available information on the range of hidden impairments that exist. Standardisation on Agilisys’s behalf in their approach to delivering support can be achieved through a catalogue listing options on software/hardware available for

individuals to tailor their package. HR Learning & Development should also be relied upon to assist with this exercise. It would also be useful if workplace assessors were assigned to service areas.

Recommendation 1: That an internal communications action plan be developed to increase the proportion of staff who declare whether or not they have a disability.

3.3 Streamlining processes

- 3.3.1 Lack of consistency in providing staff with credible support bespoke to help them carry out their work and insufficient understanding of what the impact is on an employee's productivity significantly impedes on the effectiveness of the current assessment process in place. A self-diagnosis by ICT has identified that having a dedicated specialist within its own service – is the single point of failure, since only a few staff know how to provide support on installing assistive technology which can impact upon the length of time it takes for requests for specialist software and hardware to be actioned for the worker.

Recommendation 2: That the current assessment process for accessing support for staff with learning difficulties be streamlined through the development of a defined/structured flowchart which clearly outlines the process and roles of HR, Agilisys and Occupational Health and that this information be available on the intranet for staff and managers.

3.4 Barriers to disclosure and the role of managers

- 3.4.1 The key role of line managers in supporting personal and professional development of staff with learning difficulties was a recurring theme. The significance of a manager's role was reinforced in the research undertaken in advance of the session and in feedback received from staff and articulated during the challenge session itself. The Group were concerned by reports of a lack of understanding by some managers of the process for supporting staff with learning difficulties. Managers need to possess the core skills and capacity to deal with disabled employees in order to face the challenges that may arise if there becomes a mismatch with demand and coping skills, which can manifest itself in absenteeism (loss of workforce) or presenteeism (loss of productivity).
- 3.4.2 Overall, staff with learning difficulties emphasised the need for proactive managers in order to ensure that adjustments are put in place to support employees to work. Furthermore, the Group heard

how fear of workplace discrimination is a barrier to disclosing disability and the detrimental spill-over effect this has in precluding them from advancement/promotion. Amanda Kirby reminded the Group in the roundtable discussion that “reasonable adjustments around attitude is equally important – particularly amongst line managers”.

- 3.4.3 Several measures to tackle this can be adopted such as ensuring all managers have a knowledge of conditions and are familiar with indicators to be conscious of. In addition, providing training to managers about how to encourage disclosure of learning difficulties by staff through asking proactive questions and promoting open communication can be very effective. Furthermore, recruiting a number of HR Business Partners to become specialists in Access to Work or identifying managers that are well versed in the process to champion and up-skill the wider management team could be an effective way of promoting awareness. HR should ensure that this policy and process of training/communication is implemented and promoted at management level and thereby filtered throughout the council.

Recommendation 3: That managers are up-skilled through training to raise awareness of hidden disabilities and that progress in this area is monitored at performance reviews.

3.5 Solutions/Aids

- 3.5.1 The success of smarter working since its phased introduction two years ago remains in question. A small but significant number of staff with learning difficulties have expressed their frustration over the Virtual Desktop Interface in use at the organisation because of difficulties with installing specialist software. Capacity issues have been encountered around specialist software due to a shortage of licences. Hot-desking for staff who require access to fixed desks where there are computers with necessary software on them is also proving to be problematic for some, as it can cause negative attitude amongst colleagues who have not been assigned a fixed workstation. Furthermore, some of the software which is proscribed by AtW workplace assessors is suited to the new hot-desking work environment. For example, ‘Dragon’ is software which enables speech to text functionality but is awkward to utilise in an open plan office as it requires the user to speak loudly. This situation is worsened by increased pressure on meeting rooms because of higher numbers of staff being based in Mulberry Place.
- 3.5.2 An area of improvement is to look into specialist software that is suitable for the council’s new working environment.

Recommendation 4: That an accessible catalogue of software available for staff with learning difficulties which is compatible with the council's new ICT system/platform and adaptable for different working environments be developed.

3.6 Budget for reasonable adjustments

- 3.6.1 In a context of growing pressures on team budgets, the absorption of fees incurred from implementing reasonable adjustments into service budgets managed by line managers can be an area of tension amongst the wider team. Although, it is important to note that cost-effective methods are readily in existence; certain types of assistive software is already built into the ICT equipment used by the council or available for free. However, these capabilities need to be communicated to staff in order to boost utilisation.
- 3.6.2 It is suggested that a central budget be agreed to pay for reasonable adjustments for staff with learning difficulties within the council to mitigate against these tensions.

Recommendation 5: That a centralised budget be agreed to pay towards reasonable adjustments for staff with learning difficulties.

3.7 Reduce stigma associated with learning difficulties

- 3.7.1 The neurodiversity of individuals with specific learning difficulties needs to be recognised as these tend to be on a continuum and are merely descriptors and not a cut-off. The Review Group felt that in some situations a diagnosis can provide some protection to individuals, however the latter is not effective where stigma or cultural resistance is present. A factor which can contribute to stigmatisation is the language used for disclosure which appears to be modelled on medical terminology instead of social. This does not encourage staff to disclose learning difficulties and may potentially result in the opposite effect by alienating individuals.
- 3.7.2 Furthermore, representatives of the Disabled Staff Forums cited a number of instances in which staff members experienced discrimination in the workplace. Due to 'hidden' nature of learning difficulties this does not get the same profile as physical disabilities. Overall, it was clear that there is a significant risk that people with learning difficulties go unheard in the workplace.
- 3.7.3 It is recommended that the current terminology adopted in application forms and surveys be revised to encourage disclosure. Other methods to reduce the stigma associated with learning difficulties

include rolling out certain software council-wide, such as Dragon which is used by all types of people. Learning difficulties could also be included in the mental health Time to Change pledge because according to Mind UK – a national mental health charity, one in six workers experience depression, anxiety or stress at any one time and are the most common type of mental illnesses. People with specific learning difficulties who are not appropriately supported are more likely to experience workplace triggers which increase the risk of mental health conditions. Disability champions within the organisation should also be advocated through utilising and encouraging members of the Disabled Staff Forum who have specialist knowledge to take the lead in this area, and liaise with services and champion throughout the council.

Recommendation 6: That the stigma associated with learning difficulties be tackled through training and appointment of Disability Champions within service areas in order to build awareness of hidden disabilities across the organisation.

3.8 Culture change as the first step towards reasonable adjustments around attitudes

- 3.7.1 National research and anecdotal evidence indicates that a large proportion of reasonable adjustments are based on changing attitudes particularly amongst line managers. There is a cost associated with this in regards to training, but prevailing opinion suggests that this methodology generates huge cultural and organisational change.
- 3.7.2 At present, there is very little benchmarking or performance monitoring undertaken around disability equality. Consequently, this makes it more difficult for the council to deliver on their duty to address inequalities that arise as a result of disability. This reinforces the importance of HR monitoring disability by category and encouraging managers to record this with the individual's consent, in order to enable directorates within the council to set local targets to increase representation of disabled employees within all groups.
- 3.7.3 A number of activities can be deployed to dispel the myths associated with learning difficulties such as organising lunch time seminars, and strengthening/up-skilling HR Business Partners to ensure that constructive change is brought about from a top down level. Managers must also be encouraged to view reasonable adjustments as an opportunity to enable staff to work differently aside from providing assistive technology. Instead, managers should be open to exploring creative approaches to improve working conditions for staff with specific learning difficulties.

Recommendation 7: That the current training package on disability for managers is reviewed by HR, eliminating unconscious bias towards physical disabilities and enabling staff with learning difficulties to articulate their experiences through a range of methods such as theatre workshops and Q&A sessions.

4. CONCLUSIONS

- 4.1 This challenge session involved an in-depth internal health check on the assessment process in place and the support provided to staff members with learning difficulties, particularly whether this support is sufficient for retention and progression purposes. Overall, the Group felt that there were a number of areas where modifications to current procedures would significantly improve support available to staff with specific learning difficulties and have wider benefits for other disabled staff.

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Research on Specific Learning Difficulties (SpLDs)

Dyslexia – is a difficulty in acquiring good literacy skills, including reading, writing and spelling. It affects about 8-10% of the population and is the most common and widely understood of the SpLDs; this is mostly due to its direct impact upon academic success, job prospects and career progression. Dyslexic individuals are often fearful of highlighting their difficulties in public.

Common workplace difficulties described by adults include the following:

- Takes longer to read documents than colleagues
- Difficulty with structuring a document and spelling
- Lack of self-esteem to ask questions or for help, and may appear anxious
- Problems remembering; for example appointments, bringing the correct paperwork to meetings
- Filling in forms especially if handwritten
- Poor organisational skills
- Problems disclosing to others that they have dyslexia for fear of the consequences

Dyspraxia – Developmental Co-ordinator Disorder (DCD), also commonly known as dyspraxia, is a motor co-ordination disorder affecting about 2-3% of the UK's adult population and impacting on everyday life skills. DCD/Dyspraxia is distinct from other motor disorders like stroke and cerebral palsy.

Workplace difficulties may include problems with writing at speed and legibly, organisation, time management and planning skills and taking information down at speed.

Autism Spectrum Disorder (ASD)– is a spectrum of difficulties that affects communication, social relationships and behaviour. It includes Autism, Asperger's Syndrome and Pervasive Developmental Disorder Not Otherwise Specified. The 'spectrum' element of the disorder means that whilst all individuals with ASDs share similar traits and difficulties, their condition will affect them in different ways and to varying degrees. Approximately, 1% of the UK population is affected by Autism Spectrum Disorder.

Difficulties in the workplace include a reluctance to communicate their difficulties and the impact they have. Lack of confidence asking questions or asking for help; difficulties with social understanding which may result in the individual's behaviours sometimes being misinterpreted by others.

Source: The Hidden Impairments: A specific learning difficulty guide for employers
Professor Amanda Kirby and Dr Ian Smythe
Do-IT Solutions (2013)

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APPENDIX THREE

Presentations from Field Experts

Dyslexia in the Workplace

Margaret Malpas – Co-Chair of the British Dyslexia Association (BDA) and Founder of Malpas Flexible Learning Ltd

Background

- Dyslexia affects the working memory; being organised
- England is 22nd for literacy and 21st for numeracy out of 24 OECD countries (OECD, Oct 2013)
- The study shows that there are 8.5 million adults in England with the reading literacy of a 10-year old.
- Equality Act (2010) states that reasonable adjustments must be made to provide fair access to services

Reasonable Adjustments

- In work, for employees with dyslexia and other SpLD which generally include:
 - Assistive technology
 - 1:1 coping strategy training
 - Awareness training for colleagues and managers (Access to Work will fully pay for awareness training in the workplace)
 - Potentially a support worker (this could also be a colleague/manager)

What is Reasonable?

- An adjustment may not be considered reasonable if it involves:
 - Unreasonable costs
 - Timeframes
 - Affects the security or integrity of the assessment

Access to Work

- UK Government scheme providing funding for adjustments beyond which the employer should make
 - Communication support for interviews etc.
 - Assistive technology; awareness training; coping strategy coaching; support workers
- The faster you access this scheme, the better it is
- BDA provides:
 - Workplace Assessor's Accredited Training which includes online training for your organisation, dyslexia assessors and champions, solutions covered by 'Access to Work' funding
 - Employer's Guide
 - Coping strategies will be fully funded

BDA Workshop: Workplace Assessor Programme

- British Dyslexia Association's Workplace Assessor Programme:
 - Group cost £4,000 to £6,000; individual £1,400 (9 month programme)
- Dyslexia – common challenges
 - Difficulty in prioritising and sequences
- Workplace Challenges:
 - Report writing
 - No support from colleagues, isolated
 - No correct tools
- Future Workplace Challenges:
 - Lots of changes in new role(s)
 - Lack of coping strategies
 - Alien environment
 - Partnership working
- Full diagnostics assessment can be quite costly, especially in London
- Workplace Needs Assessment can be done through 'Access to Work' or organisational workplace assessment

Reasonable Adjustments

- Multi-sensory approach; checklist; pneumonics; get someone else to proofread/check work; proofreading technique (read backwards); voice activated software (for those who are keen on IT equipment)
- 1:1 coaching
- Colour coded notebooks
- Over-lays
- Organisational training
- Different trays to distinguish priority; audio device
- Teach processes

Outcome

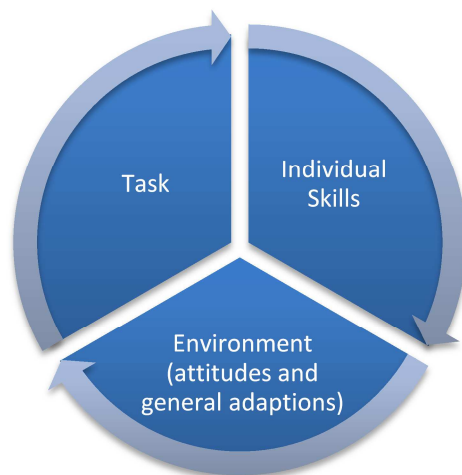
- Helping employer understand and implement reasonable adjustments/support framework

Developmental Coordination Disorder

Professor Amanda Kirby – GP, Patron of the Dyspraxia Association in New Zealand, Advisor to the Dyspraxia Association in Ireland, Medical Advisor to the Dyspraxia Foundation in the UK, Founder of Movement Matters UK and Chief Executive of Do-IT Solutions Ltd

Background

- Around 10-15% of the population have Specific Learning Disabilities (SpLD)
- Reasonable adjustments around attitudes – particularly line managers
- Developmental Coordination Disorder – international term as DCD
- National organisations – Dyspraxia in the UK; Dyspraxia Foundation
- Individuals may vary in how their difficulties present
- Key areas of difficulties: fine motor skills, balance, organisation and time management, anxiety and depression (much more common with hidden impairments)
- Challenges faced: learning new tasks
- Someone with dyspraxia may present:
 - Working much longer
 - Avoiding advancement/promotion
 - Increased anxiety and sickness
 - Interaction with disability and mental health
- Challenges may result if there becomes a mismatch with demand and coping skills



- Non disclosures:

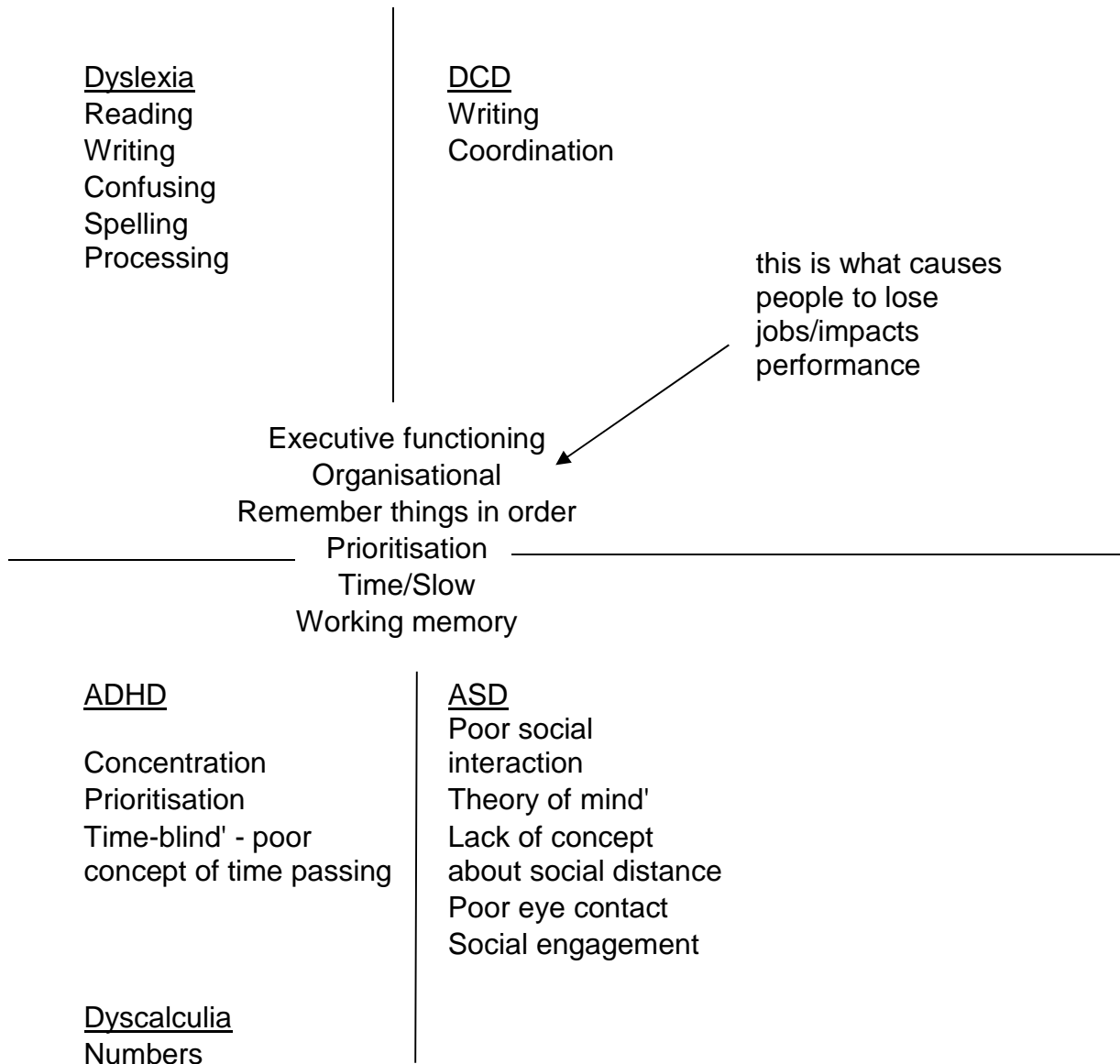


Suggested Adjustments

- Explain the task and the component parts
- Break down tasks and demonstrate it
- Giving adequate time and practice for learning new tasks
- Encourage accuracy first and speed up
- Avoid handwritten tasks (use templates, IT equipment, software)
- Organisational assistance
- Use mobile phone/diary/electronic system
- Do-IT Profiling Suite of Tools – screening tools and suggested reasonable adjustments
- Encourage people to go out and get fitter which will help with coordination

Workshop: Reasonable Adjustments for the Whole Person

- Need to be proactive under Equality Act



What stages can support be given?

- Application/registration processes
- Include SpLD on application process, and request assessments from previous workplace (Thames Valley Police)
- Website should be both text and voice enabled
- Timed out applications online are difficult
- Do you have a spell checker built in? Since you are checking if they can do the job, not just spelling

Reasonable Adjustments

- Organisation and time management

- Understanding and communicating
- Reading, spelling
- Writing
- Maths
- Physical fitness/driving
- Ginger – proofreading software (available for free) on www.boxofideas.org
- Response to intervention – more cost effective than just sending for documents

Getting Started

- Provide readily available information on the range of hidden impairments (not just physical)
- Have a named point of contact and publicise
- Reduce stigma

Possible Recruitment Adaptations:

- Avoiding handwritten forms to complete
- Stopping ‘time-out’ on website application forms
- Minimising text boxes, have ‘text to speech’ enabled, spell checker where possible
- Having accurate job descriptions to fit the job
- Follow up if disclosure made; give additional time
- Pre-interview protocol

Generic Principles

- Acronym dictionary helps the whole organisation
- Job description – write rules for people with ADHD
- Think about timed activities – is it realistic?

Induction/Training

- What’s the ‘real job’ – be explicit of the tasks expected and time taken
- Neurodiversity
- “None of us are simple individuals”

Best Practice

Hampshire Constabulary – Specific Learning Disabilities Project
Dyslexia Action Group

- Overlap of learning difficulties such as dyslexia, dyspraxia
- Increasing concerns that external ‘Access to Work’ assessments were not ‘fit for purpose’ – assessors look at the individual in their environment and not that of the candidate
- Lack of communication between internal departments
- “Postcode lottery”
- Hampshire Constabulary were vulnerable to challenge (employment tribunals)

- Screening tools: Quick Scan and Study Scan: carry out pre-employment
- Reasonable adjustments fitted into three categories (as laid out in the guidance provided by the British Dyslexia Association):
 - Personal Strategies (coping strategies), bespoke, carried out over a length of time, external person)
 - Assistive Technology (screen adjustments, stress aids)
 - Literacy and Numeracy (links with local educational establishments/organisations for courses); this can be done through self-referrals, management referrals, an assessor can be assigned to the individual
- Awareness training
- Process maps created
- Terms of reference
- Pilot

Aims & Objectives of Hampshire

- Provide consistent and credible support to staff bespoke to the needs of profession
- Joined up approach

Challenges

- “Corporacy”; processes and procedures (determining boundaries, advertising; what would the reasonable adjustments be; terms of reference
- Demand and resilience
- Assessor skill-base
- Communication (lack of ownership amongst departments i.e. IT)

How it progressed

- Pilot evaluation report
- Embedded as ‘business as normal’
- New assessors selected and trained (workplace assessors across all departments as volunteers)
- Department ‘buy-in’
- Staff awareness (get buy-in from line managers)
- Use of external providers and support (training days, e-learning, tutors, leadership courses)

Disability Assessment Group (DAG) Assessment

- What are the needs of individual
- Strengths of individual
- What would be needed (reasonable adjustments)
- Assessment then shared with line manager after getting individual’s consent

Outcomes

- Improved employee performance

- Significant increase in staff referrals
- Reasonable adjustments timely
- People Strategy and Equality Act compliance
- Strengthened relationships (internal and external)
- Cost savings (not just sending staff on training days)
- External funding opportunities maximised – ‘Access to Work’ as this can be reclaimed back
- Collaborative approach with external providers
- Significant support to other public sector organisations
- National acclaim

Best Practice at Transport for London (TfL)

- Dedicated staff member with a specialism in SpLD
- Specialist software for any staff member
- Weekly ‘English for dyslexic learners’ class
- An assessment service
- Regular awareness raising for any member of staff
- Advice on reasonable adjustments easily available to staff
- Recruitment team with embedded policies
- Dyslexia champions

Agenda Item 7.6

Committee: Overview & Scrutiny	Date: 04 March 2014	Classification: Unrestricted	Report No:
Report of: Stephen Halsey, Head of Paid Service Originating officer(s) Adam Walther, Strategy, Policy and Performance Officer, Corporate Strategy and Equality Dina Hossain, Head of Youth and Connexions Services		Title: Youth Services Challenge Session Wards Affected: ALL	

1. **SUMMARY**

- 1.1 This report submits the report and recommendations of the Scrutiny Challenge session into the provision of Youth Services for consideration by the Overview and Scrutiny Committee.

2. **RECOMMENDATIONS**

It is recommended that Overview and Scrutiny Committee:

- 2.1 Agree the draft report and the recommendations contained in it and outlined below for submission to Cabinet.
- 2.2 In the event of the Overview and Scrutiny Committee requesting amendments to the report, authorise the Service Head Corporate Strategy and Equality to amend the draft report before submission to Cabinet, after consultation with the Challenge Session chair, Cllr Helal Uddin.

3. **BACKGROUND**

- 3.1 This Scrutiny Challenge Session sought to update members on the transfer of youth services to council management following the decision to undertake this transfer in October 2012.
- 3.2 The report is attached at Appendix Two. The core questions addressed in the Session are outlined below:
 - Have bringing youth services back in house achieved the aims as set out in the Cabinet report dated March 2012: “Youth Service Delivery”?
 - How has service provision changed and how have the impact of these changes been monitored?
 - How have the relationships with partners evolved since the change?

3.3 **Findings and recommendations**

There were four key findings which led to the following four recommendations

- 3.4 **Finding 1:** Bringing service provision and management in-house clearly provides greater clarity of oversight and consistency in the level of provision across the borough, as the report outlines. However, there is a risk that this reduces the autonomy and innovation of individual youth centres.

Recommendation 1: Youth Service managers put in place measures to ensure that individual centres have the autonomy to respond to and meet diverse needs of young people in different neighbourhoods within the single Service management structure.

- 3.5 **Finding 2:** Measuring the quality of youth services provision is a challenge, because of the range of needs and potential outcomes for young people. It is nonetheless important that the Youth Service measures the success of their provision in a holistic manner and keeps this under review.

Recommendation 2: The Youth Service reviews how the performance of services is evaluated and involves local residents and Local Community Ward Forums in this with particular focus on the following points:

- To assess against outcomes, as well as outputs
- To assess against health, education and career outcomes
- To demonstrate how local communities and the adult population are engaged, especially in light of their ability to provide additional funding through the Local Community Ward Forums.

- 3.6 **Finding 3:** That supply of youth service provision does not always appear to meet the demand, with some areas receiving greater resources in the borough than others, relative to need. The Scrutiny Working Group highlighted the need that resources should reflect need, and projected population growth should take this into consideration.

Recommendation 3: To ensure that provision reflects the needs of each area and that some LAP areas aren't over-or-under resourced. This includes future need and population growth.

- 3.7 **Finding 4:** The Scrutiny Working Group felt that the staff and management of the Youth Service did not always reflect the populations they were serving. The Youth Service has put on record the need to have a greater number of girls and a more reflective representation of ethnic groups using the service.

Recommendation 4: To ensure that staff in the youth services reflect as best they can the population of local area. That this challenge is considered more widely across Community Service teams, including Community Safety.

4. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 4.1 The report updates the Overview and Scrutiny Committee on the provision of youth services since the transfer of youth services from external management to council management.
- 4.2 There are no financial implications arising from this report.

5. LEGAL COMMENTS

- 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 which ensure the committee has specified powers. Consistent with that 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, as appropriate, in connection with the discharge of any functions. It is consistent with the Constitution and the statutory framework that this scrutiny review be submitted to Cabinet for its consideration of the report and recommendations of the Overview and Scrutiny Committee.
- 5.2 Pursuant to Section 507B of the Education Act 2006 the Council has a duty to provide facilities for education and recreational leisure time activities for all 13 to 19 year olds and some 20 to 24 year olds. This duty can be achieved either by in-house provision or under contract. In March 2012 the Mayor in Cabinet resolved to bring the youth service back in-house from October 2012 and this review appraises the delivery of that change and makes recommendations for further improvements.
- 5.3 There are no immediate legal implications arising from this report

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 A key focus for this Challenge Session was the contribution that effective youth provision makes to improving the life chances of young people and building positive relationships between people in local areas. The Scrutiny Review Group were keen to understand how the new model of Youth Service delivery was meeting the needs of young people from different backgrounds and one of the session recommendations relates to strengthening monitoring of outcomes in this area.

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

- 11.1 Appendix One: Challenge Session scoping document
11.2 Appendix Two: Report of the Scrutiny Challenge Session into Youth Services

APPENDIX 1

Challenge Session members: Cllr Helal Uddin, Cllr Rachel Saunders, Reverend James

Councillor(s) submitting proposal	Cllr Helal Uddin (chair)
Working title	Update on the transfer of youth services to council management
Reason for enquiry	<p>This review intends to assess whether the move to deliver Youth Services in house from autumn 2012 has delivered the improvements in performance and value for money originally envisaged.</p> <p>Youth service provision is a key concern for residents and forms a key role in communities. Residents are especially concerned now as budgets are reducing and many youth services have been cut nationally. However, despite these reductions investment in Youth Services has increased over the recent past. It is also a complex service area, where high quality delivery requires effective partnership working. This includes schools and colleges, employment and careers providers as well as social services, police and health services.</p>
Time constraints	The challenge session will take place in January 2014 in order to ensure a report can reach Overview and Scrutiny Committee before April 2014.
Proposed completion date	End February 2014
Core Questions	<ul style="list-style-type: none"> • Have bringing youth services back in house achieved the aims as set out in the Cabinet report dated March 2012: "Youth Service Delivery"? • How has service provision changed and how have the impact of these changes been monitored? • How have the relationships with partners evolved since the change?
Desired outcome	To gain an early understanding of the impact of moving youth services in house on key performance and financial measures in comparison with previous years. To increase the openness and transparency of the Youth Service and offer an opportunity to report back to the community.

Terms of reference	'To make an early assessment of the impact of moving youth services in-house on key performance and financial measures.'
What will not be included	It will restrict itself to assessing delivery against the objectives given for the decision to move Youth Services in-house as outlined in section 3 of the March 2012 Cabinet Report. It will not review arguments made for or against this decision which may be found elsewhere.
Risks (mitigation)	<p>Youth services are still in the process of moving in house, and the transition period is still underway. It is therefore difficult to draw significant conclusions before the service has embedded. To mitigate this risk the context of the transition will be outlined in the report so that members are able to draw conclusions which are as clear as possible.</p> <p>Some groups may seek to use the session to re-open the debate about the rights and wrongs of moving the service in-house. To mitigate this risk these Terms of Reference make clear that the scope will focus on the performance since the service moved in-house.</p>
Equality & Diversity considerations	The challenge session will explore whether bringing Youth Services in house has had an impact on outcomes for people from different equality groups. In particular, it will consider any evidence of outcomes for young people of different genders, ethnicities, sexual orientations and those with disabilities.
Possible co-options	National Youth Agency, New Economics Foundation
Key stakeholders/consultees	External organisations have been invited to support the challenge session and provide additional insight into youth service provision.
Portfolio holder(s)	Cllr Oliur Rahman
Witnesses	Jon Boagey, Deputy Chief Executive and Operations Director - National Youth Agency, Joe Penny – Researcher, New Economics Foundation
Research/Evidence required	<ul style="list-style-type: none"> • March 2012 Cabinet Report which makes the case for moving youth services in-house • Performance and financial report on how the service has operated since the move in-house.

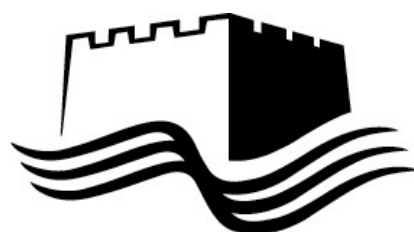
	Where possible this will include levels of service provision by geography (LAPS, wards), performance over time (both before and after transition) and outcomes across a range of indicators including equalities indicators.
Potential site visits	Not applicable
Timescales	<ul style="list-style-type: none"> • Agree Scope pre-meeting & planning session: 24 October 2013 • Meeting with Youth Service to agree scoping document and agree evidence base by 1 November • Circulate report to all members and co-optees: by 20 December 2013 • Challenge session: January 2014 • Recommendations and Report Session: January 2014 • Report to OSC meeting: March 2014 • Report to MAB and Cabinet: April 2014
Publicity	As a one-off challenge session little publicity may be required unless requested by scrutineers.
Links to Corporate/ Resident Priorities	A Prosperous Community

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SUMMARY REPORT

Youth Services

Scrutiny Challenge Session Report



TOWER HAMLETS

**London Borough of Tower Hamlets
March 2014**

Chair's Foreword

Youth Services form a key part of the services the Council delivers. They are front facing and their provision goes to the heart of what the core aims of the Council: High levels of education, support and wellbeing, offering opportunities, guidance and support, often for the most vulnerable in society.

It is therefore important that we ensure that our Youth Services are run to the highest standards, ensuring that our young people receive the greatest level of support. Significant and wide ranging budget cuts has meant that all council services have to be re-assessed, and officers and partners alike have had to make changes to the way services are delivered. Eighteen months on from the Cabinet decision to bring Youth Services in house this Challenge Session provided an opportunity to evaluate how youth services have changed and opportunity to assess lessons from bringing youth services in house.

I am pleased to present a wide ranging report into the provision of youth services in the borough. It tackles a range of issues at a time of great change for the service. On behalf of all the scrutiny panel I am also extremely grateful for the external support provided by the National Youth Agency and the New Economics Foundation, who provided meaningful insight and a national context both of which informed the Challenge Session discussions and this report.

We have reached clear findings and a broad range of recommendations which I hope will inform and guide the future provision of youth services for our young people and our communities.

Recommendations

Recommendation 1: That Youth Service managers provide further assurances that individual centres have sufficient autonomy to reflect the diversity across the borough and their local needs within a single management structure. To ensure that creativity and autonomy in different areas is encouraged whilst ensuring standards are maintained.

Recommendation 2: That the Youth Service reviews how success is evaluated on a regular basis (to be determined by the needs of the service). This should also take into consideration the partnerships with local residents and the role Local Community Ward Forums have to play.

- To assess against outcomes, as well as outputs
- To assess against health, education and career outcomes?
- To demonstrate how local communities and the adult population are engaged, especially in light of their ability to provide additional funding through the Local Community Ward Forums.

Recommendation 3: To ensure that provision reflects the needs of each area and that some LAP areas aren't over-or-under resourced. This includes future need and population growth.

Recommendation 4: To ensure that staff in the youth services reflect as best they can the population of local area. That this challenge is considered more widely across Community Service teams, including Community Safety.

1. INTRODUCTION

- 1.1 Youth Service provision has moved from being in-house, to outsourced and brought back in-house over the last 12 years. Different models have been seen as suitable at different periods, based on previous learning, understanding from other boroughs, financial constraints and political priorities.
- 1.2 The majority of the universal elements of the Youth and Connexions Service was contracted out in 2001 after two reports found that the service was poor value for money and had poor engagement from young people. Contracts were tendered on a LAP basis and staff transferred under TUPE regulations into 5 external provider organisations.
- 1.3 This Scrutiny Challenge Session intended to take stock of the decision to move services in-house in October 2012 and critically appraise the delivery of that decision and seek to identify areas of improvement. It sought best practice from elsewhere and brought in two external experts in this field, from the National Youth Agency and the think tank the New Economics Foundation who have both done work on youth services in a time of austerity.
- 1.4 Both agencies brought significant insight into the sessions, outlining national trends where services have often been outsourced. They also emphasised the investment the council has historically made, highlighting that despite financial constraints services have been protected.
- 1.5 Nevertheless, areas of improvement were highlighted. The restructure is newly in place, so much work is still required and this was recognised by the Scrutiny Working Group and officers from Youth Services alike. This report outlines the Group's findings in relation to the three core questions, and come up with four recommendations Youth Service to take forward.
- 1.6 The session was facilitated by Adam Walther in the Corporate Strategy and Equality service on behalf of Cllr Uddin, who lead the challenge session, and Cllr Saunders and Reverend James who were members of the Scrutiny Review Group. It took place on 9 January 2014.
- 1.7 The session was attended by: Cllr Uddin, Cllr Saunders and Reverend James as scrutineers. The challenge session was supported by two experts in the field of youth service provision: Jon Boagey, Deputy Chief Executive and Operations Director - National Youth Agency; and Joe Penny – Researcher, New Economics Foundation.
- 1.8 Frances Jones, One Tower Hamlets Service Manager and Adam Walther, Strategy, Policy and Performance Officer attended on behalf of Corporate Strategy and Equality. Dinar Hussain, Head of Youth and Connexions Services and Andy Bamber, Service Head - Community Service attended on behalf of Community Services.

1.9 The core questions of the challenge session were:

- 1 Have bringing youth services back in house achieved the aims as set out in the Cabinet report dated March 2012: “Youth Service Delivery”?
- 2 How has service provision changed and how have the impact of these changes been monitored?
- 3 How have the relationships with partners evolved since the change?

2. BACKGROUND

2.1 Generic youth services were brought in-house in October 2012. On 31st September 2012, 123 members of staff (51.47 full time equivalent) TUPE transferred into the Council from the five separate providers (this did not include sub-contractor staff). Staff are employed on their previous terms and conditions and, on the whole, are positive about their move to the Council. Generic Youth Service was outsourced for 10 years.

2.2 The core delivery teams, as listed below, remain unchanged in the current delivery method. However, those staff whose previous role involved management and monitoring of the external contracts will now take over the monitoring of the subcontracted delivery, whilst continuing to offer support to the delivery of each youth centre. These teams are:

- Detached and Response
- Outdoor Education
- Quality Assurance
- Targeted Support
- Central Office

3. Evidence considered during the Scrutiny Challenge Session

3.1 The Scrutiny Review Group sought to focus on the impact on provision of bringing youth services in-house. Through the Challenge Session they addressed three core question in turn (see 1.9).

3.2 *Question One: Reviewing progress to date*

To enable the Review Group to assess the extent to which the transfer of Youth Services back in house had met its original aims, the Service Head for Safer Communities summarised the Cabinet report which recommended the decision to transfer Youth Services to in-house management. This report stated that:

- That the opportunity offered by an in-house system to align the service more closely to community safety, health and leisure services within the council be taken, strengthening the ties to the partnership and push for localisation.
 - That the service's compliance with the national MI system is retained; and
 - That the management of the service is transferred to Communities Localities and Culture. That the youth service be brought back in-house and the location of both the Youth Service and Community Languages Service be considered.
- 3.2 The Service Head for Safer Communities updated the group on progress in implementing the Cabinet decision taken on 1st October 2012, stating that the Service had been brought under his management within Safer Communities Service in the Communities, Localities and Culture (CLC) Directorate.
- 3.3 He added that the opportunity offered to align the service more closely to community safety, health and leisure services had been seized resulting in a strengthening of links to a number of services, including:
- The service now sits in CLC, alongside Leisure services.
 - Strong links are being developed with the Drugs and Alcohol team in Safer Communities Service
 - The Smoking Cessation Service also sits in Safer Communities and links between the Youth Service and Public Health had resulted in the delivery of a number of initiatives.
- 3.4 *Question Two: Impact of the transfer on service delivery*
- In relation to the question of how service provision has changed and how has the impact of these changes been monitored, the Service Head for Safer Communities explained that the future direction of the service will focus on 4 key principles:
- Providing a consistent, well branded, quality service offer across the borough with a core level of youth centres, sessions and activities in each LAP;
 - Increasing the number of frontline youth workers;
 - Delivering meaningful accredited training programmes, focusing on quality outcomes with clear progression for the young person.
 - Increasing the level of outreach and detached youth work to engage hard to reach young people.
- 3.5 The Service Head for Safer Communities noted that the model of service provision had changed since it was brought in-house, emphasising that the restructure process was ongoing and services

would continue to change as they are bedded in. Since Youth Services were brought in-house, they have:

- Increased the number of sites from which activity is delivered by 14 premises.
- The number of sessions delivered has increased by 41 per week.
- The number of front line delivery staff will increase by 19 full time equivalents (post restructure).

3.6 The Service Head for Safer Communities explained that a review of existing and potential delivery locations within the borough has been undertaken. A minimum of 4 premises within each LAP have been identified as youth centres. The table below sets out the distribution of delivery sites and session across the borough:

LAP	Contracted Provision		In-house Provision	
	Premises	Sessions	Premises	Sessions
1	4	23	7	24
2	6	13	7	22
3	4	21	5	31
4	5	13	5	15
5	1	06	3	12
6	4	13	6	15
7	4	16	7	20
8	2	07	4	14
	30	112	44	153

3.7 The Service Head for Safer Communities then outlined a number of areas of improvement in the provision of Youth Services since they were transferred back to the local authority. Since the transfer the **focus has been to create a single identity**, where young people feel safe and secure to travel to any part of the borough to take part in activities. The Group heard that that this wasn't the case under the outsourced model where five different services used their own branding within the borough. This was further complicated by the 19 sub-contractors mainly used by contractors to deliver services. There were concerns that this did not help to create a cohesive community.

3.8 Under the **contracted out model, the locations of youth centres and the number of sessions provided to young people were not evenly distributed across the borough**. There was only one youth centre in LAP 5 and only two in LAP 8; compared to 7 centres in LAP 1. The service has remained unchanged in the transition period but future delivery plans involve moving to a consistent service offer across the borough.

3.9 Outreach work was never contracted out. Contracts were based on the delivery of designated sessions from designated premises. All

outreach and detached work was completed by the small group of central staff in the Detached and Response team. This was not effective in addressing the needs of an area and the central team had no support from the local contracted service. **By bring service in-house this has been addressed by enabling youth workers to be involved in outreach work based on local needs.**

- 3.10 Each contractor produced their **own communication and publicity** to young people, displaying their own logos and branding. An integrated youth service brand is not known or identified within the borough, leading residents to believe that youth provision is not a success of the Council but a local provision funded by each contractor. This is a key area that was addressed as part of the in-house delivery method.
- 3.11 With so many contractors and subcontractors delivering the service there was a lack of engagement between teams. The full youth service never met in its entirety and staff did not have a full understanding of the service as a whole and the linkage and opportunities for cross-team development. This made it difficult to ensure that all staff were working towards common goals. **The move to an in-house centrally managed service has resulted in a greater degree of consistency, quality and co-ordination of provision.**
- 3.12 Each provider, whilst delivering the contracted service, had their own staffing structures, which included delivery staff, management and administration. These **inherited structures contained a high proportion of management posts**. This has been addressed and the Service has reduced the number of managers with more resources devolved towards frontline delivery.
- 3.13 The Service as a whole engages with 54.8% of the current cohort within the borough. This represents 10,383 young people. Of these, only 33% (6,460 young people) were engaged by contracted provision. The remaining 22% (3,923 young people) were engaged by project activity funded through Positive about Young People (PAYP) scheme, which is provided in-house. This equates to a contracted unit cost of £445 per young person and a PAYP unit cost of £331 per young person. Therefore, the short term provision delivered through in-house PAYP proved **better value for money** than the mainstream contracted provision.
- 3.14 **Staffing:** The Service Head Safer Communities went on to outline how the change has affected staffing. On 1st October 2012, 123 members of staff (51.5 full time equivalent) TUPE transferred into the Council from the five separate providers (this did not include sub-contractor staff). The staff are employed on their previous terms and conditions and, according to the Head of Youth and Connexions Service, are broadly positive about their move to the Council.
- 3.15 Following the transfer of the Service a further review of staffing structures was necessary in order to move towards the future delivery model. The review included harmonisation of job descriptions,

salaries and terms and conditions of TUPE transferred staff; a further streamlining of middle management; an increase in frontline delivery staff and; a review of job descriptions to reflect the changes to the delivery model for the service.

- 3.16 A total of eight managers were TUPE transferred and through restructuring are only 2 managers for East and West were kept hence significant reduction in management cost. The Service will be recruiting additional 12 Youth Worker in Charge (14 hours each) and 27 Youth Workers (14 hours each).
- 3.17 **Quality Targets:** Under the contracted out model, contractor's performance was based upon the 4 Key Performance Indicators (KPI's). These performance indicators have limited value when used as the sole measurement for the service performance. The Service have therefore included a fifth indicator (for number of 'Certified Outcomes' achieved) in the KPI suite.
- 3.18 'Certified Outcomes' are defined as a course or one off programme of training where the young person obtains a certificate in a specific area of work, for example arts, sports, ICT, food hygiene, mentoring or personal development. The course or training usually involves less than ten teaching hours.
- 3.19 The definition of an 'Accredited Outcome' has been strengthened and defined as 'a course endorsed by a governing body that leads to recognised accreditation, for which the young person can obtain one or more of the following:
- Credit points
 - Progression rights and entitlement
 - Leads to a nationally recognised work and career development path, such as apprenticeship, internship or volunteering for 6 months or more with a recognised body/institution (for a minimum of 30 hours per week).
 - Job opportunity within the field of the course they undertake
 - ASDAN or Duke of Edinburgh Award or Arts Award'.
- 3.21 Annual targets will also be set for enrolment onto Duke of Edinburgh award schemes. In the previous delivery method, a target was set of 14 Bronze awards per LAP. There were no targets for progression onto Silver or Gold awards, meaning that contractors were not encouraged to support young people beyond the bronze level.
- 3.22 In the future delivery method the Outdoor Activity Team will be responsible for the delivery of Duke of Edinburgh awards and will have specific targets for encouraging the progression of young people onto higher levels. The table below shows the targets for 2013/14:

DoE Awards	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Bronze	0	0	14	43	4	26*
Silver	0	0	0	0	0	1*
Gold	0	0	0	0	0	0

- 3.23 The dropout rate for the Duke of Edinburgh (DoE) award in the borough is 90%. This is extremely high considering the additional revenue offered to contractors in 2008 with one of the specific aims of the funding to increase DoE attainment and embed the award within the service offer. In 2010/11 147 young people started DoE Bronze awards yet only 14 of these were completed; against a borough wide target of 112.
- 3.24 Given that a total of £224,000 additional funding was allocated to the achievement of DoE Bronze awards, the unit cost for the actual achievement of one award in 2010/11 was £16,000, which is exceptionally high. The above chart demonstrate a total of 61 Bronze achieved by contractors against a target of 448. Where in 13/14 our in-house provision already achieved 26 bronze and 1 silver awards.
- 3.25 **Joined up, borough wide approach:** Within the previous delivery model the Detached and Response team were separated from local youth workers. This meant that they are able to respond to reports of anti-social behaviour involving young people, but do not have the resource to identify areas where young people congregate in order to engage prior to any negative perceptions from residents. In the new delivery model the focus of this team will alter from direct delivery of detached and outreach work, to the borough wide co-ordination of engagement.
- 3.26 The team will be the specialists in detached and outreach work and will utilise local youth workers, where possible, to strengthen the level of response by taking local staff with them on each call out. This approach will develop the outreach skills of all staff whilst creating greater linkage between service teams and creating resource within the central team to undertake proactive work within the borough. An example of this approach was the way youth workers were deployed during English Defence League demonstration in the borough in September 2013. Sixty youth workers were deployed and worked as one service to safeguard young people and the community as a whole.
- 3.27 *Question 3: Working in partnership*

The final section of the Challenge Session focused on examining how partnerships between Youth Services and other services and organisations had developed since the transfer of the service in house.

- 3.28 The Service has developed partnerships with a number of voluntary sector organisations as well as Registered Social Landlords (RSL) and continues to deliver activities in partnership with them. The Service has expanded activities in negotiation with the voluntary sector in identified LAP areas and secured premises in partnership with number of RSL providers in the borough. Based on assets analysis and gaps in provision, the following organisations have been contracted to deliver youth work (2 sessions/week) and at the same time enable central youth services to operate additional 2 sessions/week through deploying own staff from the council:

LAP1	St Hilda's East Community Centre
LAP1	Shadow Youth Alliance
LAP2	Our Base
Lap2	Atlee Community Centre
LAP2	Osmani Centre
LAP3	Society Links
LAP4	The Rooted Forum
LAP5	Malmsbury Community Project
LAP6	East London Tabernacle

Borough wide	Step Forward (to work specifically with lesbian, gay and bisexual young people)
Borough wide	APASENTH (to work with young people with disabilities)
Borough wide	Tower Project (to work with young people with disabilities)

- 3.29 Partnerships have also been developed with key statutory services including Social Care, Tower Hamlets Police, Community Safety and delivering activities in co-ordinated way through central management.

4. KEY FINDINGS AND RECOMMENDATIONS

- 4.1 There were four key findings which led to the following four recommendations

- 4.2 **Finding 1:** Bringing service provision and management in-house clearly provides greater clarity of oversight and consistency in the level of provision across the borough, as the report outlines. However, there is a risk that this reduces the autonomy and innovation of individual youth centres.

Recommendation 1: Youth Service managers put in place measures to ensure that individual centres have the autonomy to respond to and

meet diverse needs of young people in different neighbourhoods within the single Service management structure.

- 4.3 **Finding 2:** Measuring the quality of youth services provision is a challenge, because of the range of needs and potential outcomes for young people. It is nonetheless important that the Youth Service measures the success of their provision in a holistic manner and keeps this under review .

Recommendation 2: The Youth Service reviews how the performance of services is evaluated and involves local residents and Local Community Ward Forums in this with particular focus on the following points:

- To assess against outcomes, as well as outputs
- To assess against health, education and career outcomes
- To demonstrate how local communities and the adult population are engaged, especially in light of their ability to provide additional funding through the Local Community Ward Forums.

- 4.4 **Finding 3:** That supply of youth service provision does not always appear to meet the demand, with some areas receiving greater resources in the borough than others, relative to need. The Scrutiny Working Group highlighted the need that resources should reflect need, and projected population growth should take this into consideration.

Recommendation 3: To ensure that provision reflects the needs of each area and that some LAP areas aren't over-or-under resourced. This includes future need and population growth.

- 4.5 **Finding 4:** The Scrutiny Working Group felt that the staff and management of the Youth Service did not always reflect the populations they were serving. The Youth Service has put on record the need to increased participation by girls and young women and some ethnic groups.

Recommendation 4: To ensure that staff in the youth services reflect as best they can the population of local area. That this challenge is considered more widely across Community Service teams, including Community Safety.

5. CONCLUSION

- 5.1 Youth Service provision has moved from being in-house, to outsourced and brought back in over the last 12 years. Different models have been seen as suitable at different periods, based on previous learning, understanding from other boroughs, financial constraints and political priorities.
- 5.2 The Scrutiny Challenge Session intended to take stock of the decision to move services in-house and critically appraise the delivery of that change and seek areas of improvement. It sought best practice from

elsewhere and brought in two external experts in this field, from the National Youth Agency and the think tank the New Economics Foundation who have done work on youth services in a time of austerity.

- 6.3 Both brought significant insight into the sessions, outlining both how Tower Hamlets is broadly bucking national trends by bringing services in-house, but being supportive of the reasons for doing so. They also emphasised the significant support the council and the community have historically given and continue to invest in youth service provision, highlighting that despite financial constraints, investment remains strong here, where it has significantly fallen elsewhere.
- 6.4 Nevertheless, areas of improvement were highlighted. The restructure is newly in place, so much work is still required and this has been recognised by the Review Group and officers alike. The Scrutiny Challenge Session addressed the three core questions in its original scope and developed four recommendations for the Youth Service to take forward.

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Agenda Item 7.7

Committee: Overview & Scrutiny	Date: 4 th March 2014	Classification: Unrestricted	Report No:
Report of: Cllr Sirajul Islam, Chair of Working Group Originating Officer(s): Shibbir Ahmed Strategy, Policy and Performance Officer		Title: Housing Co-regulation – report of the Scrutiny Working Group. Progress Report Ward(s) affected: All	

1. **SUMMARY**

- 1.1 This report follows up from the scrutiny review on housing co-regulation which was considered and noted by Cabinet in September 2013, the action plan to which was agreed. This report reviews the progress against the action plan.

2. **RECOMMENDATIONS**

The Overview and Scrutiny Committee is recommended to:

1. Note the report findings; and
2. Consider whether further scrutiny into housing co-regulation is required at this time, and should therefore form part of the work programme.

3. **BACKGROUND**

- 3.1 The housing co-regulation scrutiny report went to Cabinet in September 2013. The objective of the review was to:

- Understand how registered providers (RPs) are held to account and performance managed;
- Assess how well developed arrangements for co-regulation and new tenant scrutiny arrangements are in the borough; and
- Explore the requirement in Localism Act for a local 'democratic filter' to resolve tenant complaints and options for implementing this for council

managed housing stock as well as stock managed by registered providers in the borough.

3.3 Its key findings were:

- § Co-regulation arrangements had been adopted by all the RP's that we spoke to or received submissions from.
- § The level of implementation was varied - some excellent practice was highlighted but also some areas of particular concern which need further work.
- § It was evident that if co-regulation and tenant scrutiny was adopted fully (both in practice and in spirit) it could provide a real asset to housing providers in terms of inbuilt checks and balances and enable greater accountability for tenants.
- § Co-regulation has the potential to build knowledge and capacity of both tenants and organisations which can in turn lead to real improvements that are clearly recognised by tenants. However this requires a significant level of investment of time and resources.
- § The main gap and potential weakness of the co-regulation framework is that it is voluntary and not underpinned by the statutory regulations that were in place before, which means holding RPs to account on implementing co-regulation can prove to be very challenging.
- § Most of the RPs the review group spoke to were positive about the real opportunities that are available through the new co-regulation process such as improved joint-working between landlords, peer reviews, shared mystery shopping and area based scrutiny across several landlords.
- § Joint working 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 and appetite amongst the RP's that scrutiny spoke to for developing a sectorled and local partnership approach to performance management which involves tenants, housing officers and councillors, to work together to improve services and empower residents in the borough.
- § There are opportunities for landlords to focus resources on services and outputs that residents want and design more meaningful quality assurance methods with tenants.
- § There is also the possibility of incorporating self-assessment methodologies – such as that endorsed through “house mark” and more business to business opportunity learning rather than one a size fits all approach to meeting standards.

- § 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 local authority does not actually have any formal powers and its influence on RP's is limited and varies amongst the various providers.
 - § There is a need for local monitoring of management performance and to drive up standards.
 - § Improvements need to be tenant focused and RP / housing sector led rather than imposed from outside.
- 3.5 The report made 7 recommendations which were agreed by OSC. The body of this report outlines the progress against these recommendations.

4. BODY OF REPORT

4.1 Recommendation 1:

LBTH should publish annually a summary of resident engagement and scrutiny work within each RP and Tower Hamlets Homes.

4.2 Comment from service:

This responsibility was given to the Borough wide Resident Scrutiny Group. In recent months the Group have been concentrating on developing their capacity with a THHF funded mentor and once this work has been completed they will be asked to take this work forward.

4.4 Scrutiny Comment

We believe that this scrutiny review has been helpful in taking the first steps towards bringing information about the resident involvement and scrutiny together in one place, but recognise that further work could enable residents of different RPs to compare their own landlord's offer with those of its competitors. It would also be helpful for data on complaints to be centrally compiled and made available to the public. While capacity-building work is being undertaken, specific support to enable the timely production of this summary should be provided.

4.5 Recommendation 2:

LBTH should publish a report annually detailing the number of complaints recorded by each Registered Provider, the number/percentage resolved at each stage of the organisation's internal complaints process.

4.6 Comment from service:

This information is not currently routinely collected from RPs. The possibility of publishing this from the end of the 2013/14 financial year has been considered and at present Officers have concentrated on collecting PIs for Members Enquiries and complaints response performance against targets in the THHF agreed Performance Management Framework. The 2013/14 figures will available in June 2014.

4.11 Scrutiny Comment

It is important that adequate resources are put in place for performance information to be routinely collected from a central place in order to provide clear, up-to-date and independent bench marking information on the performance of local RPs to residents and Members. This includes complaints and their resolution by RP, as recommended by the review group.

4.12 Recommendation 3:

LBTH should build on the work undertaken in 2010 and 2011 to develop a standard “local offer” to tenants in the borough to embed a Local Quality Assured Scrutiny Framework of Standards agreed by all “partner” RPs.

4.13 Comment from service:

Extensive work has been carried out on local offers and it was eventually decided that each RP should monitor their own as their particular themes are chosen by their own residents. Commons themes of Repairs, ASB and VFM run across most local offers. This has been revisited as part of the 2013/14 work programme with RPs and the Borough wide Resident Scrutiny Group but there is no appetite to develop standard local offers amongst RPs or their tenant representatives at present. We will, however, be discussing the local offers RPs have individually implemented as part of the review process within the Performance Management Framework.

4.16 Scrutiny Comment:

The scrutiny review made it clear that one of the ways of improving standards and driving up performance is to take into consideration the local charter on standards developed by the LBTH Tenants Federation. It is a charter of basic principles which Tower Hamlets Tenants and Residents have called on all Registered Providers of Social Housing to adopt, and should be incorporated in RPs' offers.

4.17 Recommendation 4:

LBTH should be more pro-active in seeking to empower resident Board members and scrutiny panel members of local RPs to robustly hold those organisations to account, for example through independently-led seminars and good practice sessions.

4.18 Comment from the service:

Independently led seminars can be provided by a number of agencies and housing training providers as well as by housing 'trade bodies'. THHF has funded an independent consultant to work with the Resident Scrutiny Panel who is being supported by the Council to develop the work of the group. This work will be completed in April 2014 at which point the group will develop its work plan for 2014/15.

4.19 Scrutiny Comment:

Although there is no statutory obligation or expectations from RP's to receive support from local authorities, we felt it was nonetheless important for Tower Hamlets Council to take a more proactive and supportive approach in developing the governance and scrutiny process for local tenants.

4.20 **Recommendation 5:**

LBTH should be more pro-active in working with RP's in seeking to provide adequate training, information and support for tenants, staff and the governing body in order to make tenant scrutiny as effective as possible.

4.21 Comment from service:

Independently led seminars can be provided by a number of agencies and housing training providers as well as by housing 'trade bodies'. The feasibility of further support by the council will be investigated within available resources. As set out above, THHF has funded an independent consultant to work with the Resident Scrutiny Panel who is being supported by the Council to develop the work of the group. Officers from RPs who support tenants on the panel have also been involved in this process.

4.24 Scrutiny Comment:

The feasibility of offering further support to RP's by the council should be fully investigated within available resources as this key to developing the governance and scrutiny process for local tenants. The scrutiny review panel are keen for TPAS to be invited by RP's to take part in their annual accreditation of resident scrutiny.

4.25 **Recommendation 6:**

The preferred option for dispute resolution advocated by the review group is to have an independent complaint panel to review the complaint with the tenant in attendance.

4.26 Comment from service:

The Council has worked closely with THHF to consider the options for dispute resolution and an independent complaints panel has been given consideration. At present work is on-going to support creation of an independent tenants' complaints panel for the Council's housing, which could be shared with registered providers. Other Providers, notably Poplar Harca have set up a tenant panel and are also sharing their experience and expertise with other providers through THHF.

4.30 Scrutiny Comment:

Having considered the various dispute resolution options and mechanisms available through the co-regulation framework, the review group felt that the most appropriate option was to have an independent tenant led complaint panel that required limited involvement of local elected councillors and one that is supported and resourced by RP's working in partnership.

We are encouraged to learn that work is on-going to support creation of an independent tenants' complaints panel for the Council's housing, which could be shared with registered providers. We believe this should be in place, and RPs encouraged to make use of it, as soon as possible.

4.31 Recommendation 7:

LBTH should encourage THHF to establish a cross-RP Tenant Panel to consider complaints from residents of member organisations.

4.32 Comment from service:

As the experience and expertise of individual partners develops in relation to Tenants Panels, the Council will consider through THHF the feasibility of taking forward a cross RP Tenant Panel.

4.35 Scrutiny Comment:

We recognise the challenges and resource constraints of THHF and understand the development journey of RPs. We hope that serious considerations are given to fully exploring the formation of a cross RP Tenant Panel.

5. COMMENTS OF THE CHIEF FINANCIAL OFFICER

5.1 This report reviews the progress against the action plan that was agreed by Cabinet in September 2013.

5.2 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 - in conjunction with Tower Hamlets Homes and other Registered Social Landlord (RSL) partners.

6. LEGAL COMMENTS

- 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 Tower Hamlets Community Plan contains the Council's sustainable community strategy within the meaning of section 4 of the Local Government Act 2000. The Partnership seeks to tackle inequality and promote inclusion under the theme of One Tower Hamlets. It also makes affordable housing and housing quality priorities under the theme of A Great Place to Live. A number of the recommendations arising from the review are for the Council to work with its registered provider partners to promote management standards and co-regulation. Provided that the limits of the Council's powers are respected, the recommendations are capable of being carried out within the Council's statutory functions.
- 6.3 Section 51 and Schedule 2 of the Housing Act 1996 prescribe a framework for the handling of housing complaints from the social rented sector. Amendments made by the Localism Act 2011 took effect from 1 April 2013, shifting responsibility for local authority housing complaints to the Housing Ombudsman (registered provider complaints had already been going to the Housing Ombudsman).
- 6.4 Tenants and other individuals may have complaints against social landlords investigated by a housing ombudsman pursuant to a scheme approved by the Secretary of State. Under an approved housing complaints scheme, it is the duty of the relevant housing ombudsman to investigate any complaint duly made and not withdrawn. The housing ombudsman must determine a complaint by reference to what the ombudsman considers fair in all the circumstances of the case.
- 6.5 A complaint against a social landlord will not generally be "duly made" to a housing ombudsman under an approved scheme unless it is referred on to the ombudsman in writing by a designated person. This requirement has been referred to as the "democratic filter". A designated person who can refer a housing complaint to the housing ombudsman is –

- a member of the House of Commons,
- a member of the local housing authority for the area, or
- a designated tenant panel.

- 6.6 A designated tenant panel is a group of tenants which is recognized by a social landlord for the purpose of referring complaints against the social landlord. The social landlord is required to keep its housing ombudsman informed of any tenant panels which it recognizes. The Council may work to support the establishment of one or more tenant panels to deal with complaints against the Council as landlord.
- 6.7 When considering its response to the recommendations of the Overview and Scrutiny Committee, the Executive 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

- 7.1 Co-regulatory principles and localism underpin the regulatory approach with tenants at the heart of the decision making processes.
- 7.2 The new frameworks seeks to capture the need to be as inclusive as possible by providing the opportunity for all tenants to play a role in ensuring that RPs manage to the highest possible standard in Tower Hamlets.
- 7.3 More than a quarter of all affordable housing stock in the borough is managed by Registered Providers (RPs) hence they are absolutely key to the successful implementation of the Council's housing strategy.
- 7.4 This report aims to highlight the close partnership that is needed between the Council and RP's and puts forward a set of recommendations to ensure the success of the co-regulatory approach; the protection of consumer standards; and the drive for continuous service improvement.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 There are no direct environmental implications arising from the report.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 There are no direct risk management implications arising from the report. Risks relating to the recommendations will be monitored through the council's corporate risk register and directorate risk registers. Risks are assessed for

likelihood and impact, and will have responsible owners and programmes mitigating actions.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 There are no direct implications of crime and disorder as a result of the recommendations of this review.

11. EFFICIENCY STATEMENT

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

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

Brief description of “background papers”	Name and telephone number of holder and address where open to inspection.
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None

12. APPENDICES

Appendix 1 – Scrutiny Review and Action Plan

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: Scrutiny Review Action Plan – Housing Co-regulation

Recommendation	Response / Comments / Action	Responsibility	Date
R1. LBTH should publish annually summary of resident engagement and scrutiny work within each RP and Tower Hamlets Homes.	This is already included in the Borough wide Resident Scrutiny Group Action Plan. The Council will publicise the outcome of their work.	Faisal Butt	31.3.2014
R2. LBTH should publish a report annually detailing the number of complaints recorded by each Registered Provider, the number/percentage resolved at each stage of the organisation's internal complaints process.	This information is not currently routinely collected from RPs. The possibility of publishing this from the end of the 2013/14 financial year will be investigated	Faisal Butt	30.9.2013
R3. LBTH should build on the work undertaken in 2010 and 2011 to develop a standard "local offer" to tenants the borough to embed a Local Quality Assured Scrutiny Framework of Standards agreed by all partner" RPs.	Extensive work has been carried out on local offers and it was eventually decided that each RP should monitor their own as their particular themes are chosen by their own residents. Commons themes of Repairs, ASB and VFM run across most local offers. This will be revisited as part of the 2013/14 work programme with RPs and the Borough wide Resident Scrutiny Group.	Faisal Butt	31.3.2014
R4. LBTH should be more pro-active in seeking to empower resident Board members and scrutiny panel members of local RPs to robustly hold those organisations to account, for example through independently-led seminars and good practice sessions.	Independently led seminars can be provided by a number of agencies and housing training providers as well as by housing 'trade bodies'. The feasibility of further support by the council will be investigated within available resources.	Alison Thomas	31.12.2013
R5. LBTH should be more pro-active in working with RP's in seeking to provide adequate training, information and support for tenants, staff and the governing body in order to make tenant scrutiny as effective as possible.	Independently led seminars can be provided by a number of agencies and housing training providers as well as by housing 'trade bodies'. The feasibility of further support by the council will be investigated within available resources.	Alison Thomas	31.12.2013

: Scrutiny Review Action Plan – Housing Co-regulation

Recommendation	Response / Comments / Action	Responsibility	Date
R6. The preferred option for dispute resolution advocated by the review group is to have an independent complaint panel to review the complaint with the tenant in attendance.	<p align="center">To be considered further within available resources</p>	<p align="center">Jackie Odunoye</p>	<p align="center">31.12.2013</p>
R7. LBTH should encourage THHF to establish a cross-RP Tenant Panel to consider complaints from residents of member organisations.	<p align="center">The feasibility of this approach to be considered within available resources</p>	<p align="center">Alison Thomas/Faisal Butt</p>	<p align="center">31.12.2013</p>

Agenda Item 7.8

Committee: Overview & Scrutiny	Date: 1 April 2014	Classification: Unrestricted	Report No:
Report of: Acting Corporate Director Resources Originating officer(s) Kevin Miles, Chief Accountant; Kevin Kewin, Service Manager		Title: Strategic Performance and Corporate Revenue and Capital Budget Monitoring Q3 2013/14 (Month 9) Wards Affected: All	

Executive Summary

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

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

Recommendations:

The Overview and Scrutiny Committee is recommended to:

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

1. REASONS FOR THE DECISIONS

- 1.1. Good financial practice requires that regular reports be submitted to Council/Committee setting out the financial position of the Council against budget, and its service performance against targets
- 1.2. The regular reporting of the Strategic Performance and Corporate Revenue and Capital Budget Monitoring should assist in ensuring that Members are able to scrutinise officer decisions.

2. ALTERNATIVE OPTIONS

- 2.1. The Council reports its quarterly budget against spend, its capital monitoring and its Strategic Performance.
- 2.2. Significant variations, trends and corrective action are reported in the body and appendices of the report. No alternative action is considered necessary beyond that included below and this report is produced to ensure that Members are kept informed about decisions made under the delegated authority.

3 DETAILS OF REPORT

3.1 Finance Overview

3.1.1 General Fund

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

3.1.2 HRA

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

3.1.3 Capital Programme

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

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

3.2 Strategic Measures

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

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

- Appendix 1 - lists budget/target adjustments (including virements) for the General Fund and capital budget movements.
- Appendix 2 - provides the budget outturn forecast by Directorate and explanations of any major variances.
- Appendix 3 - provides the budget outturn forecast and explanations of major variances for the HRA.
- Appendix 4 – provides details of the capital programme and explanations of any major variances.
- Appendix 4a – provides details of new ESCW Capital programme schemes
- Appendix 5 – provides an overview of performance for all of the reportable strategic measures.

4. REVENUE

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

SUMMARY	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Forecast Outturn £'000	Variance £'000
Chief Executive	9,696	7,273	7,792	519	9,642	(54)
Communities, Localities and Culture	76,786	54,437	50,911	(3,526)	76,786	0
Development and Renewal	19,744	14,868	12,512	(2,356)	19,744	0
Education, Social Care and Wellbeing	223,724	174,642	146,735	(27,907)	223,724	0
Resources	6,542	4,905	55,753	50,848	6,491	(51)
Corporate Costs / Capital Financing	(38,686)	(29,013)	5,805	34,818	(38,686)	0
Total	297,806	227,112	279,508	52,396	297,701	(105)

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

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

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

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

A breakeven position is forecast for the financial year. Depreciation and Premises Recharges have been posted in January (Period 10) which will bring the current spend to date in line with the profiled budgets. Other smaller variances relate to timing delays due to suppliers submitting invoices for payments.

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

A breakeven position is forecast for the financial year.

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

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

The variance to date is down to expenditure for schools and capital charges being adjusted at year end.

4.7 **Resources** **£51k Underspend**

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

At the time of the Period 9 monitor the Housing Benefit Subsidy had only been received until the end of October, giving rise to an abnormally large variance

to date of £50M overspent. However a further £43m in subsidy was processed during January which is matched to Period 8 & 9.

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

4.8 Corporate Costs & Capital Financing **NIL**
A breakeven position is forecast for the financial year. Spend to date variance is due to items such as depreciation and minimum revenue provision being processed at year-end.

4.9 Housing Revenue Account (HRA) **£2.3M underspend**

The overall projected HRA underspend is the net result of a number of variances, the main one being that the actualisation of 2012/13 service charges is anticipated to result in higher than budgeted income, mainly due to an increase in the number of rechargeable repairs in 2012/13 – this element equates to approximately £1.1m. The actualisation process also generated an additional £0.6m; this reflects the recharging to leaseholders of an element of all appropriate costs incurred in 2012/13.

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

It is currently projected that energy costs will be lower than budgeted, although this is a volatile budget and costs may increase if there is a period of prolonged cold weather. There has also been unbudgeted income received in 2013/14 in respect of the recovery of costs incurred as part of various stock transfers carried out a few years ago, and it is currently expected that capital fee income will be higher than estimated, however, any underspends within this budget heading will enable revenue resources to be set aside to finance part of the non grant element of the Decent Homes capital programme, as agreed by Cabinet in September 2011 and re-confirmed in May 2013.

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

would reduce the need to borrow, and as result, will lead to lower debt charges in the HRA.

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

4.10 Income Collection Performance Targets

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

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

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

5. CAPITAL

- 5.1 The capital budget for 2013/14 now totals £214.4m, decreased from the £221.3m reported for the second quarter due to the re-profiling of scheme budgets into future years.
- 5.2 Details of all the changes to the capital budget are set out in Appendix 1.
- 5.3 Total capital expenditure to the end of Quarter 3 represented 37% of the revised capital programme budget for 2013/14 as follows:

	Annual Budget as at 31-Dec-13	Spend as at 31-Dec-13	% Budget Spent
	£m	£m	%
TOTALS BY DIRECTORATE:			
Education, Social Care and Wellbeing	18.766	10.249	55%
Communities, Localities and Culture	11.987	4.877	41%
Development and Renewal	29.303	5.154	18%
Building Schools for the Future (BSF)	42.859	37.569	88%
Housing Revenue Account (HRA)	101.326	22.026	22%
Resources	0.128	0.000	0%
Corporate GF provision for schemes under development	10.000	0.000	0%
GRAND TOTAL	214.369	79.875	37%

This compares with £94.4m (52%) at the same stage last year.

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

	Annual Budget as at 31-Dec-13	Projection 31-Mar-14	Forecast Variance
	£m	£m	£m
TOTALS BY DIRECTORATE:			
Education, Social Care and Wellbeing	18.766	16.444	-2.322
Communities, Localities and Culture	11.987	11.987	0.000
Development and Renewal	29.303	16.849	-12.454
Building Schools for the Future (BSF)	42.859	49.025	6.166
Housing Revenue Account (HRA)	101.326	56.059	-45.267
Resources	0.128	0.128	0.000
Corporate GF provision for schemes under development	10.000	0.000	-10.000
GRAND TOTAL	214.369	150.492	-63.877

Programme slippage of £63.9m is currently being projected. It should be noted that this figure includes a £10m provision for General Fund capital schemes which is not yet allocated to individual schemes. The remaining forecast in-year underspend is due to slippage on HRA, D&R and education schemes, though these are expected to be spent in future years.

5.5 The total approved budget, taking into account the whole life of all capital schemes, is currently £864.7m against which spend of £834.7m is forecast resulting in a total underspend variance of £30m. The main reason for this underspend is that a £30m borrowing provision was set aside in the budget, of which £20m relates to a credit arrangement which will fund the development of Poplar Baths and Dame Colet House. The other £10m is not currently allocated to specific schemes.

	All years budget as at 31-Dec-13	Projection 31-Dec-13	Variance
	£m	£m	£m
Education, Social Care and Wellbeing	102.402	102.402	0.000
Communities, Localities and Culture	75.505	75.505	0.000
Development and Renewal	42.986	42.986	0.000
Building Schools for the Future (BSF)	325.531	325.531	0.000
Housing Revenue Account (HRA)	288.079	288.079	0.000
Resources	0.220	0.220	0.000
Poplar Baths & Dame Colet House	20.000	0.000	-20.000
Corporate GF provision for schemes under development	10.000	0.000	-10.000
GRAND TOTAL	864.723	834.723	-30.000

- 5.6 Capital receipts received in 2013/14 from the sale of Housing and General fund assets as at 31st December 2013 are as follows:

Capital Receipts		
	£m	£m
Receipts from Right to Buy (38 properties)	3.871	
less pooled amount paid to DCLG	-1.504	
		2.367
Sale of Housing Land		
Queens Head PH	0.350	
Enfranchisement	0.070	
Cotall Street	0.610	
		1.030
Sale of General Fund assets		
Travelodge site	2.910	
Sale of subsoil at Wapping Pier Head	0.300	
Overage Payments (Wapping Lane)	0.008	
		3.218
Total		6.615

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

6. STRATEGIC PERFORMANCE MEASURES

- 6.1. The strategic measures enable the Council to monitor progress against priorities outlined in the Strategic Plan. The strategic measures reflect the Council's continued commitment to set itself stretching targets. They are reviewed on an annual basis as part of the refresh of the Strategic Plan to

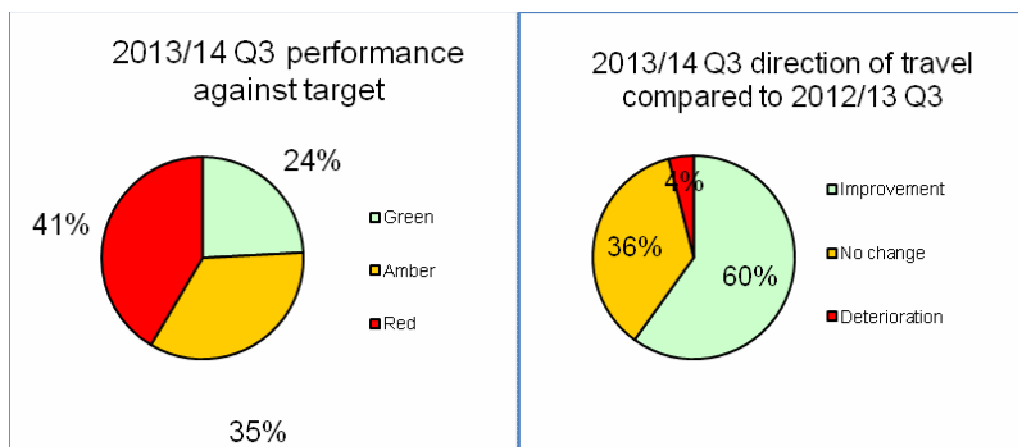
ensure that they remain fit for purpose. Where necessary, there will also be in-year reviews of the measures.

- 6.2. Appendix 5 illustrates the latest performance against our strategic measures. Performance against the current stretching target is measured as either 'Red', 'Amber' or 'Green' (RAG). Should performance fall below the standard target – indicated as the dotted red line, it is marked as 'Red'. Should it be at or better than the standard target, but below the stretched target – indicated as the solid green line, it is 'Amber'. Where performance is at or better than the stretched target, it is 'Green'. Performance is also measured against the equivalent quarter for the previous year, as a 'direction of travel'. Where performance is deteriorating compared to the same time last year, it is indicated as a downward arrow ↓, if there is no change (or less than 5% change, or no statistically significant change for survey measures) it is neutral ↔, and where performance has improved compared to the previous year, it is indicated as an upward arrow ↑.
- 6.3. Data for the following strategic measures were not available in time to report within the Quarter 2 report, but is now available, and is included in appendix 5.
- Smoking quitters
 - Percentage of household waste sent for reuse, recycling and composting
 - Homelessness prevention

Strategic Performance Measures – Quarter 3 (September - December 2013)

- 6.4. The number of strategic measures available for reporting fluctuates between periods due to the different reporting frequencies of the measures. Of the 47 measures in the Strategic Set, 29 are reportable this quarter (including previously outstanding Quarter 2 data). Of these, four measures are new or changed for 2013/14:
- Rate of violence with injury crimes (excluding domestic violence).
 - Rate of violence with injury crimes (domestic violence only).
 - Average time between a child entering care and moving in with his/her adoptive family (time to adoption).
 - Percentage of ethnic minority background children adopted (BME adoptions).
- 6.5. For new or significantly changed measures, it is not usually possible to measure direction of travel (because previous quarters are not available); as a result, the proportions allocated to each direction arrow are based on a total of 25. For performance against target (RAG status), proportions are based on the totality of measures being reported this quarter: 29.

- For 96% of measures, we are either matching or exceeding performance compared to this time last year.
- 7 measures (24%) are meeting or exceeding their stretched target (Green), with six of these an improvement from last year (↑) and one a new indicator;
- 10 (34%) are above the standard target but below the stretched target (Amber), with six of these improving (↑) and three remaining unchanged (↔), compared to last year's performance; one measure is new.
- 12 (41%) are below the standard target (Red), with three improving from last year (↑), no change for six measures (↔) and one deteriorating (↓); with two measures being new. Further explanations and assessments of whether we will reach targets by end of the year are included later in this report.
- Overall, 4 indicators do not have comparable data for this time last year and therefore no direction of travel information can be produced.



6.6. There are several strategic performance measures which we report on a quarterly basis but Q3 data is currently not available due to a time lag in reporting. However Quarter 2 data is now available, (which was not previously reported to CMT) and has been provided in the report and appendix for the following indicators:

- Number of Smoking Quitters (NI123) – Q3 due to report around middle of March 2014.
- Percentage of household waste sent for reuse, recycling and composting. We are awaiting confirmation from CLC as to when Q3 data will be made available.

Performance Summary

The following sections detail our performance under two key headings:

- High performing and areas of improvement;

- High risk areas – where we may not achieve our in year targets.

High Performing Areas – Quarter 3

6.7. Measures that exceeded their stretched target and have improved compared to quarter 3 last year include:

- **Percentage of LP07 or above local authority staff that have a disability;**
The current performance is 6.39% which is above the target level for this quarter (5.75%) and 1.76 ppt better than this time last year. Action to improve further against target during 2013/14 is as follows -Time to change pledge to increase awareness of mental health issues -Working with staff forum to increase declaration -Setting local targets in directorates -Raising awareness around disability across all groups of staff -Renewed membership of Disability Employers Forum providing advice and guidance.
- **Level of street and environmental cleanliness –detritus;**
The current performance is 1% and is 1 ppt better than our stretch target (2%).
- **Level of street and environmental cleanliness – fly posting;**
The performance is 1% and is 1 ppt better than our standard target (2%) and in line with the stretch target (1%). The performance is also nearly 5 ppt better than the previous quarter as well as for the same period last year, which indicates a significant improvement in this area of environmental cleanliness.
- **Percentage of household waste sent for reuse, recycling and composting;**
The performance for Q2 is 29.26% which is above the stretch target (29.0%) and 2.16 ppt better than this time last year.
- **Overall Employment Rate – Gap with London Average;**
The employment rate for Tower Hamlets in Q3 is 63.9% compared to the London average of 69.8%. This equates to 118,000 Tower Hamlets residents being in work. The gap between Tower Hamlets and the London average is 5.9%. This compares favourably to this time last year when the gap was 6.6%.
The employment rate for Tower Hamlets in Q3 is looking positive with an increase of 1.4ppt since last quarter's data release compared to 0.4ppt for the London average rate. The employment rate gap has narrowed 1.0ppt since Q2 reporting and 0.7ppt since this time last year.

- **Rate of personal robbery crimes;**
The performance for Q3 is 3.49 and is on target (3.49) for the cumulative rate (which is the total of quarters 1, 2 and 3).

High Risk Areas – Quarter 3

6.8 As part of the monitoring of our performance each quarter, analysis is undertaken to identify those measures at risk of not achieving their annual targets. This includes measures that are below their standard target and have deteriorated since the corresponding quarter for the previous year.

- **Lets to overcrowded households;**
The total number of lets to overcrowded applicants is 661, which is below the Standard target for December 2013 (750), influenced by fewer properties to let this year - a likely 1,786 based on activity to date compared with last year's 2,435. As forecasted, this measure would have also been affected by an increasing number of offers to non-priority cases and the 10% target set for Band 3 applicants (who are adequately housed) under the Council's lettings plan. However, performance against this measure has continued to remain strong with a total of 3,667 lets to overcrowded households from April 2011 against a Mayoral target of 1,000 lets to overcrowded households per year.
- **A Level attainment (average points scores);**
The final result for 2012/13 A Level attainment (627.6) is 2.7 ppt below our minimum target (644.9) which equates to underachievement of 17.3 points per student. Staff changes in 6th form management across Mulberry School, Sir John Cass School, Tower Hamlets College, and Cambridge Heath (due to dis-aggregation of its three component schools – Morpeth, Oaklands and Swanlea) may have played some role in their underperformance. Overall 7 out of 11 providers exceeded the borough minimum target points per student; however our highest performing schools have relatively small numbers of students in their year 13 A level groups, compared to other schools in the borough. All of the smaller schools have improved their points per student scores for 2012/13.
- **Rate of motor vehicle crime;**
Motor Vehicle crime was recorded as 8.15 for Q3, which is off target (7.01) and an increase of 2.4% compared to the last quarter. The increase is driven by theft of motor vehicles which is showing an increase and theft from motor vehicles a very small decrease i.e. one or two offences. A number of proactive operations and initiatives have been implemented around this issue, with a particular focus on offenders and repeat locations and this crime type is subject to weekly tasking activity.

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 7.1 Under Financial Regulations it is the responsibility of senior managers to spend within budgets and, where necessary, management actions will need to be taken over the remainder of the financial year to avoid overspend.
- 7.2 Any variance we incur at the end of 2013/14, or at any time over the forthcoming period, will change the financial position. An overspend will increase the future savings targets required to meet spending cuts, with a potential impact on front-line services; whereas an underspend will reduce the pressure on the councils reserves. The projected figures at this stage do not indicate that this is a significant risk.

8. LEGAL COMMENTS

- 8.1 The report provides performance information, including by reference to key performance indicators and the budget. It is consistent with good administration for the Council to consider monitoring information in relation to plans and budgets that it has adopted.
- 8.2 Section 3 of the Local Government Act 1999 requires the Council as a best value authority to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. Monitoring of performance information is an important way in which that obligation can be fulfilled.
- 8.3 The Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council’s chief finance officer has established financial procedures to ensure the Council’s proper financial administration. These include procedures for budgetary control. It is consistent with these arrangements for Members to receive information about the revenue and capital budgets as set out in the report.
- 8.4 When considering its performance, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don’t. Relevant information is set out in section 8 of the report and officers must consider the need for equality analysis when carrying out any action in discharge of the Council’s functions.

9. ONE TOWER HAMLETS CONSIDERATIONS

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

10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

An element of the monitoring report deals with environmental milestones within the Great Place to Live theme.

11. RISK MANAGEMENT IMPLICATIONS

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

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

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

12. CRIME AND DISORDER REDUCTION IMPLICATIONS

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

13. EFFICIENCY STATEMENT

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

14. LINKED REPORTS, APPENDICES AND BACKGROUND DOCUMENTS

Linked Reports

- None

Appendices

- Appendix 1 - lists budget/target adjustments (including virements) for the General Fund and capital budget movements
- Appendix2 - provides the budget outturn forecast by Directorate and explanations of any major variances.
- Appendix 3 - provides the budget outturn forecast and explanations of major variances for the HRA.
- Appendix 4 – provides details of the capital programme and explanations of any major variances
- Appendix 4a – provides details of new ESCW Capital programme schemes
- Appendix5 – provides an overview of performance for all of the reportable strategic measures

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.

None

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Capital Control Budget 2013/14	Total Capital Budget	ESCW	Building Schools For the Future	Chief Executive's/R esources	Communities, Localities and Culture	Corporate	Development and Renewal	Housing Revenue Account
2012-13 Original Budget at February 2013 Cabinet	185,692,826	22,210,000	52,963,100	0	9,732,726	10,000,000	12,306,000	78,481,000
Slippage from 12/13	16,722,786	1,897,918	0	0	514,221	0	5,778,692	8,531,955
Q1 - Total Adjustments	3,623,245	(4,986,421)	(10,104,557)	0	6,763,223	0	0	11,951,000
Q2 - Total Adjustments	15,295,500	520,000	0	128,000	112,500	0	10,472,000	4,063,000
Q2 - Budget	221,334,357	19,641,496	42,858,543	128,000	17,122,670	10,000,000	28,556,692	103,026,955
Cabinet Approvals								
2013)	370,000	370,000						
ESCW Capital Programme - Arnhem Wharf School Expansion (Cabinet April 2013)	99,000	99,000						
ESCW Capital Programme - Stebon School Expansion (Cabinet Sept' 2013)	1,000,000	1,000,000						
D&R Capital Programme - New Homes at Bradwell St Garages (Cabinet November 2013)	245,000						245,000	
Budgets Re-profiled*								
ESCW Capital Programme - PDC Conversion - Late start so delay to project	(200,000)	(200,000)						
ESCW Capital Programme - Woolmore Primary School - Late start so delay to project	(1,395,000)	(1,395,000)						
premises	(707,000)	(707,000)						
instructions	(270,000)				(270,000)			
on site	(270,000)				(270,000)			
CLC Capital Programme -Redevelopment of 1 Cambridge Heath Road - Cross rail on site	(22,083)				(22,083)			
CLC Capital Programme - Brushfield Street - Legal issue with S106 receipt to be resolved	(350,000)				(350,000)			
CLC Capital Programme - Blackwall Way Bus Stops - Delays as Cross rail on site	(39,274)				(39,274)			
CLC Capital Programme - St Andrews Hospital - Delays as developer on site	(87,500)				(87,500)			
CLC Capital Programme - Commercial Road - Phase 2 to be delivered in 2014/15	(125,000)				(125,000)			
CLC Capital Programme - Wapping Lane - Delays as developer on site	(64,000)				(64,000)			
CLC Capital Programme - Former Safeway Store - Delays as developer on site	(135,000)				(135,000)			
CLC Capital Programme - Ocean Estate FS2 - Delays as developer on site	(106,000)				(106,000)			
reprogrammed	(250,000)				(250,000)			
CLC Capital Programme - A12 Wick Lane Junction - OPTEMS have reprogrammed	(250,000)				(250,000)			
reprogrammed	(250,000)				(250,000)			
permission	(2,000,000)				(2,000,000)			
CLC Capital Programme - Brick Lane Murial - Still waiting for S106 PCOP approval	(45,000)				(45,000)			
CLC Capital Programme - Boroughwide CCTV Improvements -PCOP approval required	(128,000)				(128,000)			
CLC Capital Programme - Contaminated Land Strategy - Schemes identified for 14/15	(250,000)				(250,000)			
CLC Capital Programme - Adelina Grove - Schemes identified for 14/15	(53,000)				(53,000)			
CLC Capital Programme - Copton Close- Schemes identified for 14/15	(40,000)				(40,000)			
CLC Capital Programme - Poplar High Street - Schemes identified for 14/15	(37,000)				(37,000)			
CLC Capital Programme - Rosebank Gardens - Schemes identified for 14/15	(23,000)				(23,000)			
CLC Capital Programme - Veronica House - Schemes identified for 14/15	(33,000)				(33,000)			
CLC Capital Programme - Stores Quay - Schemes identified for 14/15	(56,000)				(56,000)			
Decisions Delegated to Corporate Directors**								
ESCW Capital Programme - Gorsfield Residential Centre - Security Improvements	58,000	58,000						
CLC Capital Programme - Violet Road Bridge Assessment - Load capacity testing	20,000				20,000			
CLC Capital Programme - Corbridge Crescent Bridge Assessment - Load capacity testing	20,000				20,000			
works	77,051				77,051			
Other Approvals/Adjustments								
ESCW Capital Programme - Condition & Statutory Works other CSF premises	(100,000)	(100,000)						
duplicate	(356,000)				(356,000)			
funding	(13,208)				(13,208)			
St	(1,091,000)						(1,091,000)	
D&R Capital Programme - Installation of Automatic Energy Meters - Scheme has ended	(108,000)						(108,000)	
D&R	1,700,000						1,700,000	
HRA Capital Programme - Short Life Properties - Moved to the D&R Capital Programme	(1,700,000)							(1,700,000)
Q3 - Total Adjustments	(6,965,014)	-875,000	0	0	-5,136,014	0	746,000	-1,700,000
Total Revised Budget 2013/14	214,369,343	18,766,496	42,858,543	128,000	11,986,656	10,000,000	29,302,692	101,326,955

Corporate Monthly Budget Monitoring	Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget
December 2013	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
CHE Chief Executive Services								
GEN General Fund Account								
Expenditure	15,593	17,704	13,279	13,682	403	17,572	-132	-0.7%
Income	-6,983	-8,008	-6,006	-5,890	116	-7,930	78	-1.0%
Net Expenditure Fund Type: GEN	8,610	9,696	7,273	7,792	519	9,642	-54	-0.6%
Net Expenditure Directorate: CHE	8,610	9,696	7,273	7,792	519	9,642	-54	-0.6%
COM Communities & Localities								
GEN General Fund Account								
Balance Sheet	0	0	0	0	0	0	0	0.0%
Expenditure	127,269	130,894	93,979	81,474	-12,505	130,660	-234	-0.2%
Income	-51,563	-54,108	-39,542	-30,563	8,979	-53,874	234	-0.4%
Net Expenditure Fund Type: GEN	75,706	76,786	54,437	50,911	-3,526	76,786	0	0.0%
Net Expenditure Directorate: COM	75,706	76,786	54,437	50,911	-3,526	76,786	0	0.0%
COP Corporate Cost and Central Items								
GEN General Fund Account								
Capital Expenditure	5,617	5,617	4,213	4,506	293	5,617	-0	0.0%
Expenditure	17,728	17,628	13,221	3,792	-9,429	17,628	0	0.0%
Income	-2,545	-2,545	-1,909	-2,493	-584	-2,545	0	0.0%
Net Expenditure Fund Type: GEN	20,800	20,700	15,525	5,805	-9,720	20,700	0	0.0%
Net Expenditure Directorate: COP	20,800	20,700	15,525	5,805	-9,720	20,700	0	0.0%
DEV Development & Renewal - General Fund								
GEN General Fund Account								
Expenditure	74,951	73,381	54,874	57,000	2,126	79,203	5,822	7.9%
Income	-58,034	-53,637	-40,006	-44,488	-4,482	-59,459	-5,822	10.9%
Net Expenditure Fund Type: GEN	16,917	19,744	14,868	12,512	-2,356	19,744	0	0.0%
Net Expenditure Directorate: DEV - GF	16,917	19,744	14,868	12,512	-2,356	19,744	0	0.0%
ESW Education, Social Care & Wellbeing								
GEN General Fund Account								
Expenditure	269,838	285,224	213,814	171,232	-42,582	282,692	-2,532	-0.9%
Income	-52,646	-61,500	-39,172	-24,498	14,674	-58,969	2,532	-4.1%
Net Expenditure Fund Type: GEN	217,192	223,724	174,642	146,735	-27,907	223,724	0	0.0%
Net Expenditure Directorate: ESW	217,192	223,724	174,642	146,735	-27,907	223,724	0	0.0%
RES Resource Services								
GEN General Fund Account								
Expenditure	327,526	328,715	246,533	234,315	-12,218	328,028	-687	-0.2%
Income	-317,377	-322,173	-241,628	-178,562	63,066	-321,537	636	-0.2%
Net Expenditure Fund Type: GEN	10,149	6,542	4,905	55,752	50,848	6,491	-51	-0.8%
Net Expenditure Directorate: RES	10,149	6,542	4,905	55,752	50,848	6,491	-51	-0.8%
Net Expenditure Total	349,373	357,192	271,650	279,508	7,858	357,087	-105	0.0%
Central Items (as per Appendix 1)	-51,567	-59,386	-44,538	0	44,538	-59,386	0	0.0%
Net Expenditure total	297,806	297,806	227,112	279,508	52,396	297,701	-105	0.0%

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
December 2013	Chief Executive Services	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Fund Type: GEN General Fund Account										
Service Area: C11 Chief Executives Office										
Vote: C80 Corporate Management										
	Expenditure	1,985	2,006	1,504	1,307	-197	1,787	-219	-10.9%	VTD and Outturn : Chief Exec's vacant post (approx. 129K) and head of Legal services vacant post (part funded - approx. £88K)
	Net Expenditure Vote: C80	1,985	2,006	1,504	1,307	-197	1,787	-219	-10.9%	
Net Expenditure	Service Area: C11	1,985	2,006	1,504	1,307	-197	1,787	-219	-10.9%	
Service Area: C13 Legal Services										
Vote: C52 Legal Services										
	Expenditure	3,439	3,790	2,843	3,235	392	3,790	0	0.0%	VTD : Additional costs to be met by additional fee income from services
	Income	-3,519	-3,442	-2,582	-2,704	-122	-3,442	0	0.0%	
	Net Expenditure Vote: C52	-80	348	261	531	270	348	0	0.0%	
Vote: C58 Electoral Registration										
	Expenditure	694	767	575	633	58	784	17	2.2%	
	Income	0	0	0	-27	-27	0	0	0.0%	
	Net Expenditure Vote: C58	694	767	575	606	31	784	17	2.2%	
Vote: C60 Borough Elections										
	Expenditure	29	29	22	5	-17	29	0	0.0%	
	Net Expenditure Vote: C60	29	29	22	5	-17	29	0	0.0%	
Vote: C84 Information Governance & Complaints										
	Expenditure	502	526	395	353	-42	526	0	0.0%	
	Income	-395	-522	-391	-277	114	-522	0	0.0%	
	Net Expenditure Vote: C84	107	4	4	76	72	4	0	0.0%	
Net Expenditure	Service Area: C13	750	1,148	862	1,218	356	1,165	17	1.5%	
Service Area: C18 Communications										
Vote: C14 Communications										
	Expenditure	2,588	2,553	1,915	2,125	210	2,553	0	0.0%	VTD and Outturn : reduction in the level of income expected through advertising.
	Income	-2,627	-2,499	-1,874	-1,669	205	-2,399	100	4.0%	
	Net Expenditure Vote: C14	-39	54	41	456	415	154	100	185.2%	
Net Expenditure	Service Area: C18	-39	54	41	456	415	154	100	185.2%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
December 2013	Chief Executive Services	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: C19 Registrars & Democratic Services										
Vote: C56 Registration of Births, Deaths & Marriages										
	Expenditure	754	892	669	832	163	1,012	120	13.5%	VTD and Outturn : Budget pressures on the services due to increased demand.
	Income	-515	-515	-386	-343	43	-535	-20	3.9%	
Net Expenditure Vote: C56		239	377	283	489	206	477	100	26.5%	
Vote: C62 Democratic Services										
	Expenditure	2,569	3,048	2,286	2,294	8	3,041	-7	-0.2%	
	Income	-7	-7	-5	-2	3	-7	0	0.0%	
Net Expenditure Vote: C62		2,562	3,041	2,281	2,292	11	3,034	-7	-0.2%	
Vote: C78 Democratic Representation										
	Expenditure	0	961	721	721	0	961	0	0.0%	
	Income	861	0	0	0	0	0	0	0.0%	
Net Expenditure Vote: C78		861	961	721	721	0	961	0	0.0%	
Net Expenditure Service Area: C19		3,662	4,379	3,285	3,502	217	4,472	93	2.1%	
Service Area: C20 Business Support										
Vote: C82 Business Support Unit										
	Expenditure	781	873	655	605	-50	830	-43	-4.9%	
	Income	-624	-866	-650	-650	0	-866	0	0.0%	
Net Expenditure Vote: C82		157	7	5	-45	-50	-36	-43	-614.3%	
Net Expenditure Service Area: C20		157	7	5	-45	-50	-36	-43	-614.3%	
Service Area: C54 Corporate Strategy & Equalities										
Vote: C16 Corporate Strategy and Equalities										
	Expenditure	1,549	1,556	1,167	1,080	-87	1,531	-25	-1.6%	
	Income	0	0	0	-28	-28	0	0	0.0%	
Net Expenditure Vote: C16		1,549	1,556	1,167	1,052	-115	1,531	-25	-1.6%	
Vote: C54 One Tower Hamlets										
	Expenditure	703	703	527	492	-35	728	25	3.6%	
	Income	-157	-157	-118	-190	-72	-159	-2	1.3%	
Net Expenditure Vote: C54		546	546	409	302	-107	569	23	4.2%	
Net Expenditure Service Area: C54		2,095	2,102	1,576	1,354	-222	2,100	-2	-0.1%	
Net Expenditure Fund Type: GEN		8,610	9,696	7,273	7,792	519	9,642	-54	-0.6%	
Net Expenditure for Chief Executive Services		8,610	9,696	7,273	7,792	519	9,642	-54	-0.6%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
December 2013	Communities & Localities	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Fund Type: CPK Controlled Parking										
Service Area: CPR Public Realm										
Vote: E24 Parking Control										
	Expenditure	6,917	6,917	5,019	4,876	-143	6,917	0	0%	VID : Due to budget profiling
	Income	-6,917	-6,917	-10,939	-11,030	-91	-6,917	0	0%	
	Net Expenditure Vote: E24	0	0	-5,920	-6,154	-234	0	0	0	
	Net Expenditure Service Area: CPR	0	0	-5,920	-6,154	-234	0	0	0	
	Net Expenditure Fund Type: CPK	0	0	-5,920	-6,154	-234	0	0	0	
Fund Type: GEN General Fund Account										
Service Area: CAL Cultural Services										
Vote: E40 Divisional Management										
	Expenditure	112	113	85	134	49	113	0	0%	
	Income	-112	-113	-85	-97	-12	-113	0	0%	
	Net Expenditure Vote: E40	0	0	0	37	37	0	0	0%	
Vote: E41 Idea Stores										
	Expenditure	7,971	8,357	6,239	5,763	-476	8,357	0	0%	VID :Awaiting Business rates and Depreciation recharges.
	Income	-1,330	-1,330	-977	-613	364	-1,330	0	0%	VID : Delay in processing of recharges
	Net Expenditure Vote: E41	6,641	7,027	5,262	5,150	-112	7,027	0	0%	
Vote: E42 Sports & Physical Activity										
	Expenditure	3,564	4,451	3,329	2,289	-1,040	4,451	0	0%	VID : Awaiting Depreciation and Premises recharges.
	Income	-339	-1,167	-87	89	176	-1,167	0	0%	Invoice due to be processed in Feb. 2014 to Contractor..
	Net Expenditure Vote: E42	3,225	3,284	3,242	2,378	-864	3,284	0	0%	
Vote: E43 Parks & Open Spaces										
	Expenditure	2,741	2,693	1,674	1,756	82	2,693	0	0%	
	Income	-576	-576	-432	-337	95	-576	0	0%	
	Net Expenditure Vote: E43	2,165	2,117	1,242	1,419	177	2,117	0	0%	
Vote: E44 Arts & Events										
	Expenditure	2,168	2,382	1,630	1,512	-118	2,382	0	0%	VID : Awaiting Depreciation and Premises recharges.
	Income	-1,104	-1,106	-830	-741	89	-1,106	0	0%	
	Net Expenditure Vote: E44	1,064	1,276	800	771	-29	1,276	0	0%	
Vote: E45 Mile End Park										
	Expenditure	701	703	389	472	83	703	0	0%	
	Income	-701	-703	-527	-330	197	-703	0	0%	VID : Awaiting Q3 recharges
	Net Expenditure Vote: E45	0	0	-138	142	280	0	0	0%	
Vote: E47 Lifelong Learning										
	Expenditure	4,495	4,505	2,384	2,763	379	4,505	0	0%	VID : Due to budget profiling
	Income	-3,265	-3,265	-9	-86	-77	-3,265	0	0%	
	Net Expenditure Vote: E47	1,230	1,240	2,375	2,677	302	1,240	0	0%	
Vote: E48 Community Languages Services										
	Expenditure	1,082	1,082	811	839	28	1,082	0	0%	
	Income	-306	-306	0	-296	-296	-306	0	0%	VID : Due to budget profiling
	Net Expenditure Vote: E48	776	776	811	543	-268	776	0	0%	
	Net Expenditure Service Area: CAL	15,100	15,720	13,594	13,117	-477	15,720	0	0%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
December 2013	Communities & Localities	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: CMS CLC Management & Support										
Vote: E01 Management & Support										
	Expenditure	3,415	3,446	2,563	2,651	88	3,446	0	0%	
	Income	-3,415	-3,446	-2,596	-2,443	153	-3,446	0	0%	VTD : Due to budget profiling
Net Expenditure Vote: E01		0	0	-33	208	241	0	0	0%	
Vote: E02 Olympics										
	Expenditure	0	0	0	28	28	0	0	0%	
	Income	0	0	0	-25	-25	0	0	0%	
Net Expenditure Vote: E02		0	0	0	3	3	0	0	0%	
Net Expenditure Service Area: CMS		0	0	-33	211	244	0	0	0%	
Service Area: CPR Public Realm										
Vote: E10 Public Realm M & A										
	Expenditure	363	367	275	104	-171	367	0	0%	VTD : due to budget profiling of recharge.
	Income	-363	-367	109	-169	-278	-367	0	0%	Variance to date due to incorrect charts of Accounts
Net Expenditure Vote: E10		0	0	384	-65	-449	0	0	0%	
Vote: E12 Transportation & Highways										
	Balance Sheet	0	0	0			0	0	0%	
	Expenditure	10,620	11,007	7,915	3,921	-3,994	11,007	0	0%	VTD : Awaiting Depreciation and Premises recharges.
	Income	-4,291	-4,535	-2,007	-1,484	523	-4,535	0	0%	VTD : Due to budget profiling
Net Expenditure Vote: E12		6,329	6,472	5,908	2,437	-3,471	6,472	0	0%	
Vote: E15 Clean and Green										
	Expenditure	33,094	33,055	23,826	21,937	-1,889	33,055	0	0%	VTD : Awaiting Q2, Q3 & Q4 income invoices from Contractor.
	Income	-8,464	-8,232	-5,424	-3,657	1,767	-8,232	0	0%	VTD : Awaiting Q2, Q3 & Q4 income invoices from Contractor.
Net Expenditure Vote: E15		24,630	24,823	18,402	18,280	-122	24,823	0	0%	
Vote: E16 Waste Strategy, Policy and Procurement										
	Expenditure	153	154	115	106	-9	154	0	0%	
	Income	0	0	0	-6	-6	0	0	0%	
Net Expenditure Vote: E16		153	154	115	100	-15	154	0	0%	
Vote: E23 Concessionary Fares										
	Expenditure	8,509	8,492	6,314	6,666	352	8,492	0	0%	VTD : Growth target adjustment expected in Period 10
	Income	0	0	0	1	1	0	0	0%	
Net Expenditure Vote: E23		8,509	8,492	6,314	6,667	353	8,492	0	0%	
Vote: E30 Fleet Management										
	Expenditure	963	1,305	979	1,012	33	1,305	0	0%	
	Income	-963	-1,305	-979	-1,298	-319	-1,305	0	0%	VTD : Income is demand led. Increased Service requirement. Recharges expected to be done by end of January
Net Expenditure Vote: E30		0	0	0	-286	-286	0	0	0%	
Vote: E31 Passenger Transport										
	Expenditure	4,981	4,981	3,736	3,207	-529	4,981	0	0%	VTD : Backlog on invoices due to be cleared by end of January.
	Income	-4,981	-4,981	-3,736	-3,363	373	-4,981	0	0%	VTD : Income is demand led. Increased Service requirement. Recharges expected to be done by end of January
Net Expenditure Vote: E31		0	0	0	-156	-156	0	0	0%	
Vote: E32 DSO Vehicle Workshop										
	Expenditure	486	486	365	337	-28	486	0	0%	
	Income	-486	-486	-365	-221	144	-486	0	0%	VTD : Income is demand led. Increased Service requirement. Recharges expected to be done by end of January
Net Expenditure Vote: E32		0	0	0	116	116	0	0	0%	
Net Expenditure Service Area: CPR		39,621	39,941	31,123	27,093	-4,030	39,941	0	0%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
December 2013	Communities & Localities	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: CSC Safer Communities										
Vote: E80 Safer Communities Management										
	Expenditure	154	155	116	135	19	155	0	0%	
	Income	-395	-151	-113	-75	38	-151	0	0%	
Net Expenditure Vote: E80		-241	4	3	60	57	4	0	0%	
Vote: E81 Comm Safety Partnership, DV&HC										
	Expenditure	2,262	2,513	1,629	1,342	-287	2,513	0	0%	VID : Due to budget profiling
	Income	-133	-187	-125	-112	13	-187	0	0%	
Net Expenditure Vote: E81		2,129	2,326	1,504	1,230	-274	2,326	0	0%	
Vote: E83 Enforcement & Intervention										
	Expenditure	2,960	2,998	2,249	2,010	-239	2,998	0	0%	VID : Variance to date due to timing of payment to Contractors
	Income	-184	-184	-119	-405	-286	-184	0	0%	VID : Due to budget profiling
Net Expenditure Vote: E83		2,776	2,814	2,130	1,605	-525	2,814	0	0%	
Vote: E84 Drugs and Alcohol Action Team										
	Expenditure	10,368	11,124	7,681	5,041	-2,640	10,890	-234	-2%	VID : Delayed invoices from suppliers.
	Income	-8,846	-9,576	-6,634	-114	6,520	-9,342	234	-2%	VID : Year end Public Health recharge to process.
Net Expenditure Vote: E84		1,522	1,548	1,047	4,927	3,880	1,548	0	0%	
Vote: E85 Env. Commercial Services										
	Expenditure	3,892	3,700	2,806	2,381	-425	3,700	0	0%	VID : Outstanding Recharges to directorates to be put through in Final Quarter.
	Income	-1,252	-1,252	-851	-950	-99	-1,252	0	0%	
Net Expenditure Vote: E85		2,640	2,448	1,955	1,431	-524	2,448	0	0%	
Vote: E86 Env Health Protection										
	Expenditure	4,441	4,212	3,078	2,803	-275	4,212	0	0%	VID : Awaiting Depreciation and Premises recharges.
	Income	-1,040	-1,050	-661	-721	-60	-1,050	0	0%	
Net Expenditure Vote: E86		3,401	3,162	2,417	2,082	-335	3,162	0	0%	
Vote: E87 Youth & Connexions Service										
	Expenditure	8,189	8,855	6,641	5,772	-869	8,855	0	0%	VID : Due to budget profiling
	Income	214	-559	-419	-69	350	-559	0	0%	VID : Delayed recharges and income from grants
Net Expenditure Vote: E87		8,403	8,296	6,222	5,703	-519	8,296	0	0%	
Net Expenditure Service Area: CSC		20,630	20,598	15,278	17,038	1,760	20,598	0	0%	
Service Area: CSI Service Integration										
Vote: E71 Service Integration										
	Expenditure	354	526	395	95	-300	526	0	0%	VID : New target adjustment for Local Forum. Awaiting Depreciation and Premises recharges.
Net Expenditure Vote: E71		354	526	395	95	-300	526	0	0%	
Net Expenditure Service Area: CSI		354	526	395	95	-300	526	0	0%	
Net Expenditure Fund Type: GEN		75,706	76,785	60,357	57,554	-2,803	76,785	0	0%	
Fund Type: STR Street Trading Accounts										
Service Area: CSC Safer Communities										
Vote: E82 Street Trading Account										
	Expenditure	2,314	2,314	1,736	1,522	-214	2,314	0	0%	VID : Market waste recharges will be put through in final Q4.
	Income	-2,314	-2,314	-1,736	-2,011	-275	-2,314	0	0%	VID : Income ahead of budget profile.
Net Expenditure Vote: E82		0	0	0	-489	-489	0	0	0%	
Net Expenditure Service Area: CSC		0	0	0	-489	-489	0	0	0%	
Net Expenditure Fund Type: STR		0	0	0	-489	-489	0	0	0%	
Net Expenditure for Communities & Localities		75,706	76,786	54,437	50,911	-3,526	76,786	0	0%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
December 2013	Corporate Cost and Central Items	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Fund Type: GEN General Fund Account										
Service Area: COR Corporate Costs										
Vote: R88 Financial Strategy Team										
	Capital Expenditure	5,617	5,617	4,213	4,506	293	5,617	-0	0.00%	
	Expenditure	17,728	17,628	13,221	3,792	-9,429	17,628	0	0.00%	
	Income	-2,545	-2,545	-1,909	-2,493	-584	-2,545	0	0.00%	
	Net Expenditure Vote: R88	20,800	20,700	15,525	5,805	-9,720	20,700	0	0.00%	
Net Expenditure	Service Area: COR	20,800	20,700	15,525	5,805	-9,720	20,700	0	0.00%	
Service Area: CTR Central Items										
Vote: CEN Central Items										
	Balance Sheet	-51,567	-59,386	-44,538	0	44,538	-59,386	0	0.00%	
	Net Expenditure Vote: CEN	-51,567	-59,386	-44,538	0	44,538	-59,386	0	0.00%	
Net Expenditure	Service Area: CTR	-51,567	-59,386	-44,538	0	44,538	-59,386	0	0.00%	
Net Expenditure	Fund Type: GEN	-30,767	-38,686	-29,013	5,805	34,818	-38,686	0	0.00%	
Net Expenditure	for Corporate Cost and Central Items	-30,767	-38,686	-29,013	5,805	34,818	-38,686	0	0.00%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
December 2013	Development & Renewal	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Fund Type: GEN General Fund Account										
Service Area: JAM Asset Management										
Vote: J16 Corporate Property										
	Expenditure	1,640	1,640	1,230	1,265	35	1,720	80	4.9%	
	Income	-591	-591	-444	-263	181	-580	11	-1.9%	VtD - due to recharges yet to be processed
Net Expenditure Vote: J16		1,049	1,049	786	1,002	216	1,140	91	8.7%	
Vote: J30 Capital Delivery										
	Expenditure	986	986	739	1,348	609	596	-390	-39.6%	Outturn : Recharge to Capital not required due to underspends
	Income	-898	-898	-674	-2,896	-2,222	-508	390	-43.4%	
Net Expenditure Vote: J30		88	88	65	-1,548	-1,613	88	0	0.0%	
Vote: J32 Administrative Buildings										
	Expenditure	14,488	14,488	10,866	9,056	-1,810	14,315	-173	-1.2%	VtD and Outturn : Underspends due to move out of AH - £160K transferred to Smarter Working Project - this will be reflected in the next months report.
	Income	-18,289	-13,781	-10,335	-10,364	-29	-13,616	165	-1.2%	
Net Expenditure Vote: J32		-3,801	707	531	-1,308	-1,839	699	-8	-1.1%	
Vote: J34 Depots										
	Expenditure	221	221	166	56	-110	415	194	87.8%	Outturn : Inherited budget inadequate, the services reviewing the costs and recharges to correct the budget.
	Income	-375	-375	-281	-244	37	-459	-84	22.4%	
Net Expenditure Vote: J34		-154	-154	-115	-188	-73	-44	110	-71.4%	
Vote: K97 FM Internal Trading A/C										
	Expenditure	740	740	555	1,133	578	842	102	13.8%	VtD and Outturn : BAT Trading Activity -additional temp resources(agency staff) to support additional activities - building technical/surveyors works.
	Income	-740	-740	-493	108	601	-863	-123	16.6%	
Net Expenditure Vote: K97		0	0	62	1,241	1,179	-21	-21	0.0%	
Net Expenditure Service Area: JAM		-2,818	1,690	1,329	-801	-2,130	1,862	172	10.2%	
Service Area: JEE Employment and Enterprise, Olympic Legacy										
Vote: J18 Economic Dev & Olympic Legacy										
	Expenditure	272	272	204	149	-55	0	-272	-100.0%	VtD and Outturn : All budgets / spend should be consolidated with J24 to reflect the Economic Development service.
	Income	0	0	0	-49	-49	0	0	0.0%	
Net Expenditure Vote: J18		272	272	204	100	-104	0	-272	-100.0%	
Vote: J24 Employment and Enterprise										
	Expenditure	2,908	2,968	2,228	1,886	-342	2,967	-1	0.0%	VtD : Due to vacant posts - service was restructured and implemented mid year
	Income	-1,518	-1,518	-1,138	-428	710	-1,193	325	-21.4%	VtD and Outturn : Less income - claimed or recharged due to vacant posts
Net Expenditure Vote: J24		1,390	1,450	1,090	1,458	368	1,774	324	22.3%	
Vote: J48 Third Sector Team										
	Expenditure	2,401	2,501	1,876	2,521	645	2,548	47	1.9%	VtD : This includes payments related to community chest and mayor's community event grant payments - reserves will be drawdown at the year end.
	Income	-50	-50	-38	-6	32	-83	-33	66.0%	
Net Expenditure Vote: J48		2,351	2,451	1,838	2,515	677	2,465	14	0.6%	
Net Expenditure Service Area: JEE		4,013	4,173	3,132	4,073	941	4,239	66	1.6%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
December 2013	Development & Renewal	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: JES Resources										
Vote: J08 Programmes & Projects Funding										
	Expenditure	260	260	195	1,649	1,454	1,496	1,236	475.4%	VTD and Outturn : Major projects (Poplar baths and Watts Grove) costs are coded which is recharged to capital and reserves. Recharge and reserves will be applied during accounts closure.
	Income	0	0	0	0	0	-1,471	-1,471	0.0%	
Net Expenditure Vote: J08		260	260	195	1,649	1,454	25	-235	-90.4%	
Vote: J12 Resources										
	Expenditure	1,873	1,873	1,404	1,439	35	2,207	334	17.8%	VTD and Outturn : due to recharges to HRA and capital - not yet applied, will be during the closure period.
	Income	-546	-546	-410	2	412	-635	-89	16.3%	
Net Expenditure Vote: J12		1,327	1,327	994	1,441	447	1,572	245	18.5%	
Vote: J14 Management & Support Services										
	Expenditure	216	236	177	4,782	4,605	1,798	1,562	661.9%	VTD and Outturn : Central Support Recharges £3.6m which will be reallocated across the directorate by March 2014. Support services budget posted under income - needs to be corrected. Also income relates to Energy recharge/invoices raised to school, will be cleared out during the closure. Hence, the cost centre will be nil. no impact on the GF
	Income	1,570	1,570	1,177	-1,544	-2,721	-36	-1,606	-102.3%	
Net Expenditure Vote: J14		1,786	1,806	1,354	3,238	1,884	1,762	-44	-2.4%	
Net Expenditure	Service Area: JES	3,373	3,393	2,543	6,328	3,785	3,359	-34	-1.0%	
Service Area: JHO Housing Options										
Vote: J26 Lettings										
	Expenditure	2,101	2,101	1,575	1,478	-97	2,542	441	21.0%	VTD : HRA recharges are yet to be processed - will be done during the year end
	Income	-1,015	-1,015	-762	-341	421	-1,456	-441	43.4%	
Net Expenditure Vote: J26		1,086	1,086	813	1,137	324	1,086	0	0.0%	
Vote: J40 Homelessness										
	Expenditure	32,908	32,908	24,681	22,070	-2,611	33,908	1,000	3.0%	VTD and Risk : Increase bad debt provisions - forecast £900K. This also includes £1M welfare reform growth money assumed fully spent by end of year.
	Income	-29,120	-29,120	-21,840	-22,992	-1,152	-30,120	-1,000	3.4%	
Net Expenditure Vote: J40		3,788	3,788	2,841	-922	-3,763	3,788	0	0.0%	
Net Expenditure	Service Area: JHO	4,874	4,874	3,654	215	-3,439	4,874	0	0.0%	
Service Area: JPB Service Planning & Building Control										
Vote: J04 BC Revenue										
	Expenditure	559	559	419	386	-33	488	-71	-12.7%	VTD : Recharges Yet to be processed - which will happen during the closure
	Income	-340	-340	-255	-33	222	-288	52	-15.3%	
Net Expenditure Vote: J04		219	219	164	353	189	200	-19	-8.7%	
Vote: J06 Development Management										
	Expenditure	1,631	2,030	1,523	1,626	103	2,147	117	5.8%	Outturn : Overspend on supplies & services due to increased legal costs
	Income	-1,870	-1,870	-1,402	-1,396	6	-2,114	-244	13.0%	
Net Expenditure Vote: J06		-239	160	121	230	109	33	-127	-79.1%	Outturn : Anticipated increased planning fee income
Vote: J44 Application Support										
	Expenditure	548	548	411	354	-57	525	-23	-4.2%	
	Income	-706	-706	-530	-609	-79	-714	-8	1.1%	
Net Expenditure Vote: J44		-158	-158	-119	-255	-136	-189	-31	19.6%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
December 2013	Development & Renewal	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Vote: J45 Planning, Other Projects										
	Expenditure	0	0	0	2,049	2,049	2,020	2,020	0.0%	ViD : Used as holding code for Community Infrastructure levy money - no impact on General - as the balances will be moved to Balance sheet.
	Income	0	0	0	-2,707	-2,707	-2,000	-2,000	0.0%	
Net Expenditure Vote: J45		0	0	0	-658	-658	20	20	0.0%	
Vote: J46 Strategic Planning										
	Expenditure	1,645	1,246	935	724	-211	1,202	-44	-3.5%	
	Income	-15	-15	-11	-11	0	0	15	-100.0%	
Net Expenditure Vote: J46		1,630	1,231	924	713	-211	1,202	-28	-2.3%	
Vote: J47 PBC Service Management										
	Expenditure	383	383	287	223	-64	383	0	0.0%	
	Income	-48	-48	-36	0	36	-48	0	0.0%	
Net Expenditure Vote: J47		335	335	251	223	-28	335	0	0.0%	
Vote: J49 Infrastructure Planning										
	Expenditure	386	386	290	225	225	307	-79	-20.5%	
	Income	-366	-366	-275	0	0	-366	0	0.0%	
Net Expenditure Vote: J47		20	20	15	225	225	-59	-79	-395.0%	
Vote: K98 Local Land Charges Trading A/c										
	Expenditure	0	0	0	2	2	0	0	0.0%	
	Income	0	0	0	-41	-41	0	0	0.0%	
Net Expenditure Vote: K98		0	0	0	-39	-39	0	0	0.0%	
Vote: K99 Building Control Trading A/c										
	Expenditure	871	982	573	401	-172	783	-199	-20.3%	ViD and Outturn : Vacant post not are not filled due to a reduction in income, this is reflected in the in forecast income.
	Income	-871	-982	-573	-329	244	-723	259	-26.4%	
Net Expenditure Vote: K99		0	0	0	72	72	60	60	0.0%	
Net Expenditure Service Area: JPB		1,807	1,807	1,356	864	-477	1,602	-205	-11.3%	
Service Area: JRS Regen. Strategy and Sustainability										
Vote: J20 Strategy Regen. Sustainability										
	Expenditure	7,457	5,596	4,197	1,833	-2,364	5,625	29	0.5%	
	Income	-1,737	-1,737	-1,303	-356	947	-1,766	-29	1.7%	
Net Expenditure Vote: J20		5,720	3,859	2,894	1,477	-1,417	3,859	0	0.0%	
Vote: J22 Housing Regeneration										
	Expenditure	457	457	343	345	2	368	-89	-19.5%	
	Income	-509	-509	-383	11	394	-420	89	-17.5%	
Net Expenditure Vote: J22		-52	-52	-40	356	396	-52	0	0.0%	
Net Expenditure Service Area: JRS		5,668	3,807	2,854	1,833	-1,021	3,807	0	0.0%	
Net Expenditure Fund Type: GEN		16,917	19,744	14,868	12,512	-2,341	19,744	0	0.0%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
December 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Fund Type: DSG Dedicated Schools Grant										
Service Area: GLA Learning & Achievement										
Vote: G17 Support For Learning Serv DSG										
	Expenditure	3,875	3,960	2970	2489	-481	3,971	11	0.3%	VID : In year profiling, Q3&4 pick up to compensate for current variance level
	Income	-999	-999	-749	-563	186	-1,038	-39	3.9%	
	Net Expenditure	2,876	2,961	2221	1,926	-295	2,933	-28	-0.9%	
Vote: H10 Learning & Achievmt M & A DSG										
	Expenditure	892	892	669	0	-669	892	0	0.0%	VID : In year profiling, processed Q4.
	Net Expenditure	892	892	669	0	-669	892	0	0.0%	
Vote: H11 Early Years Service DSG										
					3,911					VID : The allocation for 2 year olds is not going to be fully used in 2013/14 because insufficient places are available.
	Expenditure	26,827	26,827	20120		-16,209	22,468	-4,359	-16.2%	
	Net Expenditure	26,827	26,827	20120	3,911	-16,209	22,468	-4,359	-16.2%	
Vote: H16 Special Educ Needs DSG										
					6,458					VID : In year profiling, processed Q4.
	Expenditure	30,415	30,415	22811		-16,353	30,329	-86	-0.3%	
	Net Expenditure	30,415	30,415	22811	6,458	-16,353	30,329	-86	-0.3%	
Vote: H18 Educ Psychology Serv DSG										
	Expenditure	188	188	141	0	-141	188	0	0.0%	
	Net Expenditure	188	188	141	0	-141	188	0	0.0%	
Vote: H78 Pupil Admissions & Excl DSG										
					725					VID : The LA has seen a significant and unforeseen increase in the number of referrals for alternative provision and managed move school transfers. This increases both the income (from schools) and expenditure (PRU/receiving school) due to the charges and payments associated.
	Expenditure	4,318	4,374	3280	63	-2,555	4,651	277	6.3%	
	Net Expenditure	3,552	3,463	2597	788	-1,809	2,969	-494	-14.3%	
	Income	-766	-911	-683		746	-1,682	-771	84.6%	
	Net Expenditure	64,750	64,746	48559	13,083	-35,476	59,779	-4,967	-7.7%	
Service Area: GRE ESCW Resources										
Vote: H68 Ext Fund - Dedicated Sch Grant										
	Income	-316,743	-317,115	-279	0	279	-312,109	5,006	-1.6%	VID : This variance reflects the lower amount of DSG that will need to be drawn down for 2013/14 because of the under spends above. Funding drawn down at year-end.
	Net Expenditure	-316,743	-317,115	-279	0	279	-312,109	5,006	-1.6%	
Vote: H79 ESCW Resources DSG M & A										
	Expenditure	1,053	1,053	790	766	-24	1,013	-40	-3.8%	
	Net Expenditure	1,053	1,053	790	766	-24	1,013	-40	-3.8%	
Vote: H83 ESCW Human Resources DSG										
	Expenditure	1,399	1,399	1049	807	-242	1,399	0	0.0%	VID : In year profiling, balanced in Q4
	Income	0	0	0	0	0	0	0	0.0%	
	Net Expenditure	1,399	1,399	1049	807	-242	1,399	0	0.0%	
	Net Expenditure	-314,291	-314,663	1560	1,573	13	-309,697	4,966	-1.6%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
December 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: GSC Children's Social Care										
Vote: H55 Children Looked After DSG										
	Expenditure	289	319	239	235	-4	319	0	0.0%	
	Net Expenditure	289	319	239	235	-4	319	0	0.0%	
Vote: H62 Attendance & Welfare Service										
	Expenditure	55	55	41	55	14	55	0	0.0%	
	Net Expenditure	55	55	41	55	14	55	0	0.0%	
	Net Expenditure	344	374	280	290	10	374	0	0.0%	
Service Area: GSH Schools										
Vote: G02 Pre-Primary Schools DSG										
	Expenditure	380	5,020	3764	2,485	-1,279	5,020	0	0.0%	VID : Please note only payroll expenditure for those schools that buy into the Authorities service have been posted to the general ledger. Outsourced payroll and other expenditure is posted at year-end when the schools provide their monitoring return. VID : Credit budget for early years and high needs are sitting in the DSG holding accounts, however the journal to offset the credit budget has been processed in period 10, thus the position should change then
	Income	-43	-4,683	-3512	-38	3,474	-4,683	0	0.0%	
	Net Expenditure	337	337	252	2,447	2,195	337	0	0.0%	
Vote: G04 Primary Schools DSG										
	Expenditure	145,793	176,638	132479	47,221	-85,258	176,628	-10	0.0%	VID : Please note only payroll expenditure for those schools that buy into the Authorities service have been posted to the general ledger. Outsourced payroll and other expenditure is posted at year-end when the schools provide their monitoring return. VID : Credit budget for early years and high needs are sitting in the DSG holding accounts, however the journal to offset the credit budget has been processed in period 10, thus the position should change then
	Income	-11,411	-41,435	-22518	-1,081	21,437	-41,435	0	0.0%	
	Net Expenditure	134,382	135,203	109961	46,140	-63,821	135,193	-10	0.0%	
Vote: G06 Secondary Schools DSG										
	Expenditure	115,274	145,505	109129	51,524	-57,605	145,515	10	0.0%	VID : Please note only payroll expenditure for those schools that buy into the Authorities service have been posted to the general ledger. Outsourced payroll and other expenditure is posted at year-end when the schools provide their monitoring return. VID : Credit budget for early years and high needs are sitting in the DSG holding accounts, however the journal to offset the credit budget has been processed in period 10, thus the position should change then
	Income	-7,943	-38,859	-23187	-1,359	21,828	-38,859	0	0.0%	
	Net Expenditure	107,331	106,646	85942	50,165	-35,777	106,656	10	0.0%	
Vote: G08 Special Schools DSG										
	Expenditure	5,311	18,853	14140	3,220	-10,920	18,853	0	0.0%	VID : Please note only payroll expenditure for those schools that buy into the Authorities service have been posted to the general ledger. Outsourced payroll and other expenditure is posted at year-end when the schools provide their monitoring return. VID : Credit budget for early years and high needs are sitting in the DSG holding accounts, however the journal to offset the credit budget has been processed in period 10, thus the position should change then
	Income	-222	-14,324	-10576	-158	10,418	-14,324	0	0.0%	
	Net Expenditure	5,089	4,529	3564	3,062	-502	4,529	0	0.0%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
December 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Vote: G29 Pupil Referral Unit										
	Expenditure	2,060	2,496	1872	2,321	449	2,496	0	0.0%	VID : The only expenditure that has been processed are payroll costs, additional costs will be posted at year-end
	Income	0	0	0	-11	-11	0	0	0.0%	
	Net Expenditure	2,060	2,496	1872	2,310	438	2,496	0	0.0%	
Vote: H04 Primary Academies										
	Expenditure	0	219	164	148	-16	219	0	0.0%	
	Net Expenditure	0	219	164	148	-16	219	0	0.0%	
Vote: H06 Secondary Academies										
	Expenditure	0	115	86	59	-27	115	0	0.0%	
	Net Expenditure	0	115	86	59	-27	115	0	0.0%	
	Net Expenditure	249,199	249,545	201841	104,331	-97,510	249,545	0	0.0%	
Net Expenditure Fund Type: DSG		0	-0	252240	119,277	-132,963	1	-1	304.9%	
Fund Type: GEN General Fund Account										
Service Area: ACS Commissioning & Health										
Vote: A05 Carers Grant										
	Expenditure	1,093	1,193	895	532	-363	1,093	-100	-8.4%	VID : No forecast on S256 Carer Health checks budget
	Income	0	-100	-75	0	75	0	100	-100.0%	
	Net Expenditure	1,093	1,093	820	532	-288	1,093	0	0.0%	VID : No forecast on S256 Income From Health on Carer He
Vote: A42 Older People Commissioning										
	Expenditure	26,087	26,387	19790	19,852	62	26,389	2	0.0%	VID : There will be a gap in Continuing care income for LTS
	Income	-4,504	-4,504	-3378	-908	2,470	-4,582	-78	1.7%	
	Net Expenditure	21,583	21,883	16412	18,944	2,532	21,807	-76	-0.3%	
Vote: A43 Learning Disabilities Commis'g										
	Expenditure	20,771	20,105	15078	14,025	-1,053	20,818	714	3.5%	VID and Outturn : Recharge of 666k by supporting people due to service dependencies. 47k increased commissioning activity.
	Income	-1,875	-1,875	-1406	-91	1,315	-1,922	-47	2.5%	
	Net Expenditure	18,896	18,229	13672	13,934	262	18,896	667	3.7%	
Vote: A44 Mental Health Commissioning										
	Expenditure	8,687	9,055	6791	5,747	-1,044	8,375	-680	-7.5%	VID and Outturn : S256 expenditure not accurately reflected in forecast; There is also a significant decrease in Continuing care income
	Income	-1,862	-2,509	-1889	-560	1,329	-1,862	647	-25.8%	
	Net Expenditure	6,825	6,546	4902	5,187	285	6,513	-33	-0.5%	
Vote: A45 Physical Disabilities Commis'g										
	Expenditure	7,547	7,737	5803	5,171	-632	7,547	-190	-2.5%	VID and Outturn : S256 expenditure not accurately reflected in forecast; There is also a significant decrease in Continuing care income
	Income	-1,667	-1,857	-1393	-519	874	-1,667	190	-10.2%	
	Net Expenditure	5,880	5,880	4410	4,652	242	5,880	0	0.0%	
Vote: A46 HIV Commissioning										
	Expenditure	216	216	162	31	-131	216	0	0.0%	VID : Due to actual income received from health not budgete
	Income	0	0	0	-55	-55	-55	-55	0.0%	
	Net Expenditure	216	216	162	-24	-186	161	-55	-25.5%	
Vote: A47 Access to Resources										
	Expenditure	1,021	1,271	953	1,015	62	1,353	82	6.5%	VID : Overspend by 321k on Management & Admin Salaries -Pay & On cost offset by 90k- no expenditure forecast for FWI Data Cleanse additional staff and 150k no expenditure forecast on Capacity to improve Brokerage Activity -Agency Staff.
	Income	0	-240	-180	0	180	-150	90	-37.5%	
	Net Expenditure	1,021	1,031	773	1,015	242	1,203	172	16.7%	VID : Due to no forecast on S256 90k income budget.

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
December 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Vote: A48 Strategic Commissioning										
	Expenditure	482	1,873	1404	441	-963	521	-1,352	-72.2%	VID and Outturn : S256 forecast/expenditure understated.
	Income	-96	-656	-492	1	493	-96	560	-85.4%	VID and Outturn : S256 income not accurately reflected in forecast due to no expenditure forecast
	Net Expenditure	386	1,217	912	442	-470	425	-792	-65.1%	
Vote: A50 Supporting People										
	Expenditure	13,374	14,356	10767	9,977	-790	13,712	-644	-4.5%	VID and Outturn : Lower expenditure forecast resulting from the review of all contracts and spend.
	Income	-25	-25	-13	0	13	-25	0	0.0%	
	Net Expenditure	13,349	14,331	10754	9,977	-777	13,687	-644	-4.5%	
Vote: A53 Commiss'g & Strategy Divn M&A										
	Expenditure	287	389	292	224	-68	289	-100	-25.7%	Outturn : No forecast of expenditure on Voluntary Care Providers (budget 100k).
	Income	0	-100	-75	0	75	0	100	-100.0%	S256 income not forecasted.
	Net Expenditure	287	289	217	224	7	289	0	0.0%	
Vote: A59 Corporate Services										
	Expenditure	632	1,009	757	1,373	616	306	-703	-69.7%	VID and Outturn : £453k under spend due to no forecast of agency staff budget allowance. £250k underspend due to no forecast on Voluntary Care Providers.
	Income	-93	-343	-257	-1,681	-1,424	-93	250	-72.9%	Due to no forecast of S256 income.
	Net Expenditure	539	666	500	-308	-808	213	-453	-68.0%	
Vote: G67 Commissioned Services										
	Expenditure	1,799	1,882	1338	1,026	-312	1,847	-35	-1.9%	
	Income	-472	-550	-382	-362	20	-472	78	-14.2%	
	Net Expenditure	1,327	1,332	956	664	-292	1,375	43	3.2%	
	Net Expenditure	71,402	72,713	54,490	55,239	749	71,542	-1,171	-1.6%	
Service Area: APH Public Health										
Vote: A51 Public Health										
	Expenditure	30,752	30,796	23097	5,113	-17,984	30,645	-151	-0.5%	VID and Outturn : Under spend due to lower forecast of Management & Admin Salaries (Pay and On cost)
	Income	0	-44	-33	-46	-13	-44	0	0.0%	
	Net Expenditure	30,752	30,752	23064	5,067	-17,997	30,601	-151	-0.5%	
	Net Expenditure	30,752	30,752	23064	5,067	-17,997	30,601	-151	-0.5%	
Service Area: ASC Adults Social Care										
Vote: A02 Disabilities & Health Divn M&A										
	Expenditure	167	2,189	1642	204	-1,438	2,189	0	0.0%	VID : S256 income and expenditure has not been included in the forecast however the Service Head expects it to be fully spent.
	Income	0	-552	-414	0	414	-552	0	0.0%	
	Net Expenditure	167	1,637	1228	204	-1,024	1,637	0	0.0%	
Vote: A08 Older People Mental Health										
	Expenditure	361	514	386	256	-130	361	-153	-29.8%	VID and Outturn : S256 expenditure not included in the forecast
	Income	0	-150	-113	0	113	0	150	-100.0%	VID and Outturn : S256 income not included in the forecast
	Net Expenditure	361	364	273	256	-17	361	-3	-0.8%	
Vote: A09 Older People A&C Mgmt.										
	Expenditure	0	0	0	1	1	0	0	0.0%	
	Net Expenditure	0	0	0	1	1	0	0	0.0%	
Vote: A13 Learning Disabilities Sub Divn.										
	Expenditure	78	79	59	0	-59	78	-1	-1.3%	
	Income	-35	-35	-26	0	26	-35	0	0.0%	
	Net Expenditure	43	44	33	0	-33	43	-1	-2.3%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
December 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Vote: A14 Learning Disabilities A&C Mgmt.										
	Expenditure	808	1,936	1452	119	-1,333	808	-1,128	-58.3%	VID and Outturn : £1M due to no forecast on Learning Dis Transitions S256 - Agency staff and
	Income	-79	-499	-374	0	374	-79	420	-84.2%	VID and Outturn : No forecast of S256 CLDS 2 Social Workers-Agency expenditure
	Net Expenditure	729	1,437	1078	119	-959	729	-708	-49.3%	
Vote: A15 Occupational Therapy Pooled										
	Expenditure	411	464	348	206	-142	422	-42	-9.1%	
	Income	0	-50	-38	0	38	0	50	-100.0%	
	Net Expenditure	411	414	310	206	-104	422	8	1.9%	
Vote: A16 Community Equipment Pooled										
	Expenditure	888	1,323	992	0	-992	1,158	-165	-12.5%	VID and Outturn : Under spend due to S256 -PAT Testing Support and Driver -Agency Staff
	Income	0	-130	-98	0	98	-130	0	0.0%	
	Net Expenditure	888	1,193	894	0	-894	1,028	-165	-13.8%	
Vote: A19 Adult Protection										
	Expenditure	314	357	268	216	-52	296	-61	-17.1%	
	Income	-38	-78	-59	-31	28	0	78	-100.0%	
	Net Expenditure	276	279	209	185	-24	296	17	6.1%	
Vote: A23 Mental Health Sub Divn M&A										
	Expenditure	87	88	66	68	2	92	4	4.5%	
	Income	-90	-90	-68	0	68	0	90	-100.0%	
	Net Expenditure	-3	-2	-2	68	70	92	94	-4700.0%	
Vote: A24 Area Mental Health Teams										
	Expenditure	2,382	2,455	1841	1,873	32	2,597	142	5.8%	Outturn : Savings targets have not been met by the Mental H
	Income	-277	-327	-245	-81	164	-260	67	-20.5%	VID : Salary recharges have also not yet been fully processed
	Net Expenditure	2,105	2,128	1596	1,792	196	2,337	209	9.8%	
Vote: A25 Mental Health Day Centres										
	Expenditure	458	457	343	285	-58	434	-23	-5.0%	
	Income	-11	-7	-5	0	5	-2	5	-71.4%	
	Net Expenditure	447	450	338	285	-53	432	-18	-4.0%	
Vote: A30 Adults Resources Sub Divn M&A										
	Expenditure	94	95	71	68	-3	90	-5	-5.3%	
	Net Expenditure	94	95	71	68	-3	90	-5	-5.3%	
Vote: A31 Phys Disabilities Establishm't										
	Expenditure	512	515	386	338	-48	497	-18	-3.5%	
	Income	-1	-1	-1	-1	0	-1	0	0.0%	
	Net Expenditure	511	514	385	337	-48	496	-18	-3.5%	
Vote: A32 Learning Disabilities D/Centre										
	Expenditure	401	404	303	0	-303	401	-3	-0.7%	VID : No actual expenditure income has been coded against the ledger.
	Income	-5	-5	-4	0	4	-5	0	0.0%	
	Net Expenditure	396	399	299	0	-299	396	-3	-0.8%	
Vote: A33 Older People Day Centres										
	Expenditure	1,535	1,703	1277	1,097	-180	1,664	-39	-2.3%	VID : S256 income not included in forecast
	Income	-37	-158	-118	-13	105	-152	6	-3.8%	VID : S256 income not included in forecast
	Net Expenditure	1,498	1,545	1159	1,084	-75	1,512	-33	-2.1%	
Vote: A34 Home Care										
	Expenditure	4,033	4,120	3090	2,650	-440	3,578	-542	-13.2%	VID and Outturn : The In House Homecare Service is being wound down by 2015/16; 26 staff have left after being offered ER/VR
	Net Expenditure	4,033	4,120	3090	2,650	-440	3,578	-542	-13.2%	
Vote: A37 Emergency Duty Social Work										
	Expenditure	343	346	260	334	74	455	109	31.5%	for weekend enhancements not been reflected in budget as
	Income	-20	-20	-15	0	15	-20	0	0.0%	
	Net Expenditure	323	326	245	334	89	435	109	33.4%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
December 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Vote: A81 First Response										
	Expenditure	2,688	2,864	2148	2,155	7	2,862	-2	-0.1%	
	Income	-142	-292	-219	52	271	-138	154	-52.7%	VID and Outturn : No forecast on S256 Health Income for Stroke Pathway Social Worker and First Response Additional SWs
	Net Expenditure	2,546	2,572	1929	2,207	278	2,724	152	5.9%	
Vote: A82 Reablement										
	Expenditure	2,087	2,311	1733	1,578	-155	2,162	-149	-6.4%	VID and Outturn : Under spend due to lower forecast on Management & Admin Salaries
	Income	0	-203	-152	0	152	0	203	-100.0%	VID and Outturn : S256 income not included in the forecast. Also not all of the S256 expenditure is included in the forecast.
	Net Expenditure	2,087	2,108	1581	1,578	-3	2,162	54	2.6%	
Vote: A83 Long Term Support-Social Care										
	Expenditure	2,264	2,881	2161	1,818	-343	2,371	-510	-17.7%	VID and Outturn : S256 income and expenditure not included in the forecast.
	Income	0	-350	-263	-1	262	0	350	-100.0%	VID and Outturn : No forecast applied against S256 income.
	Net Expenditure	2,264	2,531	1898	1,817	-81	2,371	-160	-6.3%	
Vote: A84 Long Term Support-OTs										
	Expenditure	887	896	672	652	-20	887	-9	-1.0%	
	Net Expenditure	887	896	672	652	-20	887	-9	-1.0%	
	Net Expenditure	20,063	23,050	17286	13,841	-3,443	22,028	-1,022	-4.4%	
Service Area: GDS ESCW Directors Services										
Vote: A55 Quality and Performance										
	Expenditure	710	799	599	489	-110	787	-12	-1.5%	
	Income	0	-150	-113	0	113	0	150	-100.0%	Outturn : Will be balanced by S256 Income
	Net Expenditure	710	649	486	489	3	787	138	21.3%	
Vote: G37 YPC Management & Admin										
	Expenditure	90	90	67	0	-67	90	0	0.0%	
	Net Expenditure	90	90	67	0	-67	90	0	0.0%	
Vote: G65 Transformation Project										
	Expenditure	97	98	74	94	20	143	45	45.9%	
	Net Expenditure	97	98	74	94	20	143	45	45.9%	
Vote: G71 Strategy, Policy & Performance										
	Expenditure	816	742	556	463	-93	759	17	2.3%	
	Income	-26	-26	-13	0	13	-12	14	-53.8%	
	Net Expenditure	790	716	543	463	-80	747	31	4.3%	
Vote: G74 Equalities Development										
	Expenditure	508	509	382	256	-126	437	-72	-14.1%	VID : Adult retakes funded by central government rather than LBTH bursaries; less applicants for post graduate certificates
	Income	0	0	0	-1	-1	0	0	0.0%	
	Net Expenditure	508	509	382	255	-127	437	-72	-14.1%	
	Net Expenditure	2,195	2,062	1552	1,301	-251	2,204	142	6.9%	
Service Area: GLA Learning & Achievement										
Vote: G10 Learning & Achievement M & A GF										
	Expenditure	243	243	182	126	-56	234	-9	-3.7%	
	Income	-160	-160	-120	0	120	-160	0	0.0%	VID : DSG Contribution not posted, hence profile issue.
	Net Expenditure	83	83	62	126	64	74	-9	-10.8%	
Vote: G11 Early Years Service GF										
	Expenditure	2,266	2,270	1703	1,044	-659	2,027	-243	-10.7%	VID and Outturn : Expenditure lower due to unfilled vacancies and lower than anticipated take-up of grants offered to childcare providers
	Income	-713	-711	-533	-17	516	-713	-2	0.3%	
	Net Expenditure	1,553	1,559	1170	1,027	-143	1,314	-245	-15.7%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
December 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Vote: G12 Local Authority Day Nurseries										
	Expenditure	2,923	2,941	2206	1,699	-507	2,954	13	0.4%	VID : Central recharges
	Income	-198	-198	-149	-7	142	-198	0	0.0%	VID : Awaiting C&D postings & E.Years contributions.
	Net Expenditure	2,725	2,743	2057	1,692	-365	2,756	13	0.5%	
Vote: G13 Children's Centres										
	Expenditure	10,545	10,788	8091	5,979	-2,112	11,140	352	3.3%	VID : Unable to meet the vacancy savings target and Higher service demand
	Income	-86	-86	-65	69	134	0	86	-100.0%	
	Net Expenditure	10,459	10,702	8026	6,048	-1,978	11,140	438	4.1%	
Vote: G14 School Improvement Primary										
	Expenditure	666	904	678	606	-72	864	-40	-4.4%	
	Income	-476	-476	-357	-734	-377	-437	39	-8.2%	VID : SLA charges in year overstated, part relates to future Academic Year.
	Net Expenditure	190	428	321	-128	-449	427	-1	-0.2%	
Vote: G16 Special Educational Needs GF										
	Expenditure	4,004	4,007	3005	2,606	-399	4,072	65	1.6%	VID : In part Central recharges not posted.
	Income	-116	-116	-87	0	87	-116	0	0.0%	
	Net Expenditure	3,888	3,891	2918	2,606	-312	3,956	65	1.7%	
Vote: G18 Educational Psychology Serv GF										
	Expenditure	1,648	1,653	1240	1,061	-179	1,646	-7	-0.4%	VID : Central Recharges
	Income	-854	-854	-641	-486	155	-854	0	0.0%	VID : Out standing SLA Charges
	Net Expenditure	794	799	599	575	-24	792	-7	-0.9%	
Vote: G19 Parental Engagement & Support										
	Expenditure	1,879	1,888	1416	1,021	-395	1,995	107	5.7%	VID and Outturn : Additional grant receivable
	Income	-176	-176	-132	-223	-91	-283	-107	60.8%	Outturn : Additional grant receivable
	Net Expenditure	1,703	1,712	1284	798	-486	1,712	0	0.0%	
Vote: G20 School Governance & Information										
	Expenditure	528	532	399	421	22	528	-4	-0.8%	
	Income	-270	-270	-203	-362	-159	-270	0	0.0%	VID : Out standing SLA charges
	Net Expenditure	258	262	196	59	-137	258	-4	-1.5%	
Vote: G26 School Improvement Secondary										
	Expenditure	2,421	2,501	1875	986	-889	2,263	-238	-9.5%	VID and Outturn : Mayors Award, demand lead. Lower than expected number of students meeting criteria
	Income	-952	-952	-714	-26	688	-856	96	-10.1%	
	Net Expenditure	1,469	1,549	1161	960	-201	1,407	-142	-9.2%	
Vote: G30 Arts & Music Service										
	Expenditure	1,371	1,620	1215	935	-280	1,589	-31	-1.9%	VID : Central recharges missing and overstated in budget.
	Income	-1,228	-1,421	-806	-633	173	-1,445	-24	1.7%	VID : SLA charges outstanding & Grant not applied.
	Net Expenditure	143	199	409	302	-107	144	-55	-27.6%	
Vote: G41 Healthy Lives										
	Expenditure	422	422	316	261	-55	384	-38	-9.0%	
	Income	-264	-264	-198	-1	197	-227	37	-14.0%	VID : Grant not yet drawn-down
	Net Expenditure	158	158	118	260	142	157	-1	-0.6%	
Vote: G78 Pupil Admissions & Excls GF										
	Expenditure	910	910	683	598	-85	1,008	98	10.8%	
	Net Expenditure	910	910	683	598	-85	1,008	98	10.8%	
Vote: H40 Careers Service										
	Expenditure	1,254	1,261	946	869	-77	1,353	92	7.3%	
	Income	-340	-340	-255	-206	49	-426	-86	25.3%	
	Net Expenditure	914	921	691	663	-28	927	6	0.7%	
Vote: H91 Schools Library Services & HEC										
	Expenditure	681	681	511	539	28	781	100	14.7%	
	Income	-681	-681	-511	-654	-143	-781	-100	14.7%	VID : SLA charges for year posted.
	Net Expenditure	0	0	0	-115	-115	0	0	0.0%	
Net Expenditure		25,247	25,916	19695	15,471	-4,224	26,072	156	0.6%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
December 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: GRE ESCW Resources										
Vote: A56 Social Services IT										
	Expenditure	0	0	0	7	7	0	0	0.0%	
	Income									
	Net Expenditure	0	0	0	7	7	0	0	0.0%	
Vote: A58 Technical Resources										
	Expenditure	995	995	746	159	-587	962	-33	-3.3%	VID : no posting yet against Depreciation budget of 544k
	Income	-47	-47	-35	-44	-9	-47	0	0.0%	
	Net Expenditure	948	948	711	115	-596	915	-33	-3.5%	
Vote: A61 Business Support & Programme Management										
	Expenditure	49	841	631	117	-514	618	-223	-26.5%	VID : Telecare posts recruited in-year, hence under spend
	Income	0	-370	-278	0	278	-370	0	0.0%	
	Net Expenditure	49	471	353	117	-236	248	-223	-47.3%	
Vote: A66 Learning and Development										
	Expenditure	557	562	422	301	-121	512	-50	-8.9%	VID : Budget of 562k is for salaries but expenditure relates to mainly to apprentice workers, agency staff and training
	Income	0	0	0	0	0	0	0	0.0%	
	Net Expenditure	557	562	422	301	-121	512	-50	-8.9%	
Vote: A71 Finance Services										
	Expenditure	824	832	624	685	61	832	0	0.0%	
	Income	-39	-39	-29	-25	4	-39	0	0.0%	
	Net Expenditure	785	793	595	660	65	793	0	0.0%	
Vote: A90 Support Services Holding A/c										
	Expenditure	3,857	4,454	3340	2,101	-1,239	4,454	0	0.0%	VID : In year profiling. Will balance by end Q4.
	Income									
	Net Expenditure	3,857	4,454	3340	2,101	-1,239	4,454	0	0.0%	
Vote: G70 Children's Information Systems										
	Expenditure	518	618	463	494	31	815	197	31.9%	VID and Outturn : Extra school services launched
	Income	-243	-243	-121	-443	-322	-427	-184	75.7%	VID and Outturn : in year: 400k SLA income received by month9. Extra school services launched compensated by extra SLA income
	Net Expenditure	275	375	342	51	-291	388	13	3.5%	
Vote: G72 Programme Management										
	Expenditure	369	532	399	266	-133	391	-141	-26.5%	VID and Outturn : in year:S256 cost centre (160k budget) included from month8. Manager didn't receive report so did not forecast
	Income	0	-160	-120	0	120	0	160	-100.0%	VID and Outturn : in year:S256 cost centre (160k budget) included from month8. Manager didn't receive report so did not forecast
	Net Expenditure	369	372	279	266	-13	391	19	5.1%	
Vote: G75 IT Social Care										
	Expenditure	528	692	519	434	-85	803	111	16.0%	Outturn : Electronic Home Care Monitoring system funding (£130k) from commissioning budgets may not materialise
	Income	0	-160	-120	-86	34	-219	-59	36.9%	
	Net Expenditure	528	532	399	348	-51	584	52	9.8%	
Vote: G79 ESCW Resources GF M & A										
	Expenditure	229	231	173	177	4	237	6	2.6%	
	Income	-47	-47	-23	-62	-39	-50	-3	6.4%	
	Net Expenditure	182	184	150	115	-35	187	3	1.6%	
Vote: G80 Information & Support Services										
	Expenditure	462	466	349	331	-18	432	-34	-7.3%	
	Income									
	Net Expenditure	462	466	349	331	-18	432	-34	-7.3%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
December 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Vote: G81 Building Dev & Tech Service										
	Expenditure	787	2,012	1509	1,607	98	2,085	73	3.6%	
	Income	-97	-97	-35	-58	-23	-99	-2	2.1%	
	Net Expenditure	690	1,915	1474	1,549	75	1,986	71	3.7%	
Vote: G82 ESCW Finance										
	Expenditure	900	905	679	1,020	341	1,434	529	58.5%	VID and Outturn : no gross exp. budget for maternity leave cover scheme for 323k spend and 501k forecast
	Income	-183	-183	-96	-642	-546	-711	-528	288.5%	VID and Outturn : no gross income budget for maternity leave cover scheme for income to date and 501k forecast
	Net Expenditure	717	722	583	378	-205	723	1	0.1%	
Vote: G83 ESCW Human Resources GF										
	Expenditure	1,560	1,571	1178	1,004	-174	1,570	-1	-0.1%	VID : Any under spend should be cancelled out by any overspend on DSG vote H83
	Income	0	0	0	23	23	0	0	0.0%	
	Net Expenditure	1,560	1,571	1178	1,027	-151	1,570	-1	-0.1%	
Vote: G86 Professional Dev Centre										
	Expenditure	805	805	604	327	-277	856	51	6.3%	
	Income	-618	-618	-750	-323	427	-310	308	-49.8%	VID and Outturn : Loss of SLA income due to change in location in 2014
	Net Expenditure	187	187	-146	4	150	546	359	192.0%	
Vote: G87 Contract Services										
	Expenditure	13,996	15,689	11767	9,813	-1,954	15,115	-574	-3.7%	Lower than expected sales income with a corresponding reduction in costs.
	Income	-13,996	-15,689	-11767	-7,598	4,169	-15,477	212	-1.4%	VID and Outturn : Lower than expected sales income
	Net Expenditure	0	0	0	2,215	2,215	-362	-362	0.0%	
Vote: H82 Holding Account & Support Serv										
	Expenditure	-709	-1,847	-1385	8,009	9,394	-1,160	687	-37.2%	Outturn : This reflects the expected drawdown from grants and reserves required to fund the variances elsewhere in the Directorate's budget.
	Net Expenditure	-709	-1,847	-1385	8,009	9,394	-1,160	687	-37.2%	
Vote: H87 BATS Team										
	Expenditure	0	0	0	5	5	0	0	0.0%	
	Income	0	0	0	0	0	0	0	0.0%	
	Net Expenditure	0	0	0	5	5	0	0	0.0%	
Vote: H90 PFI										
	Expenditure	16,424	16,424	12293	11,821	-472	16,656	232	1.4%	VID and Outturn : Profiling
	Income	-16,424	-16,424	-6199	-5,953	246	-16,437	-13	0.1%	VID and Outturn : For CMBM10 the income will be reflected so it is a nil net variance
	Net Expenditure	0	0	6094	5,868	-226	219	219	0.0%	
	Net Expenditure	10,457	11,705	14738	23,467	8,729	12,426	721	6.2%	
Service Area: GSC Children's Social Care										
Vote: G49 Children's Social Care M&A										
	Expenditure	160	161	121	323	202	160	-1	-0.6%	
	Net Expenditure	160	161	121	323	202	160	-1	-0.6%	
Vote: G50 Child Protection & Reviewing										
	Expenditure	2,497	2,549	1912	1,676	-236	2,719	170	6.7%	VID and Outturn : Vacancy factor not achieved due to essential cover of statutory child protection posts. Statutory requirements are placing additional budget pressures on court requirements.
	Income	0	0	0	-49	-49	-54	-54	0.0%	
	Net Expenditure	2,497	2,549	1912	1,627	-285	2,665	116	4.6%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
December 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Vote: G51 Children's Res M&A										
	Balance Sheet	0	0	0	0	0	0	0	0.0%	
	Expenditure	770	1,149	861	712	-149	1,276	127	11.1%	VID : Cost to date v budget low since lots of costs are due to be charged in to maximise grant spend. Income to date v budget low since grant yet to be drawn down. Outturn : Forecasted overspend - vacancy factor not being achieved.
	Income	0	-373	-280	-57	223	-430	-57	15.3%	
	Net Expenditure	770	776	581	655	74	846	70	9.0%	
Vote: G52 Children's Res Residential										
	Balance Sheet	0	0	0	0	0	3	3	0.0%	Outturn : Will be balanced from Commissioning Income (G54)
	Expenditure	1,757	1,770	1327	1,162	-165	1,902	132	7.5%	
	Net Expenditure	1,757	1,770	1327	1,162	-165	1,905	135	7.6%	
Vote: G53 Children's Res Family Placement										
	Expenditure	2,955	2,977	2232	1,889	-343	3,044	67	2.2%	VID : Expenditure - central recharges not posted.
	Income	-66	-66	-50	-188	-138	-219	-153	231.8%	VID : Income from LBTH adoptive parents over-achieving
	Net Expenditure	2,889	2,911	2182	1,701	-481	2,825	-86	-3.0%	
Vote: G54 Children's Res Commissioning										
	Expenditure	14,818	14,718	11038	9,862	-1,176	14,462	-256	-1.7%	Outturn : Lower than profiled client numbers
	Income	-214	-214	0	-3	-3	-544	-330	154.2%	Outturn : Reform Grant
	Net Expenditure	14,604	14,504	11038	9,859	-1,179	13,918	-586	-4.0%	
Vote: G55 Children Looked After GF										
	Expenditure	2,201	2,219	1664	1,578	-86	2,500	281	12.7%	Outturn : Vacancy target not achieved
	Income	0	0	0	-14	-14	0	0	0.0%	
	Net Expenditure	2,201	2,219	1664	1,564	-100	2,500	281	12.7%	
Vote: G56 Leaving Care										
	Expenditure	2,407	2,419	1814	1,668	-146	2,794	375	15.5%	Outturn : Sickness cover costs and Vacancy target not achieved
	Income	-29	-29	-22	-0	22	-98	-69	237.9%	
	Net Expenditure	2,378	2,390	1792	1,668	-124	2,696	306	12.8%	
Vote: G57 Fieldwork Advice & Assessment										
	Expenditure	5,232	5,331	3998	3,464	-534	5,829	498	9.3%	VID : Vacancy factor not being met & additional emergency social worker posts & Vacancy target not achieved
	Income	-302	-302	-226	0	226	-302	0	0.0%	
	Net Expenditure	4,930	5,029	3772	3,464	-308	5,527	498	9.9%	
Vote: G58 Children with Disabilities										
	Expenditure	4,606	4,619	3464	3,548	84	4,886	267	5.8%	Outturn ; forecast expenditure relating to income below against nil budget
	Income	0	0	0	-148	-148	-257	-257	0.0%	VID & Outturn : in year and forecast NHS income against nil
	Net Expenditure	4,606	4,619	3464	3,400	-64	4,629	10	0.2%	
Vote: G59 Emergency Duty Team										
	Expenditure	411	415	311	270	-41	406	-9	-2.2%	
	Income	-22	-22	-17	0	17	-22	0	0.0%	
	Net Expenditure	389	393	294	270	-24	384	-9	-2.3%	
Vote: G60 Youth Offending Service										
	Expenditure	1,927	1,941	1456	1,305	-151	2,130	189	9.7%	Outturn : Vacancy target not achieved
	Income	-787	-658	-325	-20	305	-638	20	-3.0%	
	Net Expenditure	1,140	1,283	1131	1,285	154	1,492	209	16.3%	
Vote: G61 Children with Mental Health										
	Expenditure	1,379	1,384	1038	496	-542	1,379	-5	-0.4%	VID : awaiting invoice from NHS for 505k
	Income	-34	-34	-25	0	25	-34	0	0.0%	
	Net Expenditure	1,345	1,350	1013	496	-517	1,345	-5	-0.4%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
December 2013	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Vote: G62 Attendance & Welfare Serv GF										
	Expenditure	2,056	2,086	1564	1,310	-254	2,178	92	4.4%	VID : central recharges not posted
	Income	-845	-845	-436	-846	-410	-990	-145	17.2%	VID and Outturn : £721k SLA income posted in September, increased income due to increased SLA with Schools
	Net Expenditure	1,211	1,241	1128	464	-664	1,188	-53	-4.3%	
Vote: H57 Family Support & Protection										
	Balance Sheet	0	0	0	0	0	0	0	0.0%	
	Expenditure	4,240	4,362	3272	2,954	-318	4,795	433	9.9%	Outturn and Vtd : Section 17 pressures & Vacancy target not achieved
	Income	0	-8	-6	-13	-7	0	8	-100.0%	
	Net Expenditure	4,240	4,354	3266	2,941	-325	4,795	441	10.1%	
Vote: H63 Family Intervention Service										
	Expenditure	1,127	2,623	1967	1,619	-348	2,457	-166	-6.3%	VID and Outturn : Cut in spend since gov't grant will not be realised
	Income	-784	-2,241	-1530	-371	1,159	-2,075	166	-7.4%	VID and Outturn : Income to date v budget - grant to be drawn down at year end. Income forecast variance - gov't grant not being realised
	Net Expenditure	343	382	437	1,248	811	382	0	0.0%	
	Net Expenditure	45,460	45,931	35122	32,127	-2,995	47,257	1,326	2.9%	
Service Area: GSH Schools										
Vote: G03 Pre-Primary Schs Serv GF										
	Expenditure	223	223	167	0	-167	223	0	0.0%	VID : Only relates to capital charges and actual not yet posted.
	Net Expenditure	223	223	167	0	-167	223	0	0.0%	
Vote: G05 Primary Schools Services GF										
	Expenditure	5,677	5,677	4258	0	-4,258	5,677	0	0.0%	VID : Only relates to capital charges and actuals not yet posted.
	Net Expenditure	5,677	5,677	4258	0	-4,258	5,677	0	0.0%	
Vote: G07 Secondary Schools Services GF										
	Expenditure	4,192	4,170	3127	218	-2,909	4,170	0	0.0%	VID : Only relates to capital charges and actuals not yet posted.
	Net Expenditure	4,192	4,170	3,127	218	-2,909	4,170	0	0.0%	
Vote: G09 Special Schools Services GF										
	Expenditure	1,524	1,524	1143	0	-1,143	1,524	0	0.0%	VID : Only relates to capital charges and actuals not yet posted.
	Net Expenditure	1,524	1,524	1,143	0	-1,143	1,524	0	0.0%	
Vote: G29 Pupil Referral Unit										
	Expenditure	0	0	0	2	2	0	0	0.0%	
	Net Expenditure	0	0	0	2	2	0	0	0.0%	
	Net Expenditure	11,616	11,594	8,695	220	-8,475	11,594	0	0.0%	
Net Expenditure Fund Type: GEN		217,192	223,724	174,642	146,735	-27,907	223,724	0	0.0%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
December 2013	Resource Services	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Fund Type: GEN General Fund Account										
Service Area: R10 Director of Resources										
Vote: R80 Director's Office										
	Expenditure	605	660	495	526	31	660	0	0.0	
	Income	-617	-654	-491	-491	0	-654	0	0.0	
	Net Expenditure Vote: R80	-12	6	4	35	31	6	0	0.0	
Net Expenditure	Service Area: R10	-12	6	4	35	31	6	0	0.0	
Service Area: R11 Customer Access										
Vote: R50 Customer Access										
	Expenditure	4,290	4,342	3,256	3,345	89	4,633	291	0.1	Vid and Outturn : Overspend relates to savings on the closure of One Stop Shops which were anticipated before the 2013/14 financial year, but were deferred.
	Income	-2,119	-2,119	-1,589	-753	836	-2,027	92	0.0	
	Net Expenditure Vote: R50	2,171	2,223	1,667	2,592	925	2,606	383	0.2	
Net Expenditure	Service Area: R11	2,171	2,223	1,667	2,592	925	2,606	383	0.2	
Service Area: R12 Corporate Finance										
Vote: R32 Corporate Finance										
	Expenditure	2,188	1,691	1,268	1,842	574	1,691	0	0.0	Vid : Full finance and HR restructure savings not achieved due to time delay in the structure becoming operational. Additional costs will be funded centrally.
	Income	-2,447	-1,951	-1,463	-1,516	-53	-1,957	-6	0.0	
	Net Expenditure Vote: R32	-259	-260	-195	326	521	-266	-6	0.0	
Vote: R82 Non-distributed costs										
	Expenditure	256	146	110	35	-75	147	1	0.0	
	Net Expenditure Vote: R82	256	146	110	35	-75	147	1	0.0	
Net Expenditure	Service Area: R12	-3	-114	-85	361	446	-119	-5	0.0	
Service Area: R13 Human Resources										
Vote: R90 HR Strategy										
	Expenditure	828	925	694	661	-33	925	0	0.0	
	Income	-969	-909	-682	-682	0	-909	0	0.0	
	Net Expenditure Vote: R90	-141	16	12	-21	-33	16	0	0.0	
Vote: R92 HR Consultancy										
	Expenditure	1,813	1,789	1,342	1,287	-55	1,789	0	0.0	
	Income	-1,342	-1,486	-1,115	-1,020	95	-1,486	0	0.0	
	Net Expenditure Vote: R92	471	303	227	267	40	303	0	0.0	
Vote: R94 HR Operations										
	Expenditure	4,298	4,559	3,419	3,770	351	4,559	0	0.0	Vid : Additional cost incurred by operation team is funded through recharges
	Income	-4,717	-4,338	-3,253	-3,545	-292	-4,338	0	0.0	
	Net Expenditure Vote: R94	-419	221	166	225	59	221	0	0.0	
Vote: R96 PAS Scheme										
	Expenditure	1,113	1,151	863	677	-186	1,151	0	0.0	Vid : delay in recruiting new intake of Graduates
	Income	-925	-1,057	-793	-672	121	-1,057	0	0.0	Vid : delay in processing income
	Net Expenditure Vote: R96	188	94	70	5	-65	94	0	0.0	
Net Expenditure	Service Area: R13	99	634	475	476	1	634	0	0.0	
Service Area: R14 ICT										
Vote: R48 Information Services ICT										
	Expenditure	11,211	10,919	8,189	7,803	-386	10,919	0	0.0	Vid : Budget reflects anticipated expenditure to be incurred as the ICT contract progresses during 2013-14 and also repayments by Agilisys under the contract.
	Income	-7,599	-10,917	-8,188	-8,980	-792	-11,414	-497	0.0	Vid and Outturn : recovery of payments made on behalf of Agilisys whilst contracts under novation, such as BT and T-Mobile.
	Net Expenditure Vote: R48	3,612	2	1	-1,177	-1,178	-495	-497	-248.5	
Vote: R70 ICT Client Team										
	Expenditure	540	654	491	466	-25	719	65	0.1	Outturn : To fund cost of interim head.
	Income	0	-649	-487	-487	0	-649	0	0.0	
	Net Expenditure Vote: R70	540	5	4	-21	-25	70	65	13.0	
Net Expenditure	Service Area: R14	4,152	7	5	-1,198	-1,203	-425	-432	-61.7	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
December 2013	Resource Services	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: R15 Revenue Services										
Vote: R36 Council Tax and NNDR										
	Expenditure	37,967	38,078	28,558	2,551	-26,007	38,072	-6	0.0	VtD : Changes in Council Tax Benefits to be applied to vote by end of year.
	Income	-35,706	-35,706	-26,779	-730	26,049	-35,705	1	0.0	
Net Expenditure Vote: R36		2,261	2,372	1,779	1,821	42	2,367	-6	0.0	
Vote: R37 Crisis & Support Fund										
	Expenditure	0	1,750	1,312	850	-462	0	-1,750	0.0	VtD : New service transferred from DWP to the Council from April 2013 and therefore claims expenditure will be slow initially as knowledge and take-up of the new service increases in the Borough. Any Grants not paid out in 2013/14 will be carried forward to 2014/15.
	Income	0	-1,750	-1,312	-1,750	-438	0	1,750	-1.0	
Net Expenditure Vote: R37		0	0	0	-900	-900	0	0	0.0	
Vote: R42 Debtor Income Service										
	Expenditure	899	988	740	692	-48	988	0	0.0	
	Income	-910	-904	-678	-685	-7	-904	0	0.0	
Net Expenditure Vote: R42		-11	84	62	7	-55	84	0	0.0	
Vote: R44 Cashiers										
	Expenditure	301	292	219	270	51	292	0	0.0	
	Income	-399	-290	-217	-140	77	-290	0	0.0	
Net Expenditure Vote: R44		-98	2	2	130	128	2	0	0.0	
Net Expenditure	Service Area: R15	2,152	2,458	1,843	1,058	-785	2,453	-6	0.0	
Service Area: R16 Procurement										
Vote: R38 Procurement										
	Expenditure	935	921	691	614	-77	921	0	0.0	
	Income	-1,081	-961	-721	-718	3	-961	0	0.0	
Net Expenditure Vote: R38		-146	-40	-30	-104	-74	-40	0	0.0	
Vote: R46 Payments										
	Capital Expenditure	0	0	0	0	0	0	0	0.0	
	Expenditure	446	452	339	468	129	452	0	0.0	
	Income	-446	-448	-336	-336	0	-448	0	0.0	
Net Expenditure Vote: R46		0	4	3	132	129	4	0	0.0	
Net Expenditure	Service Area: R16	-146	-36	-27	28	55	-36	0	0.0	
Service Area: R17 Risk Assessment										
Vote: R34 Internal Audit										
	Expenditure	756	783	587	657	70	954	171	0.2	VtD and Outturn : Increased staff cost funded through recharge to grant income - cost of three tenancy fraud officers (total cost approx. £130K), a temp resource to help recover overpayments (approx£20K) and the balance to fund part of graduate trainee cost
	Income	-817	-729	-547	-736	-189	-897	-168	0.2	
Net Expenditure Vote: R34		-61	54	40	-79	-119	57	2	0.0	VtD and Outturn : Increased recharged income to fund employee related expenditure income
Vote: R40 Risk Management										
	Balance Sheet	0	0	0	-0	-0	0	0	0.0	
	Expenditure	450	484	363	654	291	601	117	0.2	VtD and Outturn : Additional Claims Expenditure to be recovered from additional insurance trading centre income
	Income	-575	-606	-454	-848	-394	-718	-112	0.2	
Net Expenditure Vote: R40		-125	-122	-91	-194	-103	-117	5	0.0	
Net Expenditure	Service Area: R17	-186	-68	-51	-273	-222	-60	7	-0.1	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
December 2013	Resource Services	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: R19 Benefits										
Vote: R54 Housing Benefit										
	Expenditure	249,924	249,924	187,443	202,814	15,371	249,924	0	0.0	
	Income	-249,429	-249,429	-187,072	-151,904	35,168	-249,429	0	0.0	VTD : Benefit Subsidy applied at year end
	Net Expenditure Vote: R54	495	495	371	50,910	50,539	495	0	0.0	
Vote: R58 Housing Benefit Administration										
	Expenditure	7,152	6,698	5,023	5,197	174	6,698	0	0.0	VTD : Expenditure timing delay, coupled with the processing
	Income	-6,217	-6,217	-4,662	-2,189	2,473	-6,217	0	0.0	of year end recharges
	Net Expenditure Vote: R58	935	481	361	3,008	2,647	481	0	0.0	
Net Expenditure	Service Area: R19	1,430	976	732	53,918	53,186	976	0	0.0	
Service Area: R62 Transformation Projects										
Vote: R62 Business Development										
	Expenditure	492	450	337	658	321	450	0	0.0	VTD : Budget to be transferred from the Directorates
	Income	0	0	0	-51	-51	0	0	0.0	
	Net Expenditure Vote: R62	492	450	337	607	270	450	0	0.0	
Vote: R78 Replacement of JDE										
	Expenditure	583	587	440	-1,919	-2,359	1,011	424	0.7	VTD : Funded from reserves
	Income	-583	-583	-437	0	437	-1,007	-424	0.7	
	Net Expenditure Vote: R78	0	4	3	-1,919	-1,922	4	0	0.0	
Net Expenditure	Service Area: R62	492	454	340	-1,312	-1,652	454	0	0.0	
Service Area: R99 Rechargeable Works										
Vote: R60 Reprographics										
	Expenditure	479	472	354	397	43	472	0	0.0	
	Income	-479	-470	-352	-329	23	-470	0	0.0	
	Net Expenditure Vote: R60	0	2	2	68	66	2	0	0.0	
Net Expenditure	Service Area: R99	0	2	2	68	66	2	0	0.0	
Net Expenditure	Fund Type: GEN	10,149	6,542	4,906	55,753	50,847	6,491	-51	0.0	
Net Expenditure	for Resource Services	10,149	6,542	4,906	55,753	50,848	6,491	-51	0.0	

Corporate Monthly Budget Monitoring		Original Budget	Current Budget	Budget to Date	Actuals	Variance to Date	Current Forecast	Variance Current Forecast v. Current Budget	% Variance Current Forecast v. Current Budget	Explanation of any variance that is considered to be significant and all variances greater than £100k
December 2013	HRA	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: HRA Housing Revenue Account										
INCOME										
DIRECTLY CONTROLLED INCOME BUDGETS										
Dwelling & Non Dwelling Rents										
	Income	-68,953	-68,953	-51,715	-49,652	-2,063	-69,636	-683	0.99%	It is forecast that rental income will be higher than budgeted due to a reduction in the number of void properties. In addition, the budget assumed that 100 Right to Buy sales would take place in 2013/14, whereas 39 took place to the end of December 2013. RISK: If a large number of Right to Buy applications proceed to the sale stage over the final quarter of the year there may be pressure on this budget.
	Net Expenditure	-68,953	-68,953	-51,715	-49,652	-2,063	-69,636	-683	1.0%	
Tenant & Leaseholder Service Charges										
	Income	-17,250	-17,250	-15,561	-18,554	2,993	-19,120	-1,870	10.84%	This variance has arisen due to a combination of additional expenditure on repairs and a revised service charge methodology. There was a large increase in the volume of responsive repairs carried out in 2012/13, and leaseholders are recharged a proportion of these costs. As a result, there is additional leasehold service charge income relating to 2012/13 of approximately £1m. In addition, a review of service charges was undertaken to ensure that the methodology was robust, and that all relevant costs were fully recovered from leaseholders. However as the 2012/13 service charge estimates were issued before the review, there will be a 2012/13 adjustment. For prior and following years, the estimates and actuals were constructed under the same methodology - this means from 2014/15 onwards, adjustments are expected to be small.
	Net Expenditure	-17,250	-17,250	-15,561	-18,554	2,993	-19,120	-1,870	10.8%	
INDIRECTLY CONTROLLED INCOME BUDGETS										
Investment Income Received										
	Income	-160	-160	0	0	0	-158	2	-1.25%	
	Net Expenditure	-160	-160	0	0	0	-158	2	-1.3%	
Contributions Towards Expenditure										
	Income	-115	-115	0	0	0	-115	0	0.00%	
	Net Expenditure	-115	-115	0	0	0	-115	0	0.0%	
	TOTAL INCOME	-86,478	-86,478	-67,276	-68,206	930	-89,029	-2,551		

Corporate Monthly Budget Monitoring		Original Budget	Current Budget	Budget to Date	Actuals	Variance to Date	Current Forecast	Variance Current Forecast v. Current Budget	% Variance Current Forecast v. Current Budget	Explanation of any variance that is considered to be significant and all variances greater than £100k
December 2013	HRA	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
EXPENDITURE										
DIRECTLY CONTROLLED EXPENDITURE BUDGETS										
Repair & Maintenance										
	Expenditure	21,795	21,795	16,345	11,657	4,688	22,030	235	1.08%	It is forecast that there will be some small overspends on this budget, due to higher than anticipated expenditure on shops and the housing stock.
	Net Expenditure	21,795	21,795	16,345	11,657	4,688	22,030	235	1.1%	
Supervision & Management										
	Expenditure	23,458	23,458	16,378	-573	16,951	22,522	-936	-3.99%	The year-end projected underspend arises as it is forecast that capital fee income recharged at year-end from capital to revenue will be higher than budgeted. Any underspends within this budget heading will enable revenue resources to be set aside to finance part of the non-grant element of the Decent Homes capital programme, as agreed by Cabinet in September 2011. In addition, it is anticipated that the Authority will receive further income of approximately £0.5m in respect of the recovery of costs incurred as part of various stock transfers carried out a few years ago.
	Net Expenditure	23,458	23,458	16,378	-573	16,951	22,522	-936	-4.0%	
Special Services, Rents, Rates & Taxes										
	Expenditure	16,075	16,075	9,966	4,220	5,746	15,421	-654	-4.07%	It is forecast that there will be an underspend on the energy budget due to lower than budgeted price increases, however, this is a volatile budget will be kept under review.
	Net Expenditure	16,075	16,075	9,966	4,220	5,746	15,421	-654	-4.1%	
INDIRECTLY CONTROLLED EXPENDITURE BUDGETS										
Provision for Bad Debts										
	Expenditure	1,900	1,900	0	0	0	1,900	0	0.00%	The provision for bad debts was increased in order to mitigate against risks arising from the various elements of welfare reform due to come into effect in 2013/14. It is anticipated that the full level of provision will not be needed this financial year, as there have been delays in implementing some of the reforms, however, the outturn will not be known until the end of the year when the bad debt provision is calculated.
	Net Expenditure	1,900	1,900	0	0	0	1,900	0	0.0%	

Corporate Monthly Budget Monitoring		Original Budget	Current Budget	Budget to Date	Actuals	Variance to Date	Current Forecast	Variance Current Forecast v. Current Budget	% Variance Current Forecast v. Current Budget	Explanation of any variance that is considered to be significant and all variances greater than £100k
December 2013	HRA	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	

Capital Financing Charges

	Expenditure	24,802	24,802	0	0	0	24,818	16	0.06%	The major items within the Capital Financing Charges budget are depreciation, interest payments and direct revenue financing. In respect of the direct revenue financing, the budget contains a revenue contribution of £6 million to support the 2013-14 element of the Decent Homes Programme which is financed from various funding sources. For budget monitoring purposes the outturn has been assumed to be in line with the budget, however as outlined in the capital budget monitoring section elsewhere in this report, the Decent Homes Programme is anticipating significant slippage of expenditure into the first months of 2014-15. As a consequence, the anticipated RCCO will not be required during 2013-14, and if this is the case, as part of the outturn report in July 2014, it might be necessary to seek approval to earmark any underspend in RCCO as a specific resource to be utilised to fund the slippage in 2014-15.
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	Net Expenditure	24,802	24,802	0	0	0	24,818	16	0.1%	
	TOTAL EXPENDITURE	88,030	88,030	42,689	15,304	27,385	86,691	-1,339	-1.5%	
	Contribution from Reserves	-1,552	-1,552	0	0	0	0	1,552	-100.00%	Recent CIPFA guidance has confirmed that the contribution from reserves equal to the non-dwelling depreciation charge is no longer permitted under HRA Self-Financing.
	TOTAL HRA	-0	-0	-24,587	-52,902	28,315	-2,337	-2,337		

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Capital Monitoring Q3

	All Years		In Year - 13/14					FY Total	All Years	
	Approved Budget	Spend to 31st March 2013	Revised Budget 13/14	Spent to Q3	Projected Spend	Projected Variance	Spend (%)	Budget	Projected Spend	Variance
	£m	£m	£m	£m	£m	£m	%	£m	£m	£m
Education, Social Care and Wellbeing	102.402	65.198	18.766	10.249	16.444	-2.322	55%	22.937	102.402	0.000
Communities, Localities and Culture	75.505	49.905	11.987	4.877	11.987	0.000	41%	13.614	75.505	0.000
Development & Renewal	42.986	9.998	29.303	5.154	16.849	-12.454	18%	3.686	42.986	0.000
Building Schools for the Future	325.531	269.882	42.859	37.569	49.025	6.167	88%	12.791	325.531	0.000
HRA	288.079	71.162	101.326	22.026	56.059	-45.267	22%	115.590	288.079	0.000
Chief Exec's & Resources	0.220	0.092	0.128	0.000	0.128	0.000	0%	0.000	0.220	0.000
Poplar Baths & Dame Colet House	20.000	0.000	0.000	0.000	0.000	0.000	0%	20.000	0.000	-20.000
Corporate GF provision for schemes under development	10.000	0.000	10.000	0.000	0.000	-10.000	0%	0.000	0.000	-10.000
Grand Total	864.723	466.237	214.369	79.875	150.492	-63.876	37%	188.618	834.723	-30.000

Quarter 3 Capital Monitoring 2013-14

	All Years		In Year - 13/14					Future Years (FY)		FY Total	All Years			
	Approved Budget	Spend to 31st March 2013	Revised Budget 13/14	Spend to Q3	Projected Spend	Projected Variance	2013/14 Spend (%)	REASONS FOR PROJECTED VARIANCES IN YEAR AND VARIANCES TO DATE	14/15	15/16 Onwards	Budget	Projected Spend	Variance	% Variance
	A	B	C	D	E	E-C	D / C		F	G	H = F+G	I	I-A	
	£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%
Education, Social Care and Wellbeing (ESCW)														
Mental health services	0.137	0.102	0.035	-	0.035	- 0.000	0%		-	-	-	0.137	-	0%
Tele Care/Telehealth Equipment	0.300	0.028	0.172	-	0.100	- 0.072	0%	Balance earmarked for new technology 14/15	0.100	-	0.100	0.300	-	0%
Ronald Street Roof Replacement	0.065	0.051	0.014	-	0.014	- 0.000	0%		-	-	-	0.065	-	0%
Development of Learning Disability Hubs	0.240	-	0.160	-	0.160	-	0%	Funding used by D&R, spend picked up as part of D&R spend	0.080	-	0.080	0.240	-	0%
ADULTS TOTAL	0.742	0.181	0.381	-	0.309	- 0.072	0%		0.180	-	0.180	0.742	-	0%
Condition & Improvement	4.065	1.185	2.780	1.185	1.859	- 0.921	43%	Review of project scope & need for statutory works.	0.100	-	0.100	4.065	-	0%
Bishop Challoner - Community Facilities	0.600	-	0.600	-	-	- 0.600	0%	Scheme expenditure subject to Lukin St transaction, which is unlikely to be achieved in 2013/14.	-	-	-	0.600	-	0%
Bishop's Square	0.300	0.300	-	-	-	-	N/A		-	-	-	0.300	-	0%
Basic Need/Expansion	70.072	38.497	14.124	8.780	13.797	- 0.327	62%	Slippage in programme - spend re-profiled to 14-15	16.005	5.945	21.950	70.072	-	0%
Sure Start	3.731	3.725	0.006	-	0.006	- 0.000	0%	Held for final account.	-	-	-	3.731	-	0%
Primary Capital Programme	13.343	13.111	0.232	0.131	0.232	- 0.000	57%	Final account to be agreed.	-	-	-	13.343	-	0%
Lukin St - Land purchase from Network Rail	0.788	0.788	-	0.032	-	-	0%		-	-	-	0.788	-	0%
Osmani - Redevelopment	4.583	4.583	-	-	-	-	0%		-	-	-	4.583	-	0%
RCCO	0.061	0.051	0.010	-	0.010	-	0%	Contractor went into administration - held for claims	-	-	-	0.061	-	0%
Short Breaks	0.427	0.301	0.126	0.121	0.126	- 0.000	96%		-	-	-	0.427	-	0%
Youth Service (BMX Mile End)	0.595	0.589	0.006	-	0.006	- 0.000	0%		-	-	-	0.595	-	0%
Provision for 2yr Olds	1.207	-	0.500	-	0.100	- 0.400	0%	Awaiting approval of RCDAs to enable spend.	0.707	-	0.707	1.207	-	0%
Other	1.887	1.887	-	-	-	-	N/A		-	-	-	1.887	-	0%
ESCW TOTAL	102.402	65.198	18.766	10.249	16.444	- 2.322	55%		16.992	5.945	22.937	102.402	-	0%

All Years		In Year - 13/14						Future Years (FY)		FY Total	All Years		
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A	B	C	D	E	E-C	D/C		F	G	H = F+G	I	I-A	
£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	£m
Communities, Localities & Culture													
Transport													
TfL schemes including safety, cycling and walking	21.365	10.781	3.347	1.823	3.347	0.000	54%	3.889	3.349	7.238	21.365	-	0%
Public Realm improvements	0.850	-	0.850	0.173	0.850	-	20%	-	-	-	0.850	-	0%
Bartlett Park Masterplan - Highways	1.732	-	0.350	-	0.350	-	-	1.382	-	1.382	1.732	-	0%
Highway improvement programme	3.027	1.027	1.000	0.998	1.000	-	100%	1.000	-	1.000	3.027	-	0%
Developers Contribution	3.805	1.159	1.817	0.554	1.818	0.000	30%	0.829	-	0.829	3.805	-	0%
OPTEMS	1.110	0.375	0.235	0.066	0.235	-	28%	0.500	-	0.500	1.110	-	0%
Hackney wick & Fish Island improvements	0.147	0.147	-	0.044	-	-	0%	-	-	-	0.147	-	0%
Transport Total	32.036	13.490	7.599	3.658	7.600	0.001	48%	7.600	3.349	10.949	32.036	-	0%
Parks													
Millwall Park/Island Gardens	0.206	0.203	0.003	-	0.003	-	0%	-	-	-	0.206	-	0%
Poplar Park	0.200	0.161	0.040	-	0.040	-	0%	-	-	-	0.200	-	0%
Schoolhouse Lane Multi Use Ball Games Area	0.100	0.093	0.007	-	0.007	-	0%	-	-	-	0.100	-	0%
Bethnal Green improvements	0.491	0.491	-	-	-	-	0%	-	-	-	0.491	-	0%
Victoria Park Masterplan	10.298	9.558	0.740	0.117	0.740	-	16%	-	-	-	10.298	-	0%
Victoria Park sports hub	2.616	-	0.616	0.311	0.616	-0.000	50%	2.000	-	2.000	2.616	-	0%
Victoria Park - Changing Block Extension & Upgrade	0.312	0.312	-	-	-	-	N/A	-	-	-	0.312	-	0%
Pennyfields	0.046	0.028	0.018	0.015	0.018	-	83%	-	-	-	0.046	-	0%
Christ Church Gardens	0.350	-	0.350	-	0.350	-	0%	-	-	-	0.350	-	0%
Mile End Hedge	0.165	-	0.165	0.019	0.165	-	11%	-	-	-	0.165	-	0%
Trees - Boroughwide	0.016	-	0.016	-	0.016	-	0%	-	-	-	0.016	-	0%
Brickfield Gardens	0.040	-	0.040	0.040	0.040	-	100%	-	-	-	0.040	-	0%
Conversion of Lawn area to York stone p	0.055	-	0.055	-	0.055	-	0%	-	-	-	0.055	-	0%
Parks Total	14.895	10.845	2.051	0.501	2.051	-0.000	24%	2.000	-	2.000	14.895	-	0%

All Years		In Year - 13/14							Future Years (FY)			All Years		
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A	B	C	D	E	E-C	D/C		F	G	H = F+G	I	I-A	%	
£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%	
Culture and major projects														
Brady Centre	0.245	0.244	0.001	- 0.003	0.001	-	-344% Retention to be released	-	-	-	0.245	-	0%	
Tennis courts	0.116	0.104	0.012	-	0.012	-	0% Retention to be released	-	-	-	0.116	-	0%	
Mile End Leisure Centre - Security Enhancements	0.199	0.198	0.002	-	0.002	-	0% Retention to be released	-	-	-	0.199	-	0%	
Bartlett Park	0.056	0.043	0.013	0.006	0.013	-	44%	-	-	-	0.056	-	0%	
Mile End Stadium Track resurfacing	0.244	0.240	0.004	0.004	0.004	-	111% Retention released	-	-	-	0.244	-	0%	
Public Art Projects	0.250	0.011	0.239	-	0.239	-	0% Location yet to be confirmed by developer. Budget profile to be revised accordingly.	-	-	-	0.250	-	0%	
Mile End Park Capital	0.218	0.134	0.084	-	0.084	-	0%	-	-	-	0.218	-	0%	
Bancroft Library	0.145	-	0.145	-	0.145	-	0% See note below.	-	-	-	0.145	-	0%	
Bancroft Library Phase 2b	0.500	0.097	0.403	0.306	0.403	- 0.000	76% Scheme delivery as per programme.	-	-	-	0.500	-	0%	
Watney Market Ideas Store	4.401	4.206	0.195	0.135	0.195	-	69% Retention to be released	-	-	-	4.401	-	0%	
Watney Market Landscaping	0.235	-	0.235	0.190	0.235	-	81% Scheme delivery as per programme.	-	-	-	0.235	-	0%	
Culture - LPP	0.255	0.246	0.008	-	0.008	-	0% Retention to be released	-	-	-	0.255	-	0%	
Major Projects - LPP	18.068	18.050	0.017	0.008	0.017	-	47% Retention to be released	-	-	-	18.068	-	0%	
St Georges Pool	0.106	-	0.106	-	0.106	-	0% Purchase of equipment to be agreed with GLL.	-	-	-	0.106	-	0%	
Brick Lane Mural	0.045	-	-	-	-	-	N/A	0.045	-	0.045	0.045	-	0%	
Banglatown Art Trail & Arches	2.021	1.410	0.610	0.031	0.610	-	5% Awaiting cost estimates from the Service/Utility companies. Project build not likely until 2014/15. Budget to be re-profiled.	-	-	-	2.021	-	0%	
Culture and Major projects total	27.104	24.985	2.076	0.678	2.075	- 0.000	33%	0.045	-	0.045	27.104	-	0%	
Other														
CCTV Improvement and Enhancement	0.615	0.291	0.196	0.040	0.196	-	20% Scheme delivery as per programme.	0.128	-	0.128	0.615	-	0%	
Generators @ Mulberry Place & Anchorage House	0.250	0.241	0.009	-	0.009	-	0% Final payment to contractor still to be made.	-	-	-	0.250	-	0%	
Essential Health & Safety	0.280	0.018	0.013	-	0.013	0.000	0% Budget to be reprofiled.	0.250	-	0.250	0.280	-	0%	
Contaminated land survey and works	0.325	0.037	0.045	-	0.045	- 0.000	0% SLA with delivery partner to be finalised before payment is made.	0.242	-	0.242	0.325	-	0%	
Other Total	1.470	0.586	0.263	0.040	0.263	0.000	15%	0.620	-	0.620	1.470	-	0%	
CLC TOTAL	75.505	49.905	11.987	4.877	11.987	0.000	41%	10.265	3.349	13.614	75.505	-	0%	

All Years		In Year - 13/14							Future Years (FY)		FY Total	All Years		
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A	B	C	D	E	E-C	D/C		F	G	H = F+G	I	I-A	%	
£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%	
Development & Renewal														
Millennium Quarter	0.387	0.061	0.326	-	0.326	-	0%	This scheme is to provide an enhanced bus service on the Isle of Dogs as part of the Millennium Quarter s106 agreement. The nature of this project is such that it should be treated as a revenue scheme and therefore this will be adjusted in Quarter 4.	-	-	-	0.387	-	0%
Bishops Square	0.264	0.118	0.146	0.146	0.146	-	100%	This is the s106 element of the Bethnal Green Terrace project (see below). Full spend is anticipated in 2013/14.	-	-	-	0.264	-	0%
Town Centre & High Street Regeneratior	0.208	0.067	0.141	-	-	-0.141	0%	This scheme is now complete. The scheme will be reviewed to see whether there is potential to re-direct the unused resources to other capital priorities.	-	-	-	0.208	-	0%
Whitechapel Centre	0.067	0.064	0.003	-	0.003	-	0%		-	-	-	0.067	-	0%
Regional Housing Pot	7.080	1.012	6.068	-	6.068	-	0%	Resources relate to DCLG funding for St Clements Hospital site and it is anticipated that this will be transferred to the GLA later in the year, although there is a possibility that this may slip into the early part of 2014/15	-	-	-	7.080	-	0%
Affordable Housing Measures	2.884	-	2.884	-	-	-2.884	0%	It is proposed that this funding is applied to support the GLA Pipeline scheme at Ashington East. This will be subject to Cabinet approval in April 2014.	-	-	-	2.884	-	0%
New Homes at Bradwell St Garages	2.451	-	0.245	0.015	0.200	-0.045	6%	The scheme is currently being let in accordance with GLA grant conditions to ensure start on site by March 31st 2014. The scheme spend profile is flexible between 2013/14 and 2014/15.	2.206	-	2.206	2.451	-	0%
High Street 2012	9.133	5.191	3.942	1.213	3.942	-	31%		-	-	-	9.133	-	0%
Disabled Facilities Grant	4.190	1.983	0.727	0.551	0.727	-	76%	This is a demand led budget. Expenditure for the first nine months of the financial year is in accordance with expectations, with outstanding commitments increasing expenditure over the remainder of the year.	0.730	0.750	1.480	4.190	-	0%
Private Sector Improvement Grant	1.550	1.015	0.535	0.170	0.450	-0.085	32%	Expenditure and commitments are in line with the budget profile. Resources are ring-fenced and if unspent will be carried forward into 2014/15.	-	-	-	1.550	-	0%
Genesis Housing	0.363	-	0.363	-	0.363	-	0%		-	-	-	0.363	-	0%

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	A	B	C	D	E	E-C	D/C		F	G	H = F+G	I	I-A	%
	£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%
Installation of Automatic Energy Meters	0.092	0.092	-	-	-	-	N/A		-	-	-	0.092	-	0%
Facilities Management (DDA)	0.074	0.022	0.052	-	0.052	-	0%		-	-	-	0.074	-	0%
Bethnal Green Terrace	0.351	-	0.351	-	0.351	-	0%	This is an additional capital estimate agreed by Cabinet in February 2013 to reflect additional external funding secured for the project - this is mainly English Heritage funding. This scheme is linked to Bishops Square s106 scheme (see above).	-	-	-	0.351	-	0%
Multi Faith Burial Grounds	3.000	-	3.000	-	-	- 3.000	0%	Resources have been set aside to support the provision of a multi-faith burial facility. The resources will be carried forward into 2014/15.	-	-	-	3.000	-	0%
Faith buildings	2.000	-	2.000	0.226	0.475	- 1.525	11%	Resources have been set aside to support a grant programme to offer financial assistance to faith communities to repair, adapt and improve buildings in Tower Hamlets in which faith-based activities occur. The resources will be carried forward into 2014/15.	-	-	-	2.000	-	0%
Whitechapel Road -Section 106	0.320	0.170	0.150	-	0.150	-	0%		-	-	-	0.320	-	0%
805 Commercial Road	0.203	0.203	-	0.111	-	-	N/A		-	-	-	0.203	-	0%
Bromley by Bow Station upgrade	3.500	-	3.500	2.650	3.500	-	76%		-	-	-	3.500	-	0%
Wellington Way Health Centre	3.119	-	3.119	-	-	- 3.119	0%	This capital estimate represents a ring-fenced s106 payment to Barts NHS Trust in respect of Wellington Way Health Centre. It is likely that the NHS Trust will not draw these funds down until 2014/15, therefore the resources will be carried forward.	-	-	-	3.119	-	0%
A10 Highway Improvements	0.050	-	0.050	0.050	0.050	-	100%		-	-	-	0.050	-	0%
Refurbishment of Phase 3 of the Council's Shortlife Properties	1.700	-	1.700	0.022	0.045	- 1.655	1%	This scheme is to refurbish 12 short-life properties and bring them back into use as rented stock. Preliminary works have been undertaken with the renovations taking place in 2014/15. The resources will be carried forward accordingly.	-	-	-	1.700	-	0%
D&R TOTAL	42.986	9.998	29.303	5.154	16.849	- 12.454	18%		2.936	0.750	3.686	42.986	-	0%

All Years		In Year - 13/14						Future Years (FY)		FY Total	All Years			
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A	B	C	D	E	E-C	D/C		F	G	H = F+G	I	I-A	%	
£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	£m	%
Buildings Schools for the Future														
BSF Design and Build Schemes	301.888	256.844	38.215	32.948	43.938	5.723	86%	The ten year Building Schools for the Future programme is scheduled to complete in 2015/16. The use of resources is flexible between years and approximately £6m of expenditure that was scheduled for 2014/15 will now be incurred in 2013/14, therefore the programme is currently showing a large variance - the budgets will be re-aligned in Quarter 4.	6.829	-	6.829	301.888	-	0%
ICT infrastructure schemes	19.859	11.112	4.643	4.569	5.087	0.444	98%		4.104	-	4.104	19.859	-	0%
Wave 5 BSF (previously LPP)	3.783	1.926	-	0.052	-	-	0%		1.858	-	1.858	3.783	-	0%
BSF Total	325.531	269.882	42.859	37.569	49.025	6.167	88%		12.791	-	12.791	325.531	-	0%
Housing Revenue Account														
Decent Homes Backlog	181.437	29.867	58.109	13.469	35.000	- 23.109	23%	The five year Decent Homes programme totals £189m, which includes £94.5m of Decent Homes backlog grant funding. The scheme is being managed in accordance with GLA grant conditions with the 2013/14 grant amount being £25m. The scheme profile for 2013/14 was £58m; the outturn is projected to be £35m, however, all contracts have now been let and it is anticipated that the slippage will be spent in the first quarter of 2014/15. The GLA grant element for 2014/15 will be maximised with the Authority's own resource contribution slipping into later years.	70.470	22.990	93.460	181.437	-	0%
Housing Capital Programme	36.413	14.645	16.718	6.773	14.000	- 2.718	41%	This budget is currently being reviewed in conjunction with Tower Hamlets Homes and budgets will be re-aligned as necessary.	-	-	-	36.413	-	0%
Ocean New Deal for Communities	19.006	13.928	10.128	1.243	2.165	- 7.963	12%	The budget has been re-aligned to reflect the funding provision for Ocean Block H leaseholder re-purchase and decant costs. This is an ongoing scheme with the resources being applied as necessary, with flexibility to utilise resources between years as required.	-	-	-	19.006	-	0%
Resources available - Non Decent homes Schemes to be developed	12.165	-	6.035	-	-	- 6.035	0%	Cabinet in January agreed to apply £3.55m of these resources to facilitate Decent Homes works on the Malmesbury Estate. The remaining resources have been incorporated into the HRA Budget report considered by Cabinet in February.	6.120	0.010	6.130	12.165	-	0%
Council Housebuilding Initiative	4.570	4.570	-	- 0.300	- 0.300	- 0.300	N/A	The Council has been in negotiations to reach a settlement with the contractor employed on the Building Britain's Future project and has been successful in reducing the claim against LBTH. As a result, the agreed final account will be less than the sum incorporated in last year's final accounts, which will release funding for HRA capital purposes. These are currently being finalised but have been assumed to amount to at least £0.3m for the purposes of this report.	-	-	-	4.570	-	0%

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A	B	C	D	E	E-C	D/C		F	G	H = F+G	I	I-A		
£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%	
Blackwall Reach	14.419	8.146	6.273	0.140	1.130	- 5.143	2%	The Blackwall Reach represents a £13 million capital commitment over several financial years. Latest projections are that expenditure of £1.13m will be incurred in 2013/14, with the remaining leasehold properties being acquired during 2014/15, however, this profile is flexible, with resources in place to adapt the profiled funding as necessary.	-	-	-	14.419	-	0%
Cotall Street -Demolition	0.007	0.007	-	0.001	0.001	0.001	N/A		-	-	-	0.007	-	0%
Poplar Baths and Dame Colet House	16.000	-	-	-	-	-	N/A	This budgetary provision has been established to reflect the accounting arrangements for the Poplar Baths/ Dame Colet House redevelopment scheme. It is anticipated that the first lease payments on these projects will not be incurred until 2015/16, at which stage this provision will be fully utilised.	-	16.000	16.000	16.000	-	0%
Fuel Poverty and Insulation Works on HRA Properties	4.063	-	4.063	0.700	4.063	-	17%	This budget represents the Council's contribution towards energy saving schemes being developed in conjunction with an energy supplier under the government's Energy Companies Obligation programme. The Council budget include a grant contribution of £2.254 received from the Department of Energy and Climate Change.	-	-	-	4.063	-	0%
HRA Total	288.079	71.162	101.326	22.026	56.059	- 45.267	22%		76.590	39.000	115.590	288.079	-	0%
Chief Exec's & Resources														
Priority Service Remediation /Backup Expansion	0.220	0.092	0.128	-	0.128	-	0%		-	-	-	0.220	-	0%
TOTAL CHIEF EXEC/RESOURCES	0.220	0.092	0.128	-	0.128	-	0%		-	-	-	0.220	-	0%
Poplar Baths and Dame Colet House	20.000	-	-	-	-	-	0%		-	20.000	20.000	-	-20.000	-100%
Corporate GF provision for Schemes under development	10.000	-	10.000	-	-	- 10.000	0%		-	-	-	-	- 10.000	-100%
Total	864.723	466.237	214.368	79.875	150.493	- 63.876			119.574	69.044	188.618	834.722	- 30.000	-3.5%

ESCW Capital programme

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

1. Seven Mills Primary School

1.1 The LA and the school have developed a joint project to provide a new accommodation block at the school. The scheme will include the replacement of an existing temporary building which is in poor condition in a new block which will also provide classroom space to allow a temporary increase in places at the school.

1.2 Seven Mills School is on the Isle of Dogs, a priority area of pressure on the need for more school places. There are limited options for expanding more primary schools in the area. The Seven Mills site is very restricted and, whilst it may have the potential for rebuilding and expansion in the long term, the current proposal will create additional temporary capacity at the school. This will ensure more pupils can obtain a place near their homes and reduce the number who may have to travel further to school.

1.3 The school and the LA will jointly fund the project. The school will be using carried forward funds and other resources to fund its share. The estimated full cost of the project is £760,000.


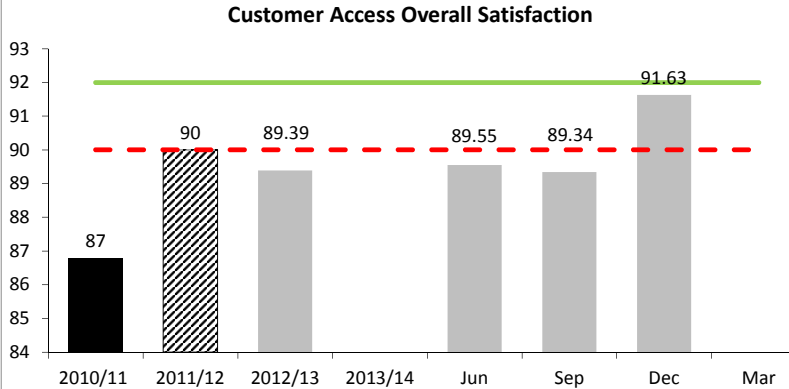
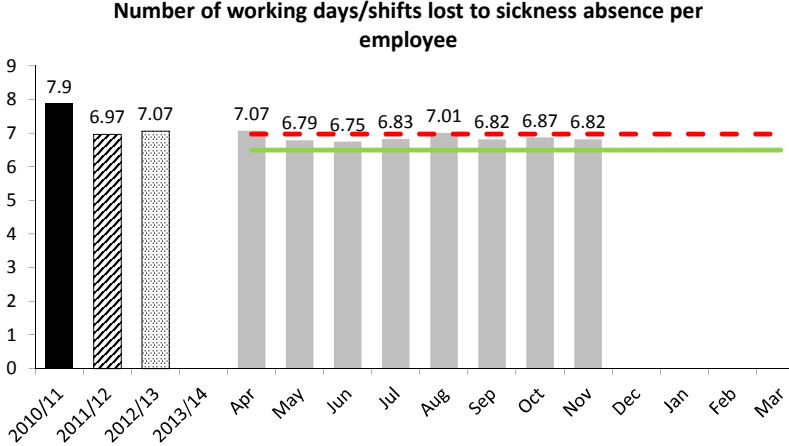
1.4 It is recommended that a capital estimate of £380,000 is adopted for this project. This will be funded from the available Basic Need resources in the ESCW programme.


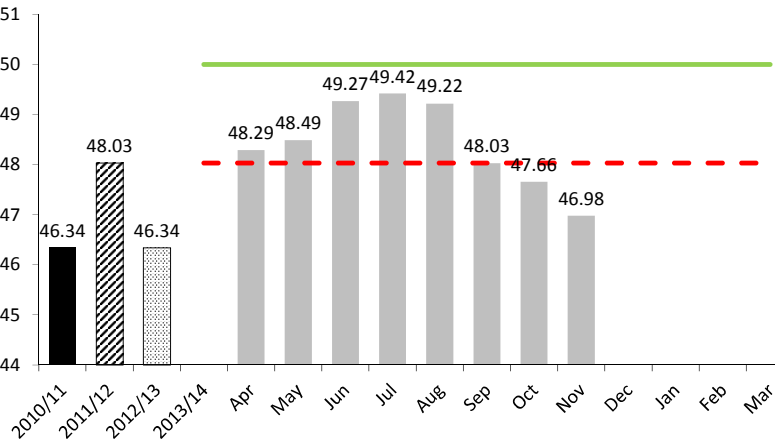
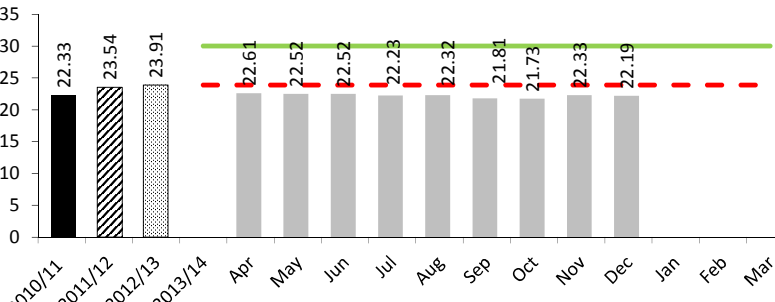
2. St Paul's Way Trust School


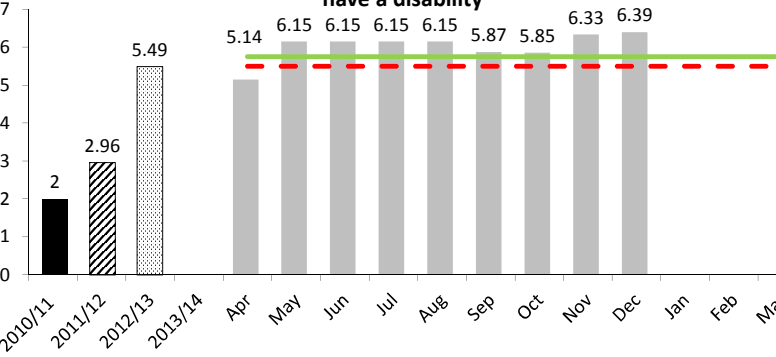
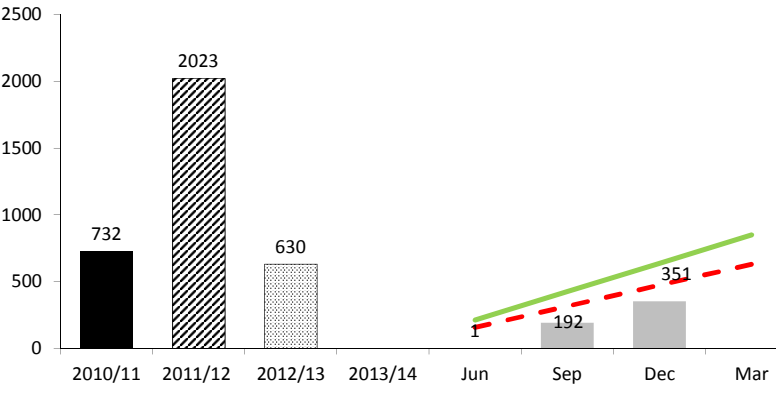
2.1 In the report to Cabinet in September 2013 on the ESCW capital programme, details of this proposal were included and, based on the initial proposal, a capital estimate of £5.5m was adopted, funded from the Basic Need grant allocation. The report also stated that a bid for this scheme to a specific DfE programme, Targeted Basic Need Programme (TBNP), had been successful. This provides funding of £4.23m. The September report stated that this funding would be subject to a further Cabinet decision to adopt into the programme.


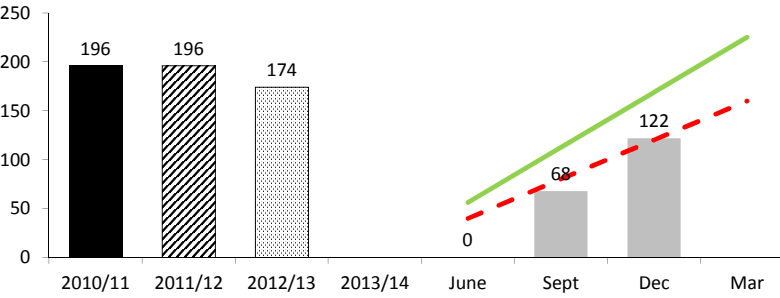
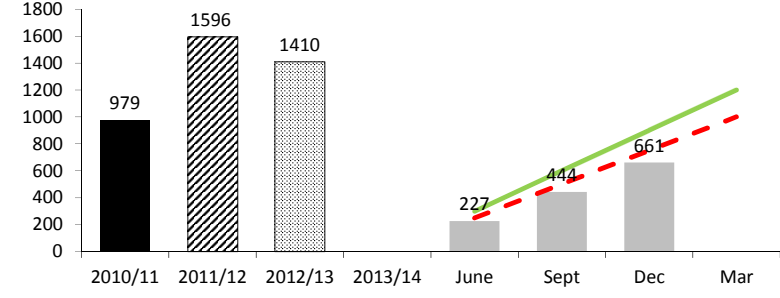
2.2 The proposal involves Poplar Harca redeveloping two blocks on the Burdett Estate and providing school accommodation on the ground floor. This allows St Paul's Way Trust School to expand by providing primary education. It is proposed that the expansion will come into effect in September 2014, offering 60 places, in temporary accommodation. The permanent accommodation is anticipated to be available in 2016/17 school year (subject to planning approval and the overall programme).


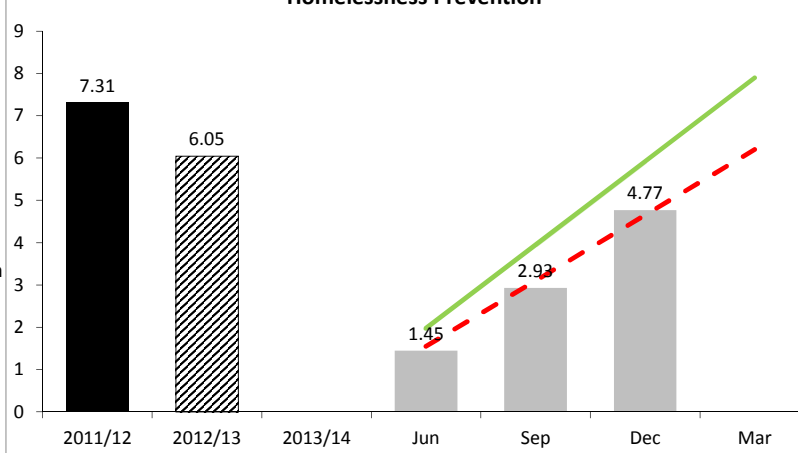
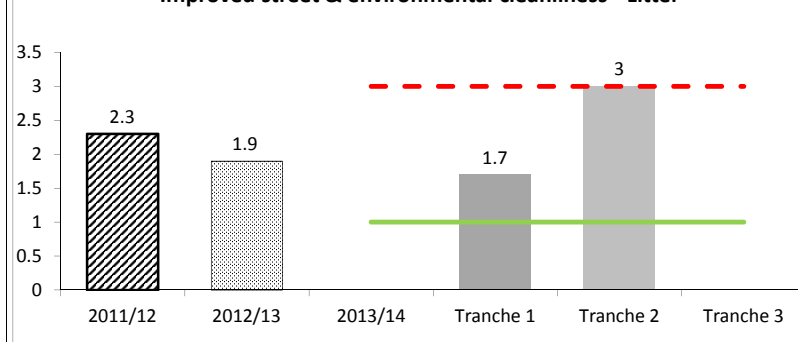
2.3 Since the September Cabinet decision, further development work has been proceeding jointly with the Council and Poplar Harca. This has allowed the initial estimate of costs, for both the temporary phase and the permanent scheme, to be reviewed. It is now recommended that the additional TBNP funding should be included as the scheme budget and that a revised capital estimate for the scheme of £9.73m should be adopted.


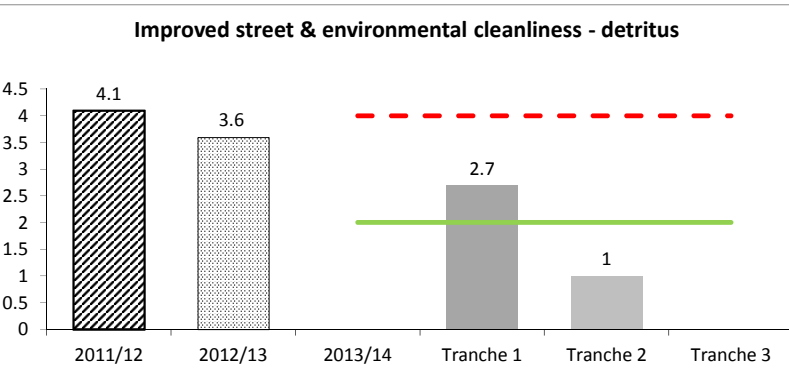
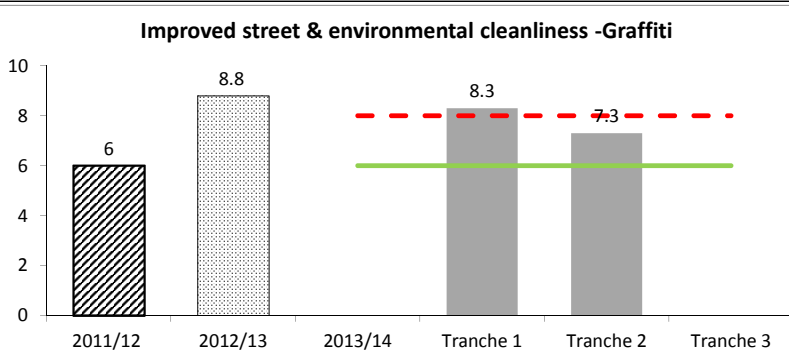
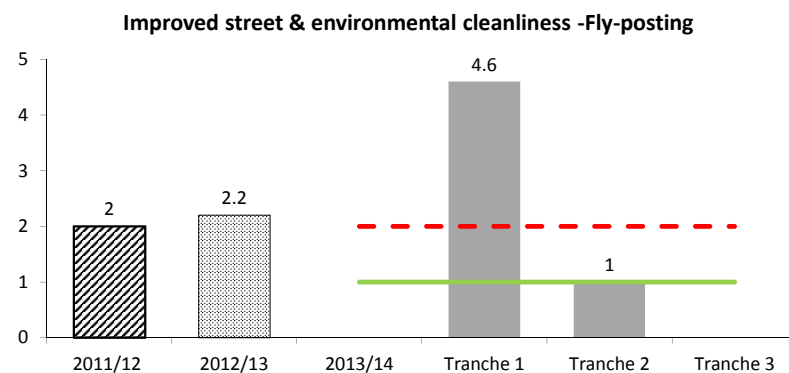
Description		Annual Stretched Target (2013/14)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)
One Tower Hamlets						
Customer Access Overall Satisfaction (telephone contact) Measured in: % Good Performance: Higher		92	92	91.63	AMBER	↔
In Q3, 91.63% of customers that completed a satisfaction survey at the end of their call reported positive levels of satisfaction. The performance has increased by 2.29ppt compared to Q2 and 1.15ppt since 2012/13. The significant improvement in contact centre call wait times for Q3 are as a result of the resolution of a range of ICT issues which adversely impacted performance over the summer months. Overall customer satisfaction has remained consistent over the last three years despite pressure on resources.						
Number of working days/shifts lost to sickness absence per employee Measured in: Number (the aggregate of working days lost due to sickness absence divided by the average number of FTE staff) Good Performance: Lower		6.5	6.5	6.82	AMBER	↔
While sickness absence is currently above the Council's stretch target (6.5), it remains under the minimum standard target (6.97). There has been significant improvements in recent years and data collected by London Councils shows Tower Hamlets as a high performing local authority; performance in Tower Hamlets was 0.8 days better than comparative boroughs in London. The average days lost from sickness has improved further in 2013/14, from 7.17 days in 2012/13 to 6.82 days in quarter 3 - performance over the last six months has improved by 0.07 ppt. We would need to improve by a further 0.32 days to meet the stretch target. It is notable that the reduction in the sickness figure has coincided with an increase in the number of active sickness absence cases being managed. All Directorates continue to prioritise action on sickness absence through the Corporate Absence Management Panel and the supporting DAMPs and Efficiency Boards. In addition to this, HR & WD Business Partners continue to support Directorates in dealing with sickness.						


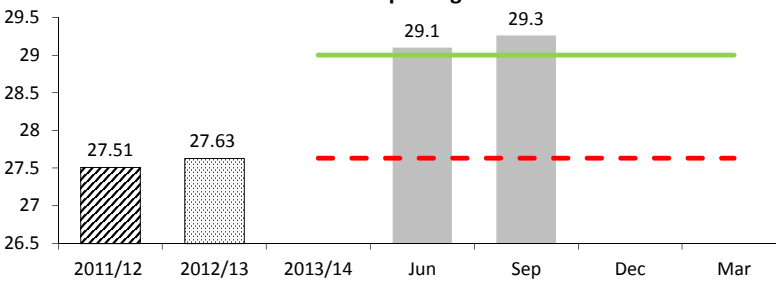
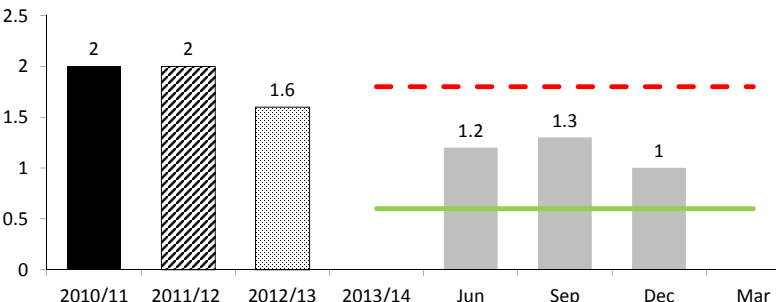
Description		Annual Stretched Target (2013/14)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)																																		
<p>Percentage of LP07 or above Local Authority staff that are women (%)</p> <p>Measured in: % Good Performance: Higher</p>	<p>% of staff that are LP07 or above that are women</p>  <table border="1"> <caption>Data for % of staff that are LP07 or above that are women</caption> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr><td>2010/11</td><td>46.34</td></tr> <tr><td>2011/12</td><td>48.03</td></tr> <tr><td>2012/13</td><td>46.34</td></tr> <tr><td>2013/14</td><td>46.34</td></tr> <tr><td>Apr</td><td>48.29</td></tr> <tr><td>May</td><td>48.49</td></tr> <tr><td>Jun</td><td>49.27</td></tr> <tr><td>Jul</td><td>49.42</td></tr> <tr><td>Aug</td><td>49.22</td></tr> <tr><td>Sep</td><td>48.03</td></tr> <tr><td>Oct</td><td>47.66</td></tr> <tr><td>Nov</td><td>46.98</td></tr> <tr><td>Dec</td><td></td></tr> <tr><td>Jan</td><td></td></tr> <tr><td>Feb</td><td></td></tr> <tr><td>Mar</td><td></td></tr> </tbody> </table>	Year	Value (%)	2010/11	46.34	2011/12	48.03	2012/13	46.34	2013/14	46.34	Apr	48.29	May	48.49	Jun	49.27	Jul	49.42	Aug	49.22	Sep	48.03	Oct	47.66	Nov	46.98	Dec		Jan		Feb		Mar		50.0	50.0	46.98	RED	↔
Year	Value (%)																																							
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<p>The percentage of women in LPO7+ posts remains below the target level and performance has slightly deteriorated in the last four months, however it remains the same compared to this time last year. The dip in performance in the last four months are caused by the slightest change in total FTE across the Council. The following actions have been put in place to increase the proportion of women in posts graded LP07 and above: -Recruitment target to be set and monitored by People Board for the Council as a whole -Workforce planning and succession planning embedded across the organisation -Navigate initiative used as a platform to increase representation of women into more senior positions. Additionally the WFTRC Action Plan identifies specific actions as follows: •To work closely with directorates to set realistic local targets to increase representation • Through the PDR process, identify key development areas to enable females to gain experience, knowledge and skills to enable progression • To encourage women into non-traditional roles through publicity and education of public sector job roles and routes to employment • Annual recruitment onto Navigate initiative and setting targets for under-represented groups.</p>																																								
<p>Percentage of LP07 or above Local Authority staff that are from an ethnic minority (%)</p> <p>Measured in: % Good Performance: Higher</p>	<p>Percentage of earners that are LP07 or above of LA staff that are from an ethnic minority</p>  <table border="1"> <caption>Data for Percentage of earners that are LP07 or above of LA staff that are from an ethnic minority</caption> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr><td>2010/11</td><td>22.33</td></tr> <tr><td>2011/12</td><td>23.54</td></tr> <tr><td>2012/13</td><td>23.91</td></tr> <tr><td>2013/14</td><td>23.91</td></tr> <tr><td>Apr</td><td>22.61</td></tr> <tr><td>May</td><td>22.52</td></tr> <tr><td>Jun</td><td>22.52</td></tr> <tr><td>Jul</td><td>22.23</td></tr> <tr><td>Aug</td><td>22.32</td></tr> <tr><td>Sep</td><td>21.81</td></tr> <tr><td>Oct</td><td>21.73</td></tr> <tr><td>Nov</td><td>22.33</td></tr> <tr><td>Dec</td><td>22.19</td></tr> <tr><td>Jan</td><td></td></tr> <tr><td>Feb</td><td></td></tr> <tr><td>Mar</td><td></td></tr> </tbody> </table>	Year	Value (%)	2010/11	22.33	2011/12	23.54	2012/13	23.91	2013/14	23.91	Apr	22.61	May	22.52	Jun	22.52	Jul	22.23	Aug	22.32	Sep	21.81	Oct	21.73	Nov	22.33	Dec	22.19	Jan		Feb		Mar		30	30	22.19	RED	↔
Year	Value (%)																																							
2010/11	22.33																																							
2011/12	23.54																																							
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<p>The percentage of BME staff at this level remains fairly steady around 8ppt below target. Comparative performance information shows that Tower Hamlets is one of the best performing authorities on this measure. Actions being taken include: Implementation of the Talent Management Programme – Navigate Initiative -Local targets set within directorates -Monitoring of progression of BME groups -BME staff focus groups and Snr Manager (HOPS) sponsorship of the BME Staff Forum - Targeted development for BME staff in PDRs to develop skills for progression Additionally, the WFTRC Action Plan suggests exploration of the need to implement Positive Action Schemes to increase representation.</p>																																								


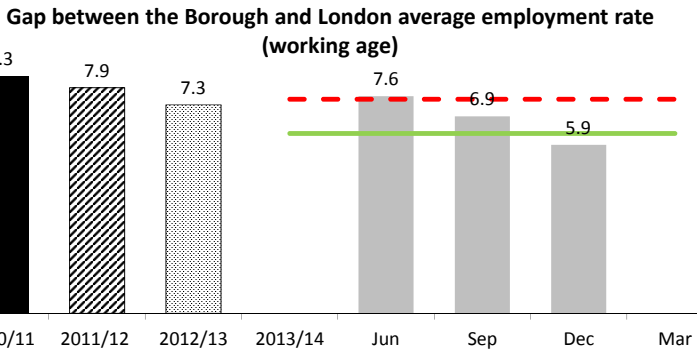
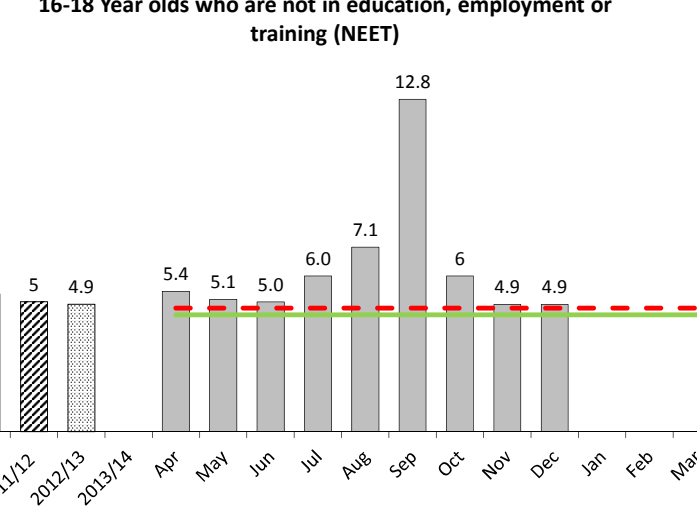
Description		Annual Stretched Target (2013/14)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)
<p>Percentage of LP07 or above Local Authority staff who have a disability (excluding those in maintained schools) (%)</p> <p>Measured in: % Good Performance: Higher</p>	<p>Percentage of earners that are LP07 or above of LA staff that have a disability</p> 	5.75	5.75	6.39	GREEN	↑
<p>We are currently performing above the target level for this quarter and 1.76 ppt better than this time last year. Action to improve further against target during 2013/14 is as follows -Time to change pledge to increase awareness of mental health issues -Working with staff forum to increase declaration -Setting local targets in directorates -Raising awareness around disability across all groups of staff - Renewed membership of Disability Employers Forum providing advice and guidance.</p>						
Great Place to Live						
<p>Number of affordable homes delivered (gross)</p> <p>Measured in: Number (the sum of social rent housing and intermediate housing - low cost home ownership and intermediate rent) Good Performance: Higher</p>	<p>Number of affordable homes delivered (gross)</p> 	850	637.5	351	RED	↑
<p>The 13/14 year-end forecast for affordable homes delivery is 839 new build units and approximately 55 non-new build grant funded units, bringing overall delivery to exceed the upper bandwidth target. Affordable delivery in Q3 of new build units represents 41% of the year end forecast. Scheme slippages have meant that over 300 units forecasted for completion ending Q3 have slipped into Q4. Whilst construction related problems delay completions, RPs also reported delays in utility connections and street numbering procedures which had held back the completion of works. Performance is never evenly spread across the year and this year the largest number of units are being delivered in Q4. The number of units delivering in each quarter is dependent on the contractors' performance on site and other technical issues relating to completion of schemes. Tower Hamlets has a strong track record of housing delivery and continues to provide among the highest number of affordable homes in the country. We are also still on track to meet the Mayor's target of 4,000 new affordable homes. The total delivery of new build affordable homes from October 2010 to the end of December 2013 now totals 3,405 units, with a forecast of 3,893 units ending March 2014. We also predict delivery of 245 additional units secured through government and LA grant funding which will take the delivery of affordable homes up to 4,138 by May 2014.</p>						


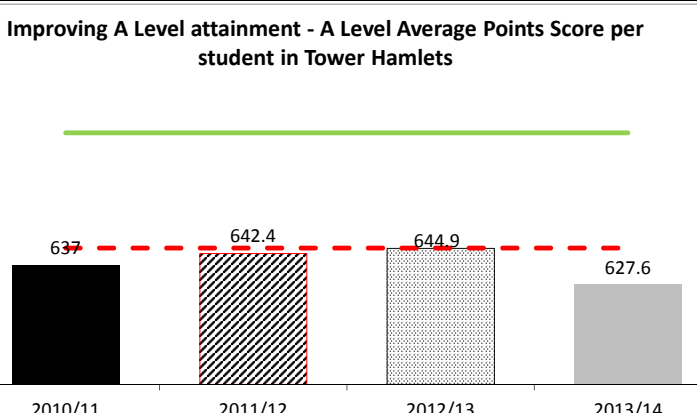
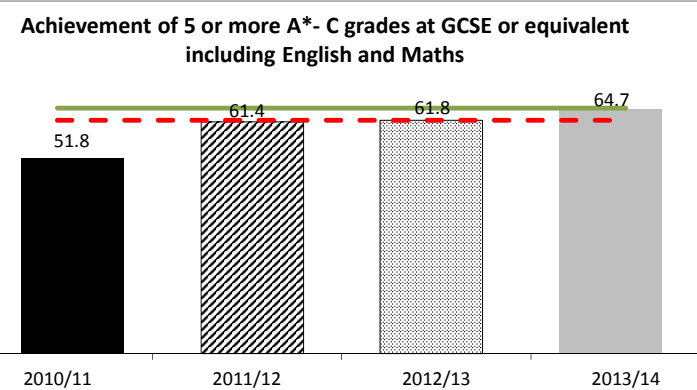
Description		Annual Stretched Target (2013/14)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)
<p>Number of social rented housing completions for family housing (gross)</p> <p>Measured in: Number (a count of the number of affordable housing - local authority, housing associations, and co-operative tenants. Family housing is 3 bedrooms or more) Good Performance: Higher</p>	<p>Number of social rented housing completions for family housing (gross)</p> 	225	168.75	122	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>	<p>Lets to overcrowded families</p> 	1200	900	661	RED	↓
<p>The total number of lets to overcrowded applicants is 661, which is below the Standard target for December 2013 (750), influenced by fewer properties to let this year - a likely 1,786 based on activity to date compared with last year's 2,435. As forecasted, this measure would have also been affected by an increasing number of offers to non-priority cases and the 10% target set for Band 3 applicants (who are adequately housed) under the Council's lettings plan. The impact of reduced number of lets to overcrowded families could be mitigated by revising the target lets set for Band 3 applicants. The number of lets next year is likely to increase because greater number of new build homes is expected to be handed over. However, performance against this measure has continued to remain strong with a total of 3,667 lets to overcrowded households from April 2011 against a Mayoral target of 1,000 lets to overcrowded households per year.</p>						

Description		Annual Stretched Target (2013/14)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)
<p>The number of households who considered themselves as homeless, who approached the local authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation.</p> <p>Measured in: The number of cases assisted through successful casework intervention divided by the number of thousand households in the local authority area. Good Performance: Higher</p>	<p style="text-align: center;">Homelessness Prevention</p> 	7.9	5.93	4.77	AMBER	↑
<p>Level of street and environmental cleanliness - litter (%)</p> <p>Measured in % Good performance: Lower</p>	<p style="text-align: center;">Improved street & environmental cleanliness - Litter</p> 	1	1	3	AMBER	↑
<p>Although performance was below expectations in the first 2 quarters of 2013/14, improvements were seen in quarter 3. 520 households, equating to 4.77% of total households, were prevented from homelessness in Q3 which is above our minimum target (4.65%) and also above performance levels this time last year (4.19%). There is a severe shortage of affordable private sector properties available to homeless households as an alternative to pursuing a statutory homeless application and the problem is increasing. Consequently, our ability to prevent homelessness by securing an alternative tenancy had been diminishing immensely but we have seen a small improvement. This through improving the incentive provided to landlords so they will let their admittedly small number of properties available at, or close to, Local Housing Allowance levels via the council to one of our customers rather than let them to a member of the general public. This will be for a finite period to see if there is any improvement in supply and a subsequent improvement in homeless preventions. It is also envisaged that performance will further improve in quarter 4 to meet this year's target (7.9%).</p>		<p>This figure in the outturn field relates to Tranche 2 (Jul-Sept). We have met the minimal standard target (3%) but missed the stretch target (1%). As tranche survey 2 consisted of inspections within wards such as Whitechapel and Spitalfields & Bangla Town, which are the most highly littered wards in the borough the level of litter had increased from the last survey conducted. It is anticipated that with the extra funding from the Mayor's accelerated delivery programme we will achieve the stretched target on the next survey completed. We have highlighted the problematic land uses and wards, and in partnership with Veolia and the enforcement team we have strategized a process to minimise the level of litter around these areas.</p>				

Description		Annual Stretched Target (2013/14)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)														
<p>Level of street and environmental cleanliness - detritus (%)</p> <p>Measured in % Good performance: Lower</p>	<p>Improved street & environmental cleanliness - detritus</p>  <table border="1"> <caption>Detritus Data</caption> <thead> <tr><th>Year/Tranche</th><th>Value (%)</th></tr> </thead> <tbody> <tr><td>2011/12</td><td>4.1</td></tr> <tr><td>2012/13</td><td>3.6</td></tr> <tr><td>2013/14</td><td>2.7</td></tr> <tr><td>Tranche 1</td><td>2.7</td></tr> <tr><td>Tranche 2</td><td>1</td></tr> <tr><td>Tranche 3</td><td>1</td></tr> </tbody> </table>	Year/Tranche	Value (%)	2011/12	4.1	2012/13	3.6	2013/14	2.7	Tranche 1	2.7	Tranche 2	1	Tranche 3	1	2	2	1	GREEN	↑
Year/Tranche	Value (%)																			
2011/12	4.1																			
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Tranche 1	2.7																			
Tranche 2	1																			
Tranche 3	1																			
<p>This figure in the outturn field relates to Tranche 2 (Jul-Sept). The performance is 1 ppt better than our stretch target (2%).</p>																				
<p>Improved street and environmental cleanliness - graffiti (%)</p> <p>Measured in % Good performance: Lower</p>	<p>Improved street & environmental cleanliness -Graffiti</p>  <table border="1"> <caption>Graffiti Data</caption> <thead> <tr><th>Year/Tranche</th><th>Value (%)</th></tr> </thead> <tbody> <tr><td>2011/12</td><td>6</td></tr> <tr><td>2012/13</td><td>8.8</td></tr> <tr><td>2013/14</td><td>8.3</td></tr> <tr><td>Tranche 1</td><td>8.3</td></tr> <tr><td>Tranche 2</td><td>7.3</td></tr> <tr><td>Tranche 3</td><td>7.3</td></tr> </tbody> </table>	Year/Tranche	Value (%)	2011/12	6	2012/13	8.8	2013/14	8.3	Tranche 1	8.3	Tranche 2	7.3	Tranche 3	7.3	6	6	7.3	AMBER	↑
Year/Tranche	Value (%)																			
2011/12	6																			
2012/13	8.8																			
2013/14	8.3																			
Tranche 1	8.3																			
Tranche 2	7.3																			
Tranche 3	7.3																			
<p>We have met the minimal standard target (8%) but missed the stretch target (6%). The level of graffiti has dropped from 8.3% to 7.3% since the last tranche survey. Areas that need further improvements have been identified with the LAP managers, and they will address issues in each ward via enforcement, monitoring and contract management. With the extra resources allocated via the Mayors' accelerated delivery programme, we expect to further improve by meeting the stretched target in the next tranche survey completed. Inspections were carried out in wards that include Whitechapel and Spitalfields & Bangla Town, with the highest graffiti issues, as reflected in the result.</p>																				
<p>Improved street and environmental cleanliness - fly-posting (%)</p> <p>Measured in % Good performance: Lower</p>	<p>Improved street & environmental cleanliness -Fly-posting</p>  <table border="1"> <caption>Fly-posting Data</caption> <thead> <tr><th>Year/Tranche</th><th>Value (%)</th></tr> </thead> <tbody> <tr><td>2011/12</td><td>2</td></tr> <tr><td>2012/13</td><td>2.2</td></tr> <tr><td>2013/14</td><td>4.6</td></tr> <tr><td>Tranche 1</td><td>4.6</td></tr> <tr><td>Tranche 2</td><td>1</td></tr> <tr><td>Tranche 3</td><td>1</td></tr> </tbody> </table>	Year/Tranche	Value (%)	2011/12	2	2012/13	2.2	2013/14	4.6	Tranche 1	4.6	Tranche 2	1	Tranche 3	1	1	1	1	GREEN	↑
Year/Tranche	Value (%)																			
2011/12	2																			
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Tranche 1	4.6																			
Tranche 2	1																			
Tranche 3	1																			
<p>The performance is 1 ppt better than our standard target (2%) and in line with the stretch target (1%). The performance is also nearly 5 ppt better than the previous quarter as well as for the same period last year, which indicates an significant improvement in this area of environmental cleanliness.</p>																				


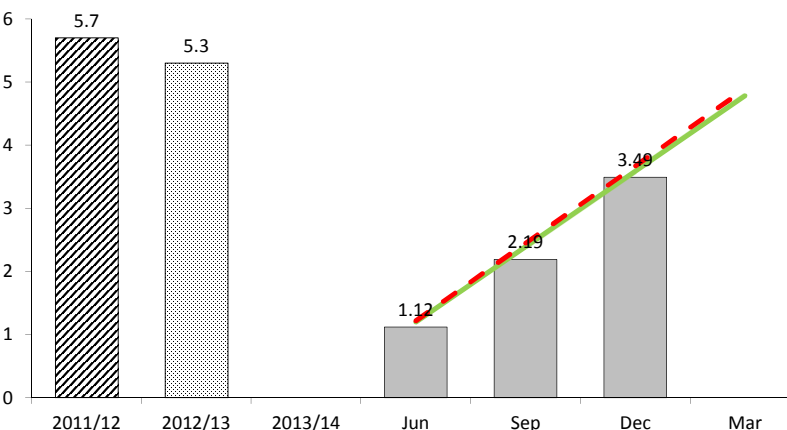
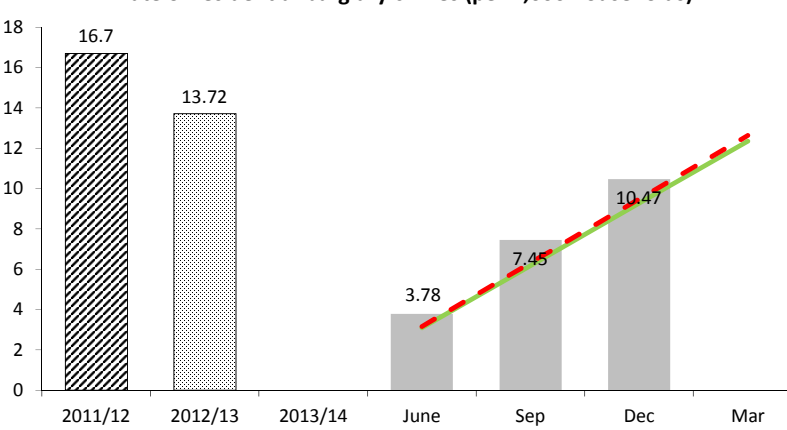
Description		Annual Stretched Target (2013/14)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)																		
<p>Percentage of household waste sent for reuse, recycling and composting</p> <p>Measured in % Good performance: Higher</p>	<p>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>Value (%)</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>27.51</td> </tr> <tr> <td>2012/13</td> <td>27.63</td> </tr> <tr> <td>2013/14</td> <td>29.1</td> </tr> <tr> <td>Jun</td> <td>29.3</td> </tr> <tr> <td>Sep</td> <td></td> </tr> <tr> <td>Dec</td> <td></td> </tr> <tr> <td>Mar</td> <td></td> </tr> </tbody> </table>	Year	Value (%)	2011/12	27.51	2012/13	27.63	2013/14	29.1	Jun	29.3	Sep		Dec		Mar		29	29	29.26	GREEN	↑		
Year	Value (%)																							
2011/12	27.51																							
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Sep																								
Dec																								
Mar																								
<p>Due to time lag, this figure in the outturn field relates to Q2 (Jul-Sept). The performance for Q2 is above the stretch target (29.3%) and 2.16 ppt better than this time last year.</p>																								
<p>Prosperous Community</p>																								
<p>JSA Claimant Rate (gap between the Borough and London average rate (working age) (%))</p> <p>Good Performance: Gap - Lower</p>	<p>Gap between the Borough and London average Job Seekers Allowance (JSA) claimant rate</p>  <table border="1"> <caption>Gap between the Borough and London average Job Seekers Allowance (JSA) claimant rate</caption> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>2</td> </tr> <tr> <td>2011/12</td> <td>2</td> </tr> <tr> <td>2012/13</td> <td>1.6</td> </tr> <tr> <td>2013/14</td> <td>1.2</td> </tr> <tr> <td>Jun</td> <td>1.3</td> </tr> <tr> <td>Sep</td> <td></td> </tr> <tr> <td>Dec</td> <td>1</td> </tr> <tr> <td>Mar</td> <td></td> </tr> </tbody> </table>	Year	Value (%)	2010/11	2	2011/12	2	2012/13	1.6	2013/14	1.2	Jun	1.3	Sep		Dec	1	Mar		0.6	0.6	1	AMBER	↑
Year	Value (%)																							
2010/11	2																							
2011/12	2																							
2012/13	1.6																							
2013/14	1.2																							
Jun	1.3																							
Sep																								
Dec	1																							
Mar																								
<p>The trend is positive compared to last quarter's update, with a 0.3ppt reduction in the JSA claimant rate gap between Tower Hamlets and the London average rate. The gap has reduced 0.7ppt since this time last year. In December 2012, the JSA rate for the borough was 5.5%, in December 2013 the outturn is 4.0%. In terms of the number of claimants, there has been a total reduction of 2,833 JSA claimants from December 2012 to December 2013.</p>																								


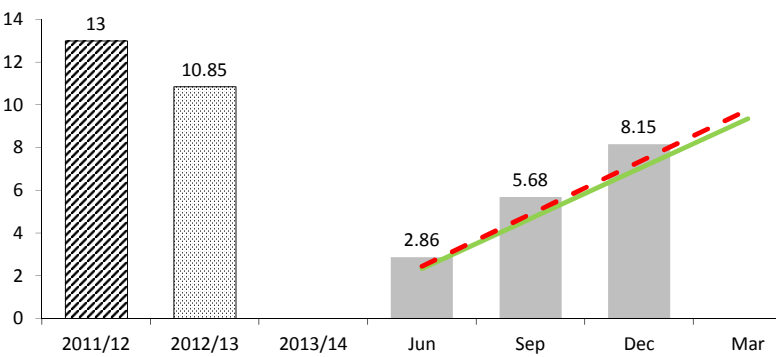
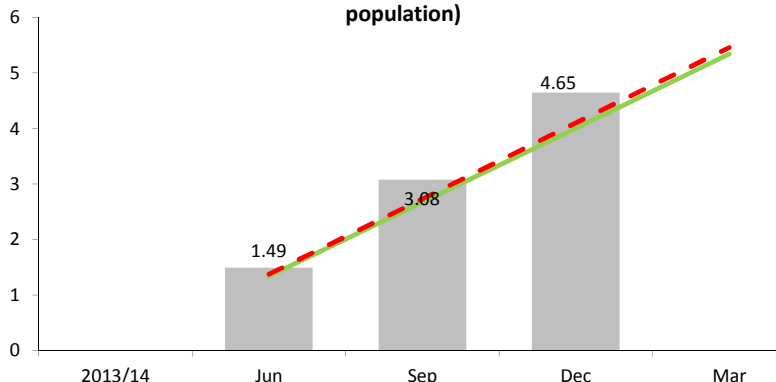
Description		Annual Stretched Target (2013/14)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)																																		
<p>Overall employment rate - gap between the Borough and London average rate (working age) (%)</p> <p>Measured in: % Good Performance: Gap - Lower</p>	<p>Gap between the Borough and London average employment rate (working age)</p>  <table border="1"> <caption>Gap between the Borough and London average employment rate (working age)</caption> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr><td>2010/11</td><td>8.3</td></tr> <tr><td>2011/12</td><td>7.9</td></tr> <tr><td>2012/13</td><td>7.3</td></tr> <tr><td>2013/14</td><td>7.6</td></tr> <tr><td>Jun</td><td>7.6</td></tr> <tr><td>Sep</td><td>6.9</td></tr> <tr><td>Dec</td><td>5.9</td></tr> <tr><td>Mar</td><td>5.9</td></tr> </tbody> </table>	Year	Value (%)	2010/11	8.3	2011/12	7.9	2012/13	7.3	2013/14	7.6	Jun	7.6	Sep	6.9	Dec	5.9	Mar	5.9	6.3	6.3	5.9	GREEN	↑																
Year	Value (%)																																							
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Jun	7.6																																							
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Mar	5.9																																							
<p>16 to 19 year olds who are not in education, employment or training (NEET) (%)</p> <p>Measured in: % Good Performance: Lower</p>	<p>16-18 Year olds who are not in education, employment or training (NEET)</p>  <table border="1"> <caption>16-18 Year olds who are not in education, employment or training (NEET)</caption> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr><td>2010/11</td><td>5.3</td></tr> <tr><td>2011/12</td><td>5</td></tr> <tr><td>2012/13</td><td>4.9</td></tr> <tr><td>2013/14</td><td>5.4</td></tr> <tr><td>Apr</td><td>5.1</td></tr> <tr><td>May</td><td>5.0</td></tr> <tr><td>Jun</td><td>6.0</td></tr> <tr><td>Jul</td><td>7.1</td></tr> <tr><td>Aug</td><td>12.8</td></tr> <tr><td>Sep</td><td>6</td></tr> <tr><td>Oct</td><td>4.9</td></tr> <tr><td>Nov</td><td>4.9</td></tr> <tr><td>Dec</td><td>4.9</td></tr> <tr><td>Jan</td><td>4.9</td></tr> <tr><td>Feb</td><td>4.9</td></tr> <tr><td>Mar</td><td>4.9</td></tr> </tbody> </table>	Year	Value (%)	2010/11	5.3	2011/12	5	2012/13	4.9	2013/14	5.4	Apr	5.1	May	5.0	Jun	6.0	Jul	7.1	Aug	12.8	Sep	6	Oct	4.9	Nov	4.9	Dec	4.9	Jan	4.9	Feb	4.9	Mar	4.9	4.5	4.5	4.9	RED	↑
Year	Value (%)																																							
2010/11	5.3																																							
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Dec	4.9																																							
Jan	4.9																																							
Feb	4.9																																							
Mar	4.9																																							
				<p>Although off target, at 4.9%, performance on NEETs has improved since this time last year by 0.7ppts. The annual NEET average figures are calculated as an average of Nov / Dec / Jan.</p> <p>There are several activities being undertaken to reduce the number of NEETs in the borough. These include:</p> <ul style="list-style-type: none"> • High levels of tracking are being undertaken including phone calls, letters and door knocking exercise. • The Voluntary Sector has been commissioned to undertake a further tracking exercise within key LAP based localities. • Youth offer commissioning is now complete with a start date of January 2015. • A NEET event took place in mid-January. • London portal and National Apprenticeship Scheme (NAS) systems are now set up and running that will allow the borough to get updates from learning providers, universities and all apprenticeship providers on young people destination. • Support requested from PRG on sharing of information from other council databases i.e. electoral services, council tax / housing benefit, and RSLs JCP due to existing barriers. 																																				


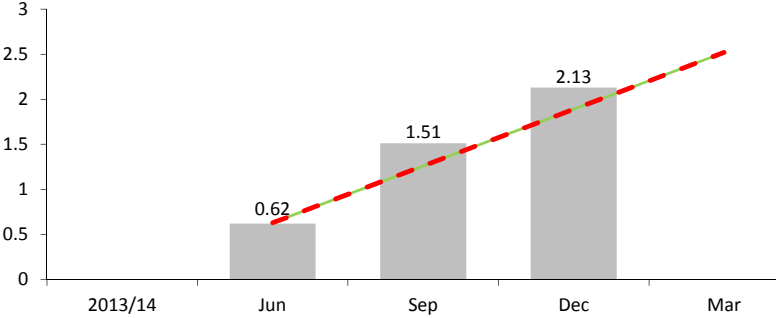
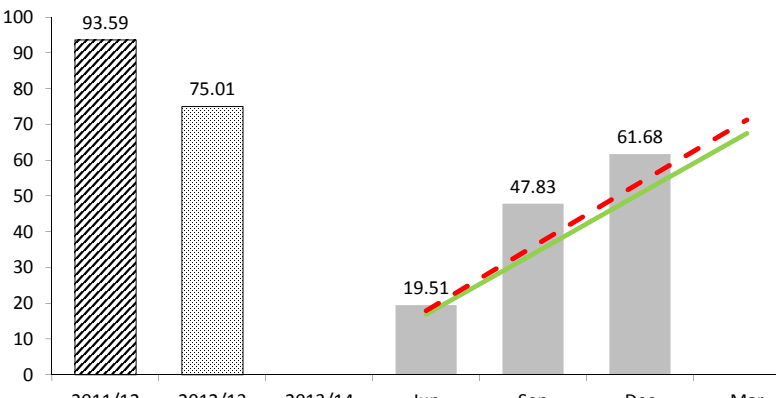
Description		Annual Stretched Target (2013/14)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)										
<p>A Level Average Points Score per student in Tower Hamlets. Measured in % Good performance: Higher</p>	<p>Improving A Level attainment - A Level Average Points Score per student in Tower Hamlets</p>  <table border="1"> <caption>A Level Average Points Score per student in Tower Hamlets</caption> <thead> <tr> <th>Year</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>637</td> </tr> <tr> <td>2011/12</td> <td>642.4</td> </tr> <tr> <td>2012/13</td> <td>644.9</td> </tr> <tr> <td>2013/14</td> <td>627.6</td> </tr> </tbody> </table>	Year	Score	2010/11	637	2011/12	642.4	2012/13	644.9	2013/14	627.6	700	700	627.6	RED	↔
Year	Score															
2010/11	637															
2011/12	642.4															
2012/13	644.9															
2013/14	627.6															
<p>Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths Measured in: % Good Performance: Higher</p>	<p>Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths</p>  <table border="1"> <caption>Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>51.8</td> </tr> <tr> <td>2011/12</td> <td>61.4</td> </tr> <tr> <td>2012/13</td> <td>61.8</td> </tr> <tr> <td>2013/14</td> <td>64.7</td> </tr> </tbody> </table>	Year	Percentage	2010/11	51.8	2011/12	61.4	2012/13	61.8	2013/14	64.7	65	65	64.7	AMBER	↔
Year	Percentage															
2010/11	51.8															
2011/12	61.4															
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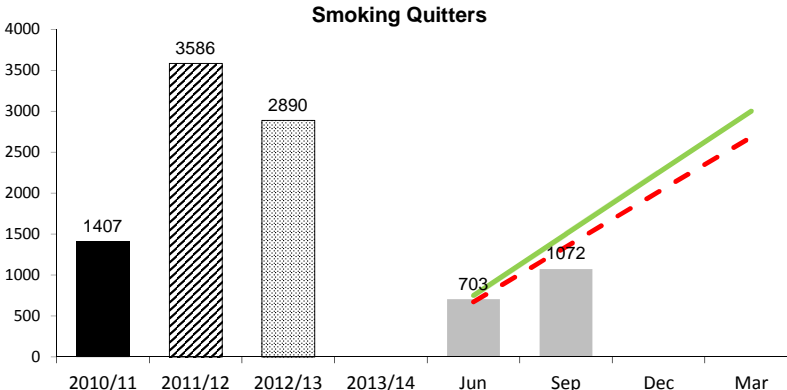
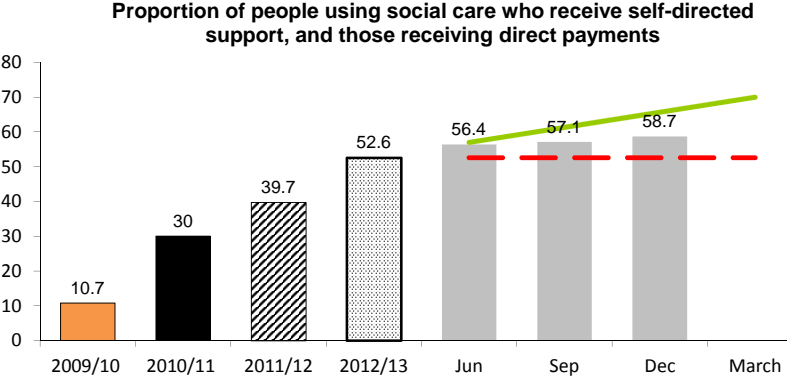
7 out of 11 providers exceeded the borough minimum target points per student, however our highest performing schools have relatively small numbers of students in their year 13 A level groups, compared to other schools in the borough. All of the smaller schools have improved their points per student scores for 2012 – 2013. Our larger sixth forms – Mulberry, Sir John Cass have achieved above target but dipped from last year. Tower Hamlets College has dipped significantly from the previous year, which is of significance to our overall APS score. Aggregation of the schools only provision APS is 681.2 – above the minimum target. Staff changes in 6th form management across Mulberry School, Sir John Cass School, Tower Hamlets College, and Cambridge Heath (comprised of Morpeth, Oaklands and Swanlea) may have played some role in their underperformance.

The final outturn for 2012/13 is 64.7 which is well above our standard target (61.8) and is only 0.3 ppt below our stretch target (65). Our overall performance remains above the national average of 60.8% and has improved by 2.9% points compared to 2012.


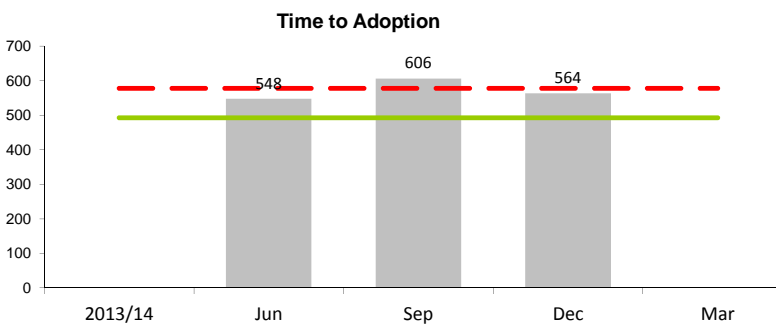
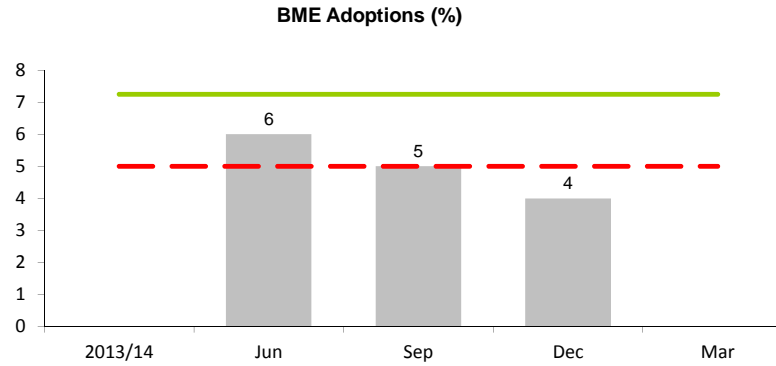
Description		Annual Stretched Target (2013/14)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)
Safe and Cohesive Community						
<p>Rate of personal robbery crimes 1,000 population</p> <p>Measured in: Number (No. of personal robbery incidents/total population x 1,000) Good Performance: Lower</p>	<p>Rate of personal robbery crimes (per 1,000 population)</p> 	4.78	3.59	3.49	GREEN	↑
<p>The performance for Q3 is on target (3.49) and better than this time last year.</p>						
<p>Rate of residential burglary crimes per 1,000 households</p> <p>Measured in: Number (No. of residential burglary incidents/total population x 1,000) Good Performance: Lower</p>	<p>Rate of residential burglary crimes (per 1,000 households)</p> 	12.35	9.26	10.47	RED	↔
<p>Off target. When comparing the same period (quarters 1-3), there were 998 offences in 2012 and 1060 offences in 2013, which is an increase of 62 offences or a 6% increase. This is reflective of the proactivity, crime prevention and problem solving that has taken place around Residential Burglary offenders and venues. A number of proactive operations and initiatives were implemented in Q1 and these have continued notably Operation PEGASUS with further work and operations planned throughout the remainder of the financial year, such as Operation Bumblebee, an enhanced Cocooning regime and new problem solving initiatives and patrol patterns derived from the Simple2Start problem solving process. For Q3 the borough is continuing its focus on Burglary and gradually seeing the figures decrease, for example for Q3 when comparing 2013 to 2012 the borough saw a reduction of 21% with 82 less offences.</p>						

Description		Annual Stretched Target (2013/14)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)
<p>Rate of motor vehicle crimes per 1,000 population</p> <p>Measured in: Number (No. of motor vehicle crimes/total population x 1,000) Good Performance: Lower</p>	<p>Rate of motor vehicle crimes (per 1,000 population)</p> 	9.35	7.01	8.15	RED	↔
<p>Rate of violence with injury crimes (Excl. DV) per 1,000 population</p> <p>Measured in: Number (No. of Rate of violence with injury crimes (Excl. DV)/total population x 1,000) Good Performance: Lower</p>	<p>Rate of violence with injury crimes - Excl.DV (per 1,000 population)</p> 	5.34	4.01	4.65	RED	New
<p>Motor Vehicle crime was recorded as 8.15 for Q3, which is off target (7.01). In the last quarter the increase was 2.82% and equates to 96 more offences when compared to the same period in 2012. This increase is driven by Theft of Motor Vehicle which is showing an increase and Theft From Motor Vehicle a very small decrease i.e. one or two offences. A number of proactive operations and initiatives have been implemented around this issue, with a particular focus on offenders and repeat locations and this crime type is subject to weekly taskings. The borough has also set up a unit dedicated to dealing with the issue of Motor Vehicle Crime offences and offenders. However, it was noted previously that the last 6 months of the last financial year saw Vehicle Crime Offences reduce significantly and this significant reduction has made the target very difficult to achieve.</p>		<p>Non DV Violence with Injury offences exceeded the set target by 171 offences which is a 3% increase when compared to 2012. The borough continues to focus in this crime type area and a number of initiatives are in place to impact on the number of Non-DV related incidents.</p>				

Description		Annual Stretched Target (2013/14)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)																												
<p>Rate of violence with injury crimes (DV only) per 1,000 population</p> <p>Measured in: Number (No. of violence with injury crimes (DV only)/total population x 1,000) Good Performance: Higher</p> <p>NB. This measure is designed to track the success of the Police in increasing detection of domestic violence</p>	<p>Number of violence with injury incidents - DV Only (per 1,000 population)</p>  <table border="1"> <caption>Rate of violence with injury crimes (DV only) per 1,000 population</caption> <thead> <tr> <th>Period</th> <th>Actual</th> <th>Stretch Target</th> <th>Standard Target</th> </tr> </thead> <tbody> <tr> <td>2013/14 (Jun)</td> <td>0.62</td> <td>0.62</td> <td>0.62</td> </tr> <tr> <td>2013/14 (Sep)</td> <td>1.51</td> <td>1.51</td> <td>1.51</td> </tr> <tr> <td>2013/14 (Dec)</td> <td>2.13</td> <td>2.13</td> <td>2.13</td> </tr> <tr> <td>2013/14 (Mar)</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Period	Actual	Stretch Target	Standard Target	2013/14 (Jun)	0.62	0.62	0.62	2013/14 (Sep)	1.51	1.51	1.51	2013/14 (Dec)	2.13	2.13	2.13	2013/14 (Mar)	-	-	-	2.52	1.89	2.13	GREEN	New								
Period	Actual	Stretch Target	Standard Target																															
2013/14 (Jun)	0.62	0.62	0.62																															
2013/14 (Sep)	1.51	1.51	1.51																															
2013/14 (Dec)	2.13	2.13	2.13																															
2013/14 (Mar)	-	-	-																															
<p>The performance for Q3 was (2.13) equating to 77 additional offences, which is significantly above the standard and stretch target (1.89). The Police consider this to be positive due to better reporting practices. The increase can be attributed to the borough's continued focus on a better initial assessment and investigation of Domestic Violence. For example Domestic Violence With Injury Offences, when compared to the same period in 2012, saw an increase of 10% and is reflective of the proactivity being undertaken. This focus has been running for over 12 months, by this time you would have expected to have seen a levelling out or slight decrease as it was anticipated that the figures will start to reduce after September as the programme around better assessment and investigation of DV really took hold in September 2012 but this has not been the case. Tower Hamlets has one of the highest arrest rates in the MPS for Domestic Violence with a Detection Rate of 52.9%.</p>																																		
<p>Computer Aided Despatch (CAD) calls for ASB</p> <p>Measured in: Number (No. of CAD calls/total population x 1,000) Good Performance: Lower</p>	<p>Rate of CAD calls for ASB (per 1,000 population)</p>  <table border="1"> <caption>Rate of CAD calls for ASB (per 1,000 population)</caption> <thead> <tr> <th>Period</th> <th>Actual</th> <th>Stretch Target</th> <th>Standard Target</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>93.59</td> <td>-</td> <td>-</td> </tr> <tr> <td>2012/13</td> <td>75.01</td> <td>-</td> <td>-</td> </tr> <tr> <td>2013/14 (Jun)</td> <td>19.51</td> <td>19.51</td> <td>19.51</td> </tr> <tr> <td>2013/14 (Sep)</td> <td>47.83</td> <td>47.83</td> <td>47.83</td> </tr> <tr> <td>2013/14 (Dec)</td> <td>61.68</td> <td>61.68</td> <td>61.68</td> </tr> <tr> <td>2013/14 (Mar)</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Period	Actual	Stretch Target	Standard Target	2011/12	93.59	-	-	2012/13	75.01	-	-	2013/14 (Jun)	19.51	19.51	19.51	2013/14 (Sep)	47.83	47.83	47.83	2013/14 (Dec)	61.68	61.68	61.68	2013/14 (Mar)	-	-	-	67.51	50.64	61.68	RED	↔
Period	Actual	Stretch Target	Standard Target																															
2011/12	93.59	-	-																															
2012/13	75.01	-	-																															
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2013/14 (Sep)	47.83	47.83	47.83																															
2013/14 (Dec)	61.68	61.68	61.68																															
2013/14 (Mar)	-	-	-																															
<p>The recorded number of ASB CAD Calls in they year up to and including Q3 was 16221, which is an increase of 2536 against a target of 13685 (50.64) Calls. When looking at the same period in 2012 there were 15946 ASB CAD Calls recorded, so again a slight increase. To combat the increase the borough ran a Summer Initiative around ASB CAD Callers which identified a number of areas where an impact can be made to further improve performance. As part of this work ASB repeat callers have been engaged with and specific plans developed to deal with identified issues. For Quarter 3 the borough experienced some peak days for ASB CAD Calls, such as Halloween, Fireworks evening and linked events and of course the Christmas and New Year Period. However, for Quarter 3 only when comparing to the same quarter in 2012 the borough saw a reduction so is heading in the right direction for a reduction at the end of the financial year.</p>																																		

Description		Annual Stretched Target (2013/14)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)																
Healthy and Supportive Community																						
<p>Smoking Quitters Measured in: the number of four-week smoking quitters who have attended NHS Stop Smoking Services per 100,000 . Good Performance: Higher</p>	 <table border="1"> <caption>Smoking Quitters Data</caption> <thead> <tr> <th>Year/Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>1407</td> </tr> <tr> <td>2011/12</td> <td>3586</td> </tr> <tr> <td>2012/13</td> <td>2890</td> </tr> <tr> <td>2013/14 (Jun)</td> <td>703</td> </tr> <tr> <td>2013/14 (Sep)</td> <td>1072</td> </tr> </tbody> </table>	Year/Quarter	Value	2010/11	1407	2011/12	3586	2012/13	2890	2013/14 (Jun)	703	2013/14 (Sep)	1072	3000	1500	1072	RED	↑				
Year/Quarter	Value																					
2010/11	1407																					
2011/12	3586																					
2012/13	2890																					
2013/14 (Jun)	703																					
2013/14 (Sep)	1072																					
<p>Due to the time lag for this measure, the latest available data is for Q2, which shows that the number of quitters is below the lower bandwidth (1343 quits). This year, smoking cessation services are being used in a more targeted and intense fashion which potentially means that fewer people will be seen, but in terms of benefits to the individual and the wider community the benefit should be greater. For example groups to be targeted are Bangladeshi men, men and women employed in routine and manual jobs, pregnant smokers, those living with severe mental illness and long term conditions.</p>																						
<p>Social care clients and carers in receipt of Self Directed Support 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>	 <table border="1"> <caption>Proportion of people using social care who receive self-directed support, and those receiving direct payments Data</caption> <thead> <tr> <th>Year/Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>10.7</td> </tr> <tr> <td>2010/11</td> <td>30</td> </tr> <tr> <td>2011/12</td> <td>39.7</td> </tr> <tr> <td>2012/13</td> <td>52.6</td> </tr> <tr> <td>2013/14 (Jun)</td> <td>56.4</td> </tr> <tr> <td>2013/14 (Sep)</td> <td>57.1</td> </tr> <tr> <td>2013/14 (Dec)</td> <td>58.7</td> </tr> </tbody> </table>	Year/Quarter	Value (%)	2009/10	10.7	2010/11	30	2011/12	39.7	2012/13	52.6	2013/14 (Jun)	56.4	2013/14 (Sep)	57.1	2013/14 (Dec)	58.7	65.65	65.65	58.7	AMBER	↑
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<p>In Q3 the proportion of service users who received self-directed support was 58.7% for the rolling year (Jan 2013 – Dec 2013). Performance is continuing to show a steady improvement when compared the 2012/13 outturn (52.6%). It should be noted that the performance figure excludes external carers' data which is used in the full measure calculation. This is because the data is not received from the carers centre in time for analysis and inclusion.</p>																						

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Description		Annual Stretched Target (2013/14)	Q3 Stretched Target (Sept-Dec 2013)	Q3 Actual (Sept-Dec 2013)	Performance against target	Direction of Travel (comparing Q3 12/13 and Q3 13/14 actual)																								
<p>Average time between a child entering care and moving in with adoptive family (Time to adoption)</p> <p>Measured in: Days Good Performance: Lower</p>	 <table border="1"> <caption>Time to Adoption Data</caption> <thead> <tr> <th>Period</th> <th>Actual (Days)</th> <th>Stretch Target (Days)</th> <th>Standard Target (Days)</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>-</td> <td>500</td> <td>578</td> </tr> <tr> <td>Jun</td> <td>548</td> <td>500</td> <td>578</td> </tr> <tr> <td>Sep</td> <td>606</td> <td>500</td> <td>578</td> </tr> <tr> <td>Dec</td> <td>564</td> <td>500</td> <td>578</td> </tr> <tr> <td>Mar</td> <td>-</td> <td>500</td> <td>578</td> </tr> </tbody> </table>	Period	Actual (Days)	Stretch Target (Days)	Standard Target (Days)	2013/14	-	500	578	Jun	548	500	578	Sep	606	500	578	Dec	564	500	578	Mar	-	500	578	493	493	564	AMBER	New
Period	Actual (Days)	Stretch Target (Days)	Standard Target (Days)																											
2013/14	-	500	578																											
Jun	548	500	578																											
Sep	606	500	578																											
Dec	564	500	578																											
Mar	-	500	578																											
<p>This measure, as published in the Adoption Scorecard, is a three year average. The December actual refers to the period from April 2011 to December 2013. Performance is better than the standard target (578) but higher than the stretch target (493).</p>																														
<p>Percentage of ethnic minority background children adopted (BME adoptions)</p> <p>Measured in: % Good Performance: Higher</p>	 <table border="1"> <caption>BME Adoptions (%) Data</caption> <thead> <tr> <th>Period</th> <th>Actual (%)</th> <th>Stretch Target (%)</th> <th>Standard Target (%)</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>-</td> <td>7.25</td> <td>5</td> </tr> <tr> <td>Jun</td> <td>6</td> <td>7.25</td> <td>5</td> </tr> <tr> <td>Sep</td> <td>5</td> <td>7.25</td> <td>5</td> </tr> <tr> <td>Dec</td> <td>4</td> <td>7.25</td> <td>5</td> </tr> <tr> <td>Mar</td> <td>-</td> <td>7.25</td> <td>5</td> </tr> </tbody> </table>	Period	Actual (%)	Stretch Target (%)	Standard Target (%)	2013/14	-	7.25	5	Jun	6	7.25	5	Sep	5	7.25	5	Dec	4	7.25	5	Mar	-	7.25	5	7.25	7.25	4	RED	New
Period	Actual (%)	Stretch Target (%)	Standard Target (%)																											
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Sep	5	7.25	5																											
Dec	4	7.25	5																											
Mar	-	7.25	5																											
<p>Currently 4% of children leaving care who were adopted in the 2011/14 (three year period) were from a BME background. This is below the minimum target (5) set for this strategic measure, and in line with the final performance for 2010/13 period. The number of children leaving care who are adopted is a small number and the purpose of this indicator is to track whether or not the percentage of children from a BME background is the same as that for the overall population. Currently the 'All' adoptive rate is 6%. There are a number of stages within the process that leads to a child leaving care through adoption and whilst the number of BME children in that process has increased, they have yet to actually be adopted. In addition, as a result of changes in case law during the course of 2013, there are likely to be less children placed for adoption overall.</p>																														

Agenda Item 7.9

Committee: Overview & Scrutiny Committee	Date: 1 st April 2014	Classification: Unrestricted	Report No.
Report of: Service Head, Democratic Services Originating Officer(s): Antonella Burgio, Committee Officer, Democratic Services		Title: Log of Actions Requested at Overview and Scrutiny Committee Meetings During the Municipal Year 2013-14 (3) Wards: All	

1. SUMMARY

- 1.1 The attached report provides a summary of actions requested by Overview and Scrutiny Committee (OSC) arising from the reports and matters considered by the Committee in the current municipal year.

2. RECOMMENDATION

- 2.1 That the OSC note the contents of the attached log of actions that have been requested including the meeting on 4th March 2014.
- 2.2 That the OSC note progress made on actions that remain outstanding and the completion of the actions as indicated in the attached log.

3. BACKGROUND AND RATIONALE

- 3.1 The Local Government Act 2000 established arrangements for an Executive and Overview and Scrutiny Committees in the majority of local councils in England and Wales. It gave powers to Overview and Scrutiny Committees to hold the Executive to account and to carry out its own investigations and reviews into matters for which the Council is responsible. To perform this role Overview and Scrutiny Committees receive reports and presentations of relevant information in accordance with Local Government Access to Information Rules.
- 3.2 At its meetings, when considering matters placed before the Overview and Scrutiny Committee, Members will from time to time request additional information or actions from officers. to assist with their deliberations on the matters that are being examined.
- 3.2 This report provides an update on all such requests made by the Committee and information by which Members may also monitor the progress of actions that have yet to be completed.

4. COMMENTS OF THE CHIEF FINANCIAL OFFICER

4.1 There are no immediate financial implications arising from this report.

5. LEGAL COMMENTS

5.1 The requests for additional material and officer actions assist the Overview and Scrutiny Committee to discharge fully its statutory and other functions. This report updates progress in respect of all requests made by the Committee. There are no immediate legal implications arising from this report.

6. APPENDICES

- Appendix - Actions Outstanding List as at 1st April 2014

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

Brief description of "background papers"	Name and telephone number of holder and address where open to inspection.
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None

Actions arising from OSC 1 April 2014

Meeting Date and Agenda Item No	Report Title and Action	Responsible Officer/Member	Status Completed (date) or Pending
2 July 2013			
Item 6.4	<p><i>Strategic Performance Corporate Revenue & Capital Budget Monitoring 2012/13– Draft Outturn</i></p> <p>Numerical data on JSA claimant Rate and proportion in child poverty / poverty indicators to be circ to OSC members</p> <p>Explanation of variance in communications budget (2012-13) to be circulated to OSC in writing</p> <p>Cllr A Choudhury to provide a timescale and action plan on the development and implementation of Mayors Employment Enterprise Board</p>	<p>Louise Russell (CSE)</p> <p>Louise Russell (CSE)</p> <p>Cllr A Choudhury / Andy Scott (D&R) / Daniel Fordham</p>	<p>Status TBD</p> <p>Completed - email 12 July (CDR)</p> <p>Pending – OSC written to 18th July to advise that the establishment of the Board had been postponed until after April 2014</p>
23 July 2013			
Item 7.2	<p><i>OSC Work Programme</i></p> <p>Approved and continually updated</p>	<p>Mark Cairns (CSE)/ Angus Taylor(DS)</p>	<p>Ongoing – copy of work programme held by Dem Svs</p>
10 September 2013			
Items 5. and 8.1	<p><i>Community Safety Spotlight / Community Safety Partnership Plan 2013-16</i></p> <p>Information on funding of Police Officers in the</p>	<p>Andy Bamber</p>	<p>Status TBD</p>

Meeting Date and Agenda Item No	Report Title and Action	Responsible Officer/Member	Status Completed (date) or Pending
	<p>Borough (MP & Council)</p> <p>Ref "Dealer a Day" initiative – performance breakdown of arrests, convictions and re-offending requested</p> <p>Sky Line planning application – written answer to be provided</p> <p>Advice/comments of OSC on Community Safety Plan to be presented to Mayor at Cabinet on 11 September 2013</p>	<p>(SHSC)</p> <p>Andy Bamber (SHSC)</p> <p>Andy Bamber (SHSC)</p> <p>Cllr Uz-Zaman / Angus Taylor (DS)</p>	<p>Status TBD</p> <p>Status TBD</p> <p>Completed 11 September 2013</p>
1 October 2013			
Item 5	<p><i>Education, Social Care and Wellbeing Spotlight</i></p> <p>H&WB agenda to be supplied to Chair of HSP</p> <p>Details of what consideration Mayor has given to using assets for early years provision rather than sale to generate income</p> <p>Powerpoint on Early years provision to be circulated to OSC members</p>	<p>CSE - Health</p> <p>Cllr Asad / Robert McCulloch-Graham (CDESCW) - Sarah Steer</p> <p>Ann Canning (ESCWB) / Angus Taylor (DS)</p>	<p>Completed – Cllr Saunders added to H&WBB distrib.</p> <p>Status - response from ESCW awaited shortly</p> <p>Completed – email 9 October (AT)</p>

Meeting Date and Agenda Item No	Report Title and Action	Responsible Officer/Member	Status Completed (date) or Pending
Item 11	<p>AOB Referrals from Council:</p> <p>1. Watts Grove – item added to OSC workprogramme for 5th November meeting</p> <p>2. Mayors Car – Item added to OSC workprogramme for 5th November meeting</p> <p>Fairness Commission – OSC consideration deferred to after Mayor’s decision on Commission’s recommendations</p>	<p>Angus Taylor (DS)</p> <p>Angus Taylor (DS)</p> <p>Louise Russell (CSE) - Sarah Barr</p>	<p>Completed - initial consideration at 5 November OSC</p> <p>Completed - initial consideration deferred by Chair to 3 December OSC</p> <p>Cabinet report to be prepared for a date TBD</p>
5 November 2013			
Item 5.1	<p>Call-In Community Chest and Events Fund Round 3 Call-in referral to Mayor</p> <p>Maps indicating location of successful funding applications to be provided to OSC</p> <p>Officer advice/recommendations where Mayoral decision to award grant opposed advice to be provided to OSC. Also Mayor to provide rationale in such cases</p> <p>Report to OSC on overall impact of the Community Chest and Community Events Grants</p>	<p>Angus Taylor (DS)</p> <p>Dave Clark (D&R)</p> <p>Dave Clark (D&R)</p> <p>Dave Clark (D&R)</p>	<p>Completed 12 November 2013</p> <p>Completed and reported to meeting on 4 February 2014</p> <p>Completed 19 March 2014</p> <p>Completed and reported to meeting on 4 February 2014</p>

Meeting Date and Agenda Item No	Report Title and Action	Responsible Officer/Member	Status Completed (date) or Pending
	programme including related criteria and monitoring mechanisms		
Item 6	<p><i>Scrutiny Spotlight Development & Renewal</i></p> <p>Scrutiny Lead site visit to call centre to be facilitated</p> <p>Further report to OSC requested on the TV adverts promoting the DH programme and related issues raised by OSC</p>	<p>Rabina Khan / Jackie Odunoye (D&R)</p> <p>Jackie Odunoye/ Alison Thomas (D&R)</p>	<p>Status TBD</p> <p>Response received Feb 2014 – no TV adverts commissioned by THH.</p>
Item 8.2	<p><i>Covert investigation under RIPA</i></p> <p>Information on MP RIPA activity to requested</p>	David Galpin (Legal)	Status TBD
3 December 2013			
Item 1	<p><i>Apologies</i></p> <p>Cabinet Members to be requested to diarise all future OSC's as a formal invitation form OSC to attend</p>	Cllr Uz-Zaman / Angus Taylor (DS)	Status – on going
7th January 2014			
Item 6	<p><i>Scrutiny Spotlight - Mayor's Priorities</i></p> <p>Cllr Snowdon requested further information from Head of Legal Svs than given at the meeting regarding requirement of attendance by the Mayor and Cabinet members at O&S when requested by the Committee.</p>	David Galpin (Legal)	Email circulated 3 March 2014

Meeting Date and Agenda Item No	Report Title and Action	Responsible Officer/Member	Status Completed (date) or Pending
Item 7.1	<p>Mayor's Car The report be deferred to the next OSC meeting on 20th January 2014</p> <p>Clarification from Legal officers on the provision in the Council's Constitution for enforcing attendance by the Mayor and Cabinet members at O&S when requested by the committee</p>	<p>Chris Holme (Resources) / Louise Fleming (DS)</p> <p>David Galpin / Graham White (LPG)</p>	<p>Completed - Item added to OSC agenda 20 January 2014</p> <p>Email circulated 3 March 2014</p>
Item 7.3	<p>Elections 2014 Update</p> <ul style="list-style-type: none"> • Communications strategy - the Council should ensure the message gets out to all media channels, if necessary engaging a bilingual officer to liaise with all local radio and tv channels, that residents should not allow any fraudulent activities to take places in their properties. • It was suggested that a script be written for all parties to use, and possibly to record a message on video to be shown on all possible communication channels. • Officers should liaise with Members if necessary to help them access local media channels. • Officers should keep the Chair updated on progress and the detailed information would 	John Williams (DS) / Louise Stamp	Pending

Meeting Date and Agenda Item No	Report Title and Action	Responsible Officer/Member	Status Completed (date) or Pending
	be reviewed in due course.		
20th January 2014			
Item 5.1	<p>Mayor's Car Attempts will continue to secure information to determine nature and frequency of events attended by the Executive Mayor/ Executive's Mayor's Car.</p> <p>Chair of OSC has agreed to prepare a report back to Council. He will circulate this to OSC Members outside of the meeting and it will come back to OSC in March for approval before submission to March Council.</p>	<p>Chris Holme (Resources)/Graham White (LPG)</p> <p>Cllr Uz-Zaman / Mark Cairns (SPP)</p>	<p>Fol response completed week of 28 Feb 2014</p> <p>Completed 4 March 2014</p>
4 February 2014			
Item 6.1	<p>Project Information Report – Community Chest and Community Events Hard copies of additional information circulated by email following the meeting on 7 January to be sent to Members</p> <p>A list of future community events will be sent to Members when they are known.</p> <p>The letter submitted by Mulberry School in relation to the aims of its community event to be circulated to Members and a breakdown of the expenditure.</p>	<p>Louise Fleming (DS)</p> <p>Dave Clark (D&R)</p> <p>Dave Clark / Everett Houghton (D&R)</p>	<p>Completed – Sent 5 February 2014</p> <p>Email circulated 19 March 2014</p> <p>Email circulated 19 March 2014</p>

Meeting Date and Agenda Item No	Report Title and Action	Responsible Officer/Member	Status Completed (date) or Pending
	<p>The minutes of the relevant meeting to be checked to confirm whether the CVS expressed a view on the winding down of the Community Chest fund.</p> <p>A letter to be written to the CVS asking for their view on the winding down of the Community Chest fund</p>	<p>Dave Clark (D&R) / Cllr Alibor Choudhury (Resources)</p> <p>Mark Cairns (CSE) / Cllr Motin Uz-Zaman (Chair)</p>	<p>Email circulated 19 March 2014</p> <p>Completed 10 March 2014</p>
11 February 2014			
Item 4.1	<p><i>(Budget Amendment)</i> Re New Civic Centre – Request that all councillors receive as much information as possible re- proposed contract and alternative options available prior to budget Council meeting</p> <p>Re Additional Police in the Borough Chair to write to Boro Cmdr requesting data on No.s of Police Officers that have been reduced in the Boro</p>	<p>Chris Holme (Res)/ Antonella Burgio / Matthew Mannion (Dem Svs)</p> <p>Cllr Uz-Zaman</p>	<p>Response pending constitutional advice re: restricted papers</p> <p>Completed 4 March 2014</p>
4 March 2014			
Item 5.1	<p><i>Scrutiny Spotlight</i> Service Head Democratic services to formally write to Mayor Rahman requiring him to attend OSC under the terms of the constitution on 1 April 2014.</p>	<p>John Williams (LPG)</p>	<p>Completed 5 March 2014</p>

Meeting Date and Agenda Item No	Report Title and Action	Responsible Officer/Member	Status Completed (date) or Pending
	All necessary arrangements be made for OSC meeting on 1 April to take place in the Council Chamber.	Antonella Burgio (LPG)	Completed 10 March 2014
Item 6.1	<p>Reference from Council - Executive Mayor's Car - Draft OSC report to Council</p> <p>The recommendations contained at section 2 of the report be referred to full Council</p>	Matthew Mannion (Dem Svs)	Completed 14 March 2014
Item 6.2	<p>Reference from Council - Investigation into Old Poplar Town Hall</p> <p>That once available, the report out of the investigation be circulated to all Members of Overview and Scrutiny Committee.</p> <p>The report should clarify whether there were conditions on the sale of the building enabling benefits (such as S106 agreements) to be returned to the Council and whether there was any disparity in the price achieved for the Former Poplar Town Hall against that achieved by other properties sold at the same time.</p> <p>The matter be brought back to OSC on 1 April</p>	<p>Meic Sullivan-Gould (LPG) / Chris Holme (Resources)</p> <p>Statutory Officers / External Auditor</p> <p>Meic Sullivan-Gould (LPG) Cllr UzZaman / Mark Cairns (LPG)</p>	<p>Pending</p> <p>Pending</p> <p>Pending</p>
Item 6.3	<p>Tackling the School Places Gap: Pupil Place Planning and the Impact of Academies and Free Schools - Scrutiny Challenge Session</p>		

Meeting Date and Agenda Item No	Report Title and Action	Responsible Officer/Member	Status Completed (date) or Pending
	The response of the Interfaith Forum be circulated to Overview and Scrutiny Committee members.	Mr P Rice (OSC)	Completed 10 March 2014
	The report "Review of the Burial Subsidy Scheme Pilot Period" be circulated to OSC Members	Antonella Burgio (Dem Svs)	Completed 17 March 2014
	The representation on funeral poverty received from the Quaker Society be considered in conjunction with proposals for a burial site and examined by OSC in the course of a scrutiny review in the new municipal year.	Mark Cairns (SPP)	Pending – to be brought to Committee in the new municipal year
	The Interim Head of Legal Operations should investigate the outer borough charges and respond to members in writing.	Graham White (LPG)	Pending
	The Senior Strategy, Policy and Performance Officer undertake detailed work on scoping and TOR for an investigation and ensure that the scope and terms of reference were suitable for future review and inform the Quaker Society of the proposal	Mark Cairns (SPP)	Pending – to be brought to Committee in the new municipal year
Item 6.6	OSC Annual Review 2013-14 Overview and Scrutiny Annual Report 2013-14 be referred to Council	Matthew Mannion (Dem Svs)	Completed 14 March 2014