

Meeting of the

OVERVIEW & SCRUTINY COMMITTEE

Monday, 20 January 2014 at 7.00 p.m.

AGENDA

VENUE

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

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

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

Co-opted Members:

Memory Kampiyawo	- (Parent Governor Representative)
Nozrul Mustafa	- (Parent Governor Representative)
Rev James Olanipekun	- (Parent Governor Representative)
Mr Mushfique Uddin	- (Muslim Community Representative)
Dr Phillip Rice	- (Church of England Diocese Representative)
1 Vacancy	- (Roman Catholic Diocese of Westminster Representative)

Committee Services Contact:

Angus Taylor, Democratic Services,

Tel: 020 7364 4333 E-mail: angus.taylor@towerhamlets.gov.uk

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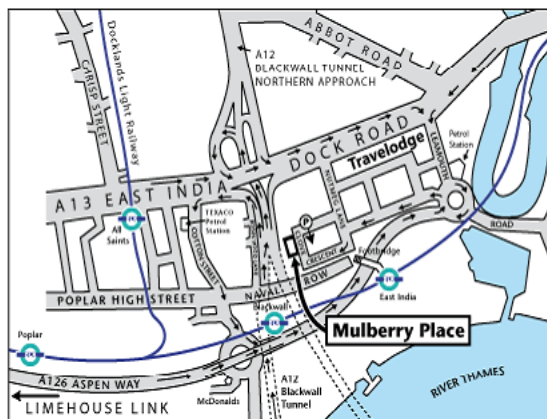
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LONDON BOROUGH OF TOWER HAMLETS
OVERVIEW & SCRUTINY COMMITTEE

Monday, 20 January 2014

7.00 p.m.

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

**2. DECLARATIONS OF DISCLOSABLE
PECUNIARY INTEREST**

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.

**PAGE
NUMBER**

1 - 4

WARDS

3. UNRESTRICTED MINUTES

To confirm as a correct record of the proceedings the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 7th January 2014.

TO FOLLOW

4. REQUESTS TO SUBMIT PETITIONS

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

**5. UNRESTRICTED REPORTS FOR
CONSIDERATION**

5.1 Reference from Council - Executive Mayor's Car

5 - 42

All Wards

To consider the information presented in the report together with any additional information requested by the OSC (7 January 2014) and prepare a response for submission to Council.

- 5 .2 Reference from Council - Watts Grove Depot Project and financial mechanisms for Dame Colet House and Poplar Baths projects - Draft OSC report to Council** **43 - 48** **All Wards**

To consider the information presented in the draft OSC report and endorse the findings/ recommendations contained therein for onward reporting to Council.

- 5 .3 General Fund Capital and Revenue Budgets and Medium Term Financial Plan 2014-2017** **49 - 178** **All Wards**

To consider the General Fund, Capital and Revenue Budgets and Medium Term Financial Plan 2014-2017 in accordance with the Council's Budget and Policy Framework Procedure Rules.

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

To consider any other unrestricted business that the Chair considers to be urgent.

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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:-

Mark Norman, 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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Agenda Item 5.1

Committee: Overview and Scrutiny Committee	Date: 20 January 2014	Classification: Unrestricted	Report No:
Report of: Service Head, Democratic Services Originating officer(s) Angus Taylor, Principal Committee Officer		Title: Reference from Council – Executive Mayor’s Car Wards Affected: All	

1. **SUMMARY**

- 1.1 At its meeting on 18 September 2013, Council considered a report on the business case and value for money discerned from the retention of the Mayor’s private car.
- 1.2 After a short debate, Council resolved that it would be appropriate to request that the Overview and Scrutiny Committee (OSC) review the report and the issues involved. Any report back to Council would be considered on 27 November 2013.
- 1.3 The request was considered at the OSC meeting on 1 October and it was agreed that the matter be included in the OSC 2013/14 Work Programme and placed on the agenda for consideration at the OSC meeting on 5 November. Members further requested that officers draw up a detailed report on the issues to be considered. However subsequently due to the receipt of the a Call In requiring urgent consideration, and the full programme of other business, for the November OSC, the Chair had determined that the matter should be considered at the December OSC and a report back to Council be made in January 2014..
- 1.4 The OSC considered the Officer report on this matter at its meeting on 03 December (the report to Council was attached as an appendix to the Officer report0. The December OSC deferred further consideration to its January meeting pending the provision of additional information requested during its initial consideration of this matter.
- 1.5 The Officer report on this matter, considered at December OSC, is represented for OSC consideration and the additional information requested is attached as an appendix to this report.

2. **RECOMMENDATIONS**

The Overview and Scrutiny Committee is recommended to:-

- 2.1 Review the report on the issue and prepare a response for submission back to January Council.

3. BACKGROUND

- 3.1 The Overview and Scrutiny Procedure Rules as set out in Part 4 of the Constitution entitles the Committee to consider work requests submitted by Council. Should the Overview and Scrutiny Committee decide to accept the request then it can submit a report containing their recommendations back to Council for them to consider at their next meeting. The relevant paragraph of the Overview and Scrutiny Procedure Rules is set out below for information.

9.2 The Overview and Scrutiny Committee shall also respond, as soon as its work programme permits, to requests from the Council and if it considers it appropriate the Mayor or Executive to review particular areas of Council activity. Where they do so, the Overview and Scrutiny Committee shall report their findings and any recommendations back to the Mayor/Executive and/or Council. The Executive shall consider the matter at one of its next two meetings following receipt of the report. If the matter is relevant to the Council only then will they consider the report at their next meeting.

4. BODY OF REPORT

- 4.1 The report presented to Council is attached to this reference report as Appendix 1.
- 4.2 The Overview and Scrutiny Committee are therefore requested to review the reports and to prepare a report back to Council containing their considered views and recommendations on the issues concerned.

5. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 5.1 The comments of the Chief Financial Officer are incorporated in the attached report

6. LEGAL COMMENTS

- 6.1 All relevant legal matters are set out in the attached appendix report.

7. ONE TOWER HAMLETS CONSIDERATIONS

- 7.1 Any relevant matters are set out in the attached report.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 Any relevant matters are set out in the attached report.

9. RISK MANAGEMENT IMPLICATIONS

9.1 Any relevant matters are set out in the attached report.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 Any relevant matters are set out in the attached report.

11. EFFICIENCY STATEMENT

11.1 Any relevant matters are set out in the attached report.

12. APPENDICES

1. Policy for Driving at Work
2. Options paper for Transport Provision for the Mayor and the Chair of the Council

**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	Angus Taylor Ext 4333

LONDON BOROUGH OF TOWER HAMLETS
COUNCIL MEETING
WEDNESDAY 18th SEPTEMBER 2013
REPORT IN RELATION TO THE
EXECUTIVE MAYOR'S CAR
REPORT OF THE ACTING CORPORATE DIRECTOR,
RESOURCES

1. INTRODUCTION

- 1.1 Full Council, on 26th June 2013, requested that the Council's Section 151 Officer review the business case and public value for money discerned from the retention of the Mayor's private car and provide a report back to the next full Council meeting.

2. RECOMMENDATIONS

- 2.1 That the Council note the report in relation to the Executive Mayor's car.

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 This report is presented to Council in response to a series of resolutions tabled at the 26th June 2013 full Council, whereby it was resolved that the Council's S151 Officer be required "to review the business case and public value for money discerned from the retention of the Mayor's private car and report back to the next full Council meeting".
- 3.2 The decision to provide suitable transport facilities for the Executive Mayor, and separate arrangement for the Chair of the Council was made in 2011 following a detailed options appraisal. That decision was taken after it was deemed existing arrangements were unsuitable to enable the Mayor to carry out his increasing range of meetings in venues around the Borough, and following a decision of full Council in October 2010 that precluded the Executive Mayor from having access to the former Mayoral car and chauffeur.
- 3.3 The options appraisal incorporated the following considerations;
- Council owned/leased vehicle and employment of a driver
 - Car hire and chauffeur on a contract basis as required
 - Hire of taxis as required,
- It concluded that the two posts of Executive Mayor and Chair of the Council had distinct transport requirements and sharing a single vehicle between the two posts would not be suitable for operational reasons. Given this conclusion and taking account both the options appraisal presented to him, and being mindful of what Council had resolved, the Mayor, in his executive capacity, determined the current transport arrangements. That determination took account of the number of engagements, use of mayor's time, and existing staffing arrangements
- 3.4 The executive decision was made for the Council to lease a vehicle and retain employment of the existing driver.

4. CONSIDERATION

- 4.1 The costs of the Executive Mayor's car have been analysed to identify both fixed and variable costs. Fixed costs are deemed to be employee costs, vehicle lease and insurance, with the variable costs fuel. The car was leased in accordance with the Council's financial regulations.
- 4.2 The total cost of the Executive Mayor's car is approximately £42,300 per annum, although this may vary based on usage. Over 90% of the costs are fixed.
- 4.3 Determination of the Mayor's transport arrangements is an executive function and this decision was based on a detailed options appraisal as outlined above.

- 4.4 This review has concluded that the rationale for the original 2011 decision has not changed, and furthermore there would be costs associated with changing the existing arrangements if the Mayor felt that was appropriate.
- 4.5 This review has also identified that these transport arrangements for the Executive Mayor are not unique, and based on information available from elsewhere that annual costs, as outlined in paragraph 4.2 above are deemed comparable.

5. LEGAL COMMENTS

- 5.1 The Council may put in place arrangements to support delivery of the Executive Mayor's functions under Part 1A of the Local Government Act 2000 and related legislation. The making of such arrangements is an executive function.
- 5.2 The Council is subject to a best value duty under section 3 of the Local Government Act 1999 to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness".
- 5.3 The present report is provided on a noting basis and offers an opportunity for the council to scrutinise the arrangements in place in relation to the Executive Mayor's car.

6 COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 6.1 This report describes the finance review of the costs of the Executive's Mayor's car and the financial implications are included in the report.

7. ONE TOWER HAMLETS CONSIDERATIONS

- 7.1 There are no One Tower Hamlets implications arising from the recommendation.

8. RISK MANAGEMENT

- 8.1 There are no direct risk management actions arising from this report.

9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 9.1 There are no specific implications arising from the recommendation.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 The content of this report has no implications for crime and disorder reduction.

11. EFFICIENCY STATEMENT

- 11.1 The report sets out how the current transport arrangements contribute to the efficient use of time for the Executive Mayor in fulfilling his duties.

**TRANSPORT SERVICE UNIT,
HEALTH AND SAFETY TEAM and
HUMAN RESOURCES**

POLICY FOR DRIVING AT WORK

July 2010

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APPENDICES:

- Appendix 1: Risk Assessment – Drivers of Council Vehicles**
- Appendix 2: Risk Assessment – Staff driving their own vehicles on Council business**
- Appendix 3: Risk Assessment – Use of Mobile phones**

1. Introduction

- 1.1 The Health and Safety at Work Act 1974 places a duty on employers, the self-employed and employees to all play their part in complying with safe working practices. Section 2 of the Act imposes a duty on employers to secure, so far as reasonably practicable, the health, safety and welfare of their employees whilst they are at work. Furthermore, Section 3 of the Act also places duties on employers to protect the safety and welfare of persons not in their employment, but who may be affected by their work activities or undertaking, e.g. service users, members of the public, and contractors and their employees.
- 1.2 Under Section 7 and 8 of the Health and Safety at Work Act, employees have a duty to take reasonable care of themselves and others who may be affected by their acts or omissions whilst at work. This means that they must act always conduct their work activities in a considerate and responsible manner, taking reasonable care of their own and others' health and safety. Employees must also co-operate with their employer to assist them in complying with their duties under the Act and supporting Regulations, such as the Management of Health and Safety at Work Regulations 1999.
- 1.3 This Policy has been drafted to comply with our current legal responsibilities and Department for Business Innovation and Skills (BIS) and Royal Society for the Prevention of Accidents (RoSPA) best practice guidance.
- 1.4 If deemed appropriate, this Policy will be enforced by formal disciplinary action.
- 1.5 If there is any doubt about this or any other health and safety policy, procedure or guidance issued, employees must seek further clarification/ advice from their manager or supervisor.
- 1.6 This policy will be made available to all managers/supervisors of drivers of Council vehicles, the drivers, and any other persons in the Council's employment who are authorised to use their own vehicle to carry out the Council's business as part of their duties (i.e. those employees in receipt of Essential or Casual User car allowances).
- 1.7 This policy and other relevant Codes of Practice apply to any motorised vehicle, be it a car, commercial van or truck or motor cycle, particularly if the vehicle or cycle is being used on Council business.
- 1.8 This policy must be adhered to at all times. Managers/supervisors must ensure, so far as reasonably practicable, that any employee under their

supervision who drives **any** motor vehicle whilst on Council business complies with this policy.

- 1.9 This policy and associated Codes of Practice will be monitored and regularly reviewed to ensure that they remain effective to manage any risks identified when employees drive on Council business. Implementation of this policy will be included in the periodic review of health safety policies and procedures and any shortfalls or amendments reported to the Council's Corporate Management Team (CMT). The Corporate Health & Safety and Civil Protection Unit will lead on the preparation of reports to CMT on the review of policies and procedures as part of their annual report on the Council's strategic health and safety management system.

2. General Policy Aim

- 2.1 The London Borough of Tower Hamlets has a legal duty to provide its employees with a safe and healthy working environment and safe systems of work - which includes the duty to manage and assess risks arising from their work activities (see Appendices). This policy has been developed to assist in achieving these obligations in relation to the management of risk in relation to the driving of vehicles on Council business. In particular:

- To maintain all Council vehicles owned or operated on behalf of the Council in a safe, clean and roadworthy condition to ensure the safety of drivers and other road users at all times, so far as is reasonably practicable.
- To ensure that all staff driving vehicles on Council business hold an appropriate licence for that vehicle and are legally entitled to drive that vehicle.
- To ensure that staff driving their own vehicles on behalf of the Council's business: are aware of this policy; maintain their vehicles in a safe condition; tax, insure, service and test their vehicle as required under law and/or manufacturer's guidelines; and demonstrate considerate driving habits at all times when on Council business.
- To monitor, so far as is reasonably practicable, whether the Council meets its duty of care in the way that its employees comply with this policy and the obligations placed on them by law.

- 2.2 The benefits from managing risks to reduce work-related road accidents can be considerable. The true costs of accidents in the work place are usually higher than just the cost of repairs, insurance claims and working time lost. Organisations which promote sound health and safety driving practices and a good health and safety culture may influence the way staff drive whilst both at and away from work and this could help reduce the likelihood that staff will be injured in a road traffic incident as a result of poor driving or because their vehicle is poorly maintained.

2.3 Case studies conducted by the Royal Society for the Prevention of Accidents (RoSPA) demonstrate that an effective Driving Policy can result in the following benefits:

- Fewer days lost due to driving related injuries.
- Reduced risk of work related ill-health (driver stress etc).
- Reduced stress overall and improved morale.
- Reduced administration through time spent filling and investigating driving-related collisions/incident reports.
- Fewer vehicles being damaged and consequent savings.
- Reduced running costs and emissions because of improved driving standards.
- Less chance of key staff being banned from driving as a result of the accumulation of points on their licence.

3 Acts/Codes of Practice related to driving on Council business

3.1 Road Traffic Act and Highway Code:

When driving Council vehicles or their own vehicle on behalf of the Council (i.e. essential/casual car users), drivers should at all times comply with the Road Traffic Act and Highway Code, in particular:

- Drivers must drive with due care and attention at all times.
- Vehicles must display a valid tax disc, have a valid MOT certificate (where required) and be adequately insured (which means the employee's insurance policy includes use on the Council's business) in respect of third party claims and personal injury claims of any passenger (either a member of staff or a person receiving a service from the Council) being transported in connection with Council business.
- To carry out a visual check of the vehicle before every journey in respect of fluid levels and the operation of lights, brakes, indicators, tyres, mirrors and any signs of damage.
- Drivers and passengers must wear appropriate seatbelts at all times when the vehicle is in motion. Seat belts should only be removed when the vehicle is legally parked, with the engine switched off.
- Appropriate secure seating (child seats, booster seats etc) must be provided where necessary and secured appropriately.
- Statutory speed limits for the vehicle driven are to be observed at all times.
- Drivers must: hold a valid driving licence for the vehicle to be driven; not be under the influence of medicines, drugs or alcohol; have taken adequate rest prior to any long journey, and take breaks during a long journey.

- Drivers must not use mobile phones or any handheld equipment whilst the vehicle is in motion.

3.2 Management of Drivers of Vehicles owned or operated by the Council.

All employees who drive Council vehicles will be required to undertake a prior Assessment through the Council's Transport Service Unit (TSU). This assessment will consist of an eyesight test and a check of the driver's licence, followed by a short driving assessment. Where this assessment is positive, a copy of the driving licence will be kept on record by Transport Services and a current copy of the Council's Code for Drivers of Council Vehicles will be given to the driver. This will provide them with guidance on their individual responsibilities as well as advice regarding driving and operating a vehicle. It also sets out how the Council manages and maintains its vehicle fleet.

Employees who drive vehicles owned or operated by the Council must present their driving licence to their manager/supervisor preferably every 6 months but at least on an annual basis for inspection. A licence check should form part of the annual Performance Development and Review (PDR) process.

3.3 Management of Drivers using their own vehicles on behalf of the Council.

Employees who are designated as an Essential or Casual Car User must provide when first admitted to either scheme: their driving licence; a current motor insurance certificate that includes business cover; a Vehicle Registration Document, and a current MOT certificate if the vehicle is more than 3 years old.

Employees thereafter must provide the above documents at least on an annual basis to their manager/supervisor for inspection. This should take place as part of the annual Performance Development and Review (PDR) process. The driving licence should be provided every six months.

Essential Users will also be required to provide the documents required by the Council for the issue of public service parking permits.

In order to continue to receive appropriate allowances and make mileage claims, these documents must be valid and current at all times.

The Council will reserve the right to require an Essential or Casual Car user to have their vehicle submitted for a more regular six monthly safety check (based on the requirements of the MOT test) in order to deliver its duty of care to both its employees and any passengers carried.

When accepted as an Essential or Casual User, a copy of the current Code of Safe Working Practice for Drivers of their own vehicles on Council business will be provided when Human Resources write to the employee. This Code sets out the individual responsibilities as well as advice regarding driving and operating a vehicle.

3.4 Drivers using their own vehicles without authorisation to carry out their duties.

Whilst the Council encourages all staff to carry out their duties using public transport where possible, some staff who do not qualify as Essential or Casual Car Users make a personal choice to drive between sites or visit clients. In these situations employees must take responsibility for ensuring they have adequate insurance cover and an appropriate licence, maintain their vehicle in a roadworthy condition and follow safe working practices. They must not transport service users. Those staff required to transport service users must apply to become either an Essential or Casual Car User (depending on the frequency this work is required in their job although staff in receipt of a Travel Allowance can only be Casual Car Users). Staff who accept the offer of a lift from a colleague who is not an approved user do so at their own risk.

4. Council responsibilities

The Council will ensure that this Policy is available to all managers/supervisors and employees who drive on Council business.

The Council will ensure that all managers/supervisors operating Council vehicles and managers/supervisors of staff driving their own vehicles on behalf of the Council, can access a copy of the appropriate Handbook for Managers/Supervisors.

The Council will ensure that relevant Codes of Practice are available to all drivers as required and are kept updated.

The Council will ensure that all Council owned and operated vehicles are managed, inspected and maintained to the highest standards.

The Council will ensure that six monthly checks of the driving licences of drivers using vehicles on behalf of the Council are undertaken by the appropriate managers/supervisors or by officers of the Council's Transport Service Unit (TSU).

The Council will undertake additional checks, when considered necessary, on the eyesight, driving licence and claims record of any employee driving

on behalf of the Council, as well as the roadworthiness of any vehicle used on its behalf, the current insurance certificate, the vehicle MOT or Registration Document.

The Council will monitor the implementation of this Policy.

5. Manager's/supervisor's responsibilities

- 5.1 Managers/supervisors must ensure that any driver required to drive a Council-owned or operated vehicle is referred to the Council's TSU for an initial driving assessment.
- 5.2 Managers/supervisors must ensure that any driver that is required to drive their own vehicle on Council business is an Essential or Casual Car User prior to using their car on Council business.
- 5.3 Managers/supervisors must ensure that they have a copy of the Handbook for Managers/Supervisors and have read and understood it. They should also have a copy of the Council's Policy for Driving at Work.
- 5.4 Managers/supervisors must ensure that all drivers under their control have a copy of the appropriate Local Code of Safe Working Practice for Drivers and are fully aware of, and understand, the contents.
- 5.5 Managers/supervisors must ensure that the driver's objectives in the working day can be met in the time allocated without inducing the necessity to speed or commit other offences to complete the day's tasks.
- 5.6 Managers/supervisors must ensure that drivers are aware of the journey to be undertaken and the most appropriate route to take.
- 5.7 If there is a requirement for the driver to take a Council owned or operated vehicle home, the Manager/supervisor must inform the TSU in writing prior to the journey.
- 5.8 Managers/supervisors must ensure that the drivers of any vehicle are issued with any Personal Protective equipment (PPE) they require in order to complete their work activities in a safe manner.
- 5.7 Managers/supervisors must ensure that any employee they are aware has been disqualified from driving does not drive a vehicle on Council business.
- 5.8 Managers/supervisors must take immediate advice from Human Resources/TSU when they have been advised that an employee has been issued with a driving fixed penalty notice or graduated fixed penalty, or has

been arrested, charged or convicted of an offence that occurred whilst they were driving on Council business, either in their own or a Council vehicle.

- 5.9 Managers/supervisors must take immediate advice from Occupational Health and/or Human Resources in the event of receiving information from an employee that a doctor has recommended that they should not drive because of an illness, medical condition, or whilst taking prescribed medication.
- 5.10 Managers/supervisors must ensure that appropriate Risk Assessments have been undertaken with regard to any specific local operational issues relating to staff driving or working away from their base e.g. lone working, child protection etc.
- 5.11 Managers/supervisors must ensure that all staff driving on behalf of the Council keep a record of the hours they start and finish a journey, the mileage, the point of departure and the destination.

6. Employee's responsibilities

- 6.1 Employees driving on behalf of the Council must comply within the required timescales set by their manager/supervisor or other authorised officer of the Council to provide any required information and evidence regarding their driving licence, vehicle documentation, vehicle condition, insurance record or health and physical condition. Employees must present their driving/vehicle documentation to their manager/supervisor whenever they are requested to do so and as soon as is practicable.
- 6.2 Employees who are required to drive their own vehicles in order to carry out their duties are responsible for ensuring that they hold a current, valid, driving licence that is appropriate to the type of vehicle they are required to drive. Holders of non-UK driving licences must obtain confirmation from the appropriate authority (currently Driver and Vehicle Licensing Authority – DVLA) that it is valid in the UK for the vehicle to be driven.
- 6.3 Employees driving on behalf of the Council are required to understand their responsibilities within the Highway Code and read and understand and operate in accordance with the appropriate Council Code of Practice for Drivers driving vehicles on behalf of the Council.
- 6.4 Employees driving on behalf of the Council are required to advise their manager immediately of any change in vehicle or of any reason why they should not be driving a vehicle on behalf of the Council. This includes advising their manager/supervisor immediately of any replacement or new vehicle being used in place of the vehicle stated on information currently

held by their manager or upon being charged and convicted of any driving related offences.

- 6.5 Employees should not drive for more than 4½ hours without taking a rest. Employees driving a vehicle on behalf of the Council must have taken an adequate or legally compliant rest period away from driving prior to commencing to drive on behalf of the Council.

7. Further Information

- 7.1 Further information regarding driving related matters is available from Transport Services Unit, the Council's Health and Safety Section and Human Resources. In the first instance, employees should speak to their manager/supervisor, who will then obtain guidance as necessary.

Appendix 1:

Risk Assessment – Drivers of Council Vehicles



**LONDON BOROUGH OF TOWER HAMLETS
CORPORATE RISK ASSESSMENT FORM**

Establishment/ Directorate / Section: Directorate of Communities,
Localities & Culture, Corporate Health & Safety and Civil Protection Unit

1. TASK OR ACTIVITY COVERED BY THIS ASSESSMENT

Driving Council vehicles at work:

2. HAZARDS IDENTIFIED (potential to cause harm)

1. Fatal injuries –sustained following a road traffic incident
2. Serious injury –sustained following a road traffic incident
3. Minor injury- sustained following a road traffic incident

**3. CONSEQUENCES OF THE HAZARD
(i.e. what is the potential harm)**

1. Fatal injury as a result of a fall from height, such as fatal head or body injury, internal / external bleeding etc.
2. Serious injuries such as fractures, spinal injury, compression injury to vital organs etc.
3. Minor injuries such as bruising, lacerations, musculo-skeletal injuries (non-life threatening)

4. PERSONS AT RISK

Authorised drivers of Council vehicles, passengers in vehicles-including members of the public, other road users and the general public.

5. CURRENT CONTROLS (including legal compliance)

1. Authorised drivers are assessed before allowed to drive Council vehicles
2. Transport policy and procedures in place for Transport Drivers
3. All vehicles are regularly maintained and serviced.
4. Daily vehicle checks are require to be carried out by drivers of Council vehicles.
5. Vehicles and drivers are insured under a Council policy (legal compliance).

6. SEVERITY OF OUTCOME(tick as appropriate)			
Minor/ slightly harmful injury or illness	Harmful injury or illness incurring time loss from work or subjects	Serious injury or illness	Life threatening or fatal injury or illness
	3	2	1

7. PROBABILITY OF HARM (tick as appropriate)			
Unlikely/ Improbable	Likely	Highly Probable	Certainty
√	√		
1 & 2 (fatal / serious accidents)	3		

8. FINAL ASSESSMENT OF RISK (where appropriate)			
Low	Medium	High	Very High
√	√		
1&2	3		

9. ACTION REQUIRED (continue on separate sheet if required)
<p>Assessment to be monitored frequently to ensure it remains adequate.</p> <p>Action to be taken by: Assessment to be reviewed by 31st March 2011 (or immediately in the event of a road traffic incident)</p>

10. ARRANGEMENTS FOR OCCUPATIONAL HEALTH MONITORING (where appropriate)
NOT APPROPRIATE.

11. FINAL ASSESSMENT OF RISK -ONCE ALL CONTROLS ARE APPLIED:
MEDIUM

Name of Assessor: Peter Leigh Assessors Signature

Date of Assessment: 1st March 2010

Next review Due By: March 2011

Record of receipt of form by Third Tier Officer/ Service Head:

Signature _____ Date _____

Appendix 2:

Risk Assessment

Staff driving their own private vehicles on behalf of the Council



**LONDON BOROUGH OF TOWER HAMLETS
CORPORATE RISK ASSESSMENT FORM**

Establishment/ Directorate / Section: Directorate of Communities,
Localities & Culture, Corporate Health & Safety and Civil Protection Unit

1. TASK OR ACTIVITY COVERED BY THIS ASSESSMENT

Staff driving their own vehicles on behalf of the Council

2. HAZARDS IDENTIFIED (potential to cause harm)

1. Fatal injuries –sustained following a road traffic incident
2. Serious injury –sustained following a road traffic incident
3. Minor injury- sustained following a road traffic incident

**4. CONSEQUENCES OF THE HAZARD
(i.e. what is the potential harm)**

- 1 Fatal injury as a result of a fall from height, such as fatal head or body injury, internal / external bleeding etc.
2. Serious injuries such as fractures, spinal injury, compression injury to vital organs etc.
3. Minor injuries such as bruising, lacerations, musculo-skeletal injuries (non-life threatening)

4. PERSONS AT RISK

Staff driving their own vehicles. Staff / members of the public travelling as passengers, other road users and the general public.

5. CURRENT CONTROLS (including legal compliance)

1. Insurance documents and MOTs preferably checked at six month periods or at least annually.
2. Vehicles should be serviced annually as part of essential user allowance conditions.
3. Code of Practice issued to all staff driving vehicles on behalf of the Council.
4. Routine monitoring of drivers and vehicles.

6. SEVERITY OF OUTCOME(tick as appropriate)			
Minor/ slightly harmful injury or illness	Harmful injury or illness incurring time loss from work or subjects	Serious injury or illness	Life threatening or fatal injury or illness
	3	2	1

7. PROBABILITY OF HARM (tick as appropriate)			
Unlikely/ Improbable	Likely	Highly Probable	Certainty
√	√		
1 & 2 (fatal / serious accidents)	3		

8. FINAL ASSESSMENT OF RISK (where appropriate)			
Low	Medium	High	Very High
√	√		
1&2	3		

9. ACTION REQUIRED (continue on separate sheet if required)
<p>Assessment to be monitored frequently to ensure it remains adequate.</p> <p>Action to be taken by: Assessment to be reviewed by 31st March 2011 (or immediately in the event of a road traffic incident)</p>

10. ARRANGEMENTS FOR OCCUPATIONAL HEALTH MONITORING (where appropriate)
NOT APPROPRIATE.

11. FINAL ASSESSMENT OF RISK -ONCE ALL CONTROLS ARE APPLIED:
MEDIUM

Name of Assessor: Peter Leigh Assessors Signature

Date of Assessment: 1st March 2010

Next review Due By: March 2011

Record of receipt of form by Third Tier Officer/ Service Head:

Signature _____ Date _____

Appendix 3:

RISK ASSESSMENT- USE OF MOBILE PHONES



**LONDON BOROUGH OF TOWER HAMLETS
CORPORATE RISK ASSESSMENT FORMAT**

Establishment/ Directorate / Section:

1. TASK OR ACTIVITY COVERED BY THIS ASSESSMENT
The issue and use of mobile phones in Council and officers private vehicles in connection with the Council's business.

2. HAZARDS IDENTIFIED (potential to cause harm)
Road traffic accident, including collision with vehicles and / or pedestrians as a result of being distracted by the use of a mobile telephone whilst driving a council or private vehicle (via making or receiving a telephone call in connection with council business).

3. CONSEQUENCES OF THE HAZARD (i.e. what is the potential harm)

- 1) Potential for fatal or major personal injury resulting from a road traffic incident.
- 2) Potential for minor personal injury resulting from a road traffic accident.
- 3) Potential for fatal or major injury [members of the public] as a result of a road traffic accident.
- 4) Potential for minor injury [members of the public] as a result of a road traffic accident.

4. PERSONS AT RISK
All employees issued with a mobile telephone and who drive council / private vehicles in connection with the council's business.

5. CURRENT CONTROLS (including legal compliance)

The following controls are in place:

Category 1 users: Definition: Category 1 users are staff who are essential to be in telephone contact at all times whilst on duty, either due to their seniority, or because of the nature of their duties / responsibilities. These officers may be contacted whilst travelling in their vehicle to and from their place of work. Category 1 staff will be identified by their Corporate Director and will have either a hands-free car kit and microphone fitted in their council vehicle or private car at the council's expense, or issued with a Bluetooth Jabra earpiece (cordless headset). These staff will be advised to park safely as soon as possible in order to undertake conversations.

Category 2 users: Definition: Category 2 users are staff deemed by their Chief Officer (Corporate Director) to be in telephone contact with, potentially whilst they are driving a council or private vehicle in connection with the council's business. Category 2 staff will receive mobile telephone calls in connection with Council business but are generally contacted less frequently than a category 1 user. Category 2 staff will be issued with a personal hands free mobile phone device-such as a 'Bluetooth' Jabra earpiece (cordless headset) or similar approved device at the Councils expense. Category 2 users will be informed of their status in writing. These staff will be advised to park safety as soon as possible in order to undertake conversations.

Category 3 users: Definition: Category 3 users are staff who have been issued a mobile telephone, but are not required to be available at all times. Category 3 users will be informed of their category in writing and must not make or receive mobile telephone calls on their council issued phone whilst they are driving (phone to be switched off whilst driving on Council business).

1) Category 1 and 2 users will be notified in writing by their Chief Officer and the appropriate 3rd tier manager will arrange with the Council's Telecommunications Section for either a hands-free car kit or personal hands free device to be fitted or issued as applicable.

2) This risk assessment will be supported by a corporate policy on driving council / private vehicles in connection with the council's business.

6. SEVERITY OF OUTCOME(tick or outline as appropriate)

Minor/ slightly harmful injury or illness	Harmful injury or illness incurring time loss from work or subjects	Serious injury or illness	Life threatening or fatal injury or illness
2	2	1	1

7. PROBABILITY OF HARM (tick as appropriate)			
Unlikely/ Improbable	Likely	Highly Probable	Certainty
1 & 2			

8. FINAL ASSESSMENT OF RISK (where appropriate)			
Low	Medium	High	Very High
1 & 2			

9. ACTION REQUIRED (continue on separate sheet if required)
<p>1) Controls, as described in 5 above, must be strictly adhered to at all times.</p> <p>2) Appropriate staff must receive a personal copy of this assessment.</p> <p>3) Additional controls are to be considered on the introduction of any new or revised work activities, functions or duties allocated.</p> <p>4) This assessment must be immediately reviewed in the event of an accident, near miss or dangerous occurrence.</p> <p>Action to be taken by _____ (name)</p> <p>To be completed by _____ (date)</p>

10. ARRANGEMENTS FOR OCCUPATIONAL HEALTH MONITORING (where appropriate)
NOT APPLICABLE.

Name of Assessor: Peter Leigh, Corporate Health & Safety and Civil Protection Manager.

Date of Assessment: 1st March 2010.

Review Date: by the end of March 2011 (or immediately following an incident).

Record of receipt of form by Third Tier Officer/ Service Head:

Signature _____ Date _____

Third Tier Officers/ Service Heads comments attached: YES/ NO

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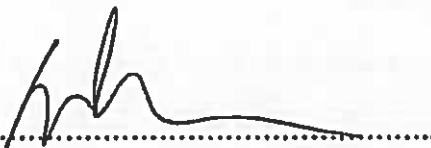
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TRANSPORT PROVISION FOR THE MAYOR AND THE CHAIR OF COUNCIL

Mayor's preferred option

The Mayor has considered the attached options paper and his preferred option for transport provision to meet the future requirements of the Mayor and the Chair of Council is as follows:-

1. That the existing car lease be cancelled with immediate effect;
2. That a new lease be entered into as a matter of urgency to provide a car (Mercedes-Benz E Class (350 CGI)) for use in connection with official duties by the Mayor and, with the Mayor's permission, the Deputy Mayor.
3. That taxi cabs be utilised as necessary to meet the transport requirements in connection with official duties by the Chair of Council or Deputy Chair of Council.

Signed 

Dated ..19/5/11

(On behalf of) Mayor Lutfur Rahman

TRANSPORT PROVISION FOR THE MAYOR AND THE CHAIR OF COUNCIL – OPTIONS PAPER

1. Background

- 1.1 There is a need to provide suitable transport facilities for the Mayor and the Chair of Council to enable each to carry out their duties efficiently.
- 1.2 Under the former 'Leader & Cabinet' system, the Civic Mayor (now Chair of Council) was provided with a car and chauffeur for use in connection with official engagements. The car (currently a Chrysler 300c) is rented on a four-year lease and a policy is in place governing its use and replacement. The car is adapted to carry securely the Chair's chain and insignia. The current car is due for replacement – the substantive lease has expired and can be cancelled at any time.
- 1.3 The Leader of the Council had no dedicated transport provision but could use taxis where necessary to get to or from official meetings and other events, e.g. where no public transport was available or where the scheduling of events meant that it was unsuitable.

2. The elected Mayoral system

- 2.1 The provision above has continued for the first months of the Mayoral system but is proving unsuitable. Under the new system there is a concentration of executive duties in the position of elected Mayor, who is required to attend an increasing range of meetings in venues around the borough, often in quick succession. Despite having a similar constitutional role to the former Leader in this regard, the Mayor is also now being requested to undertake ceremonial duties more frequently. The Mayor's transport requirements have therefore increased and become more pressing.
- 2.2 Conversely, the Chair of Council has in the current year and especially since the change to a Mayoral system in October, undertaken fewer engagements than in previous years (est 300 in 2010/11, only 120 of which are since October, compared to an average of 500 p.a. in previous years), perhaps reflecting the lower profile of this post in the new system. As a result the car and chauffeur are not fully occupied.

3. The Constitutional position and Council decisions

- 3.1 In considering the appropriate solution there are a number of relevant constitutional factors:-
- 3.2 Article 5 of the Constitution states '....The Chair of Council will be the first citizen of the borough and will perform the majority of civic and ceremonial duties for the borough. The Mayor will perform those functions as the Council's representative where they relate to the

promotion of, or business of, the Council. Any future change to these arrangements will be a matter for the Council to determine.'

- 3.3 On 27th October 2010 the Council added into the Constitution a provision that: 'The former Mayoral Car and Chauffeur will be available only for civic duties and for the sole use of the Chair or Deputy Chair of Council'.
- 3.4 During the budget decision process 2011 the Mayor accepted a Labour amendment that said the Council would make provision to 'provide suitable transport for civic and ceremonial functions within London only for the sole use of the Chair and Deputy Chair of Council.'

4. Budgets

- 4.1 The current 'Chair of Council' budget includes provision of approximately £46k p.a. to cover the car lease (£7k), management costs, insurance and fuel (8k) and the Chauffeur's employment costs [REDACTED]
- 4.2 The Mayor's Office budget does not include any specific sum for transport but taxis are charged to the office budget. Expenditure on taxis amounted to approx £2.5k for the period November 2010 to February 2011 (therefore estimated £8k in a full year)

5. Options

- 5.1 Options for the future including the cost and other implications, and an assessment of each, are set out on the attached schedule.
- 5.2 There are three main ways of meeting transport requirements where public transport is not suitable, and the attached options are varying combinations of these:-
- (a) Council owned- or leased-vehicle and driver (as currently for the Chair). In relation to the procurement of any new leased car, it is proposed that the Council would prioritise reduced environmental impact and would seek sponsorship to reduce the cost. Subject to this, it is unlikely that the overall cost will decrease significantly. Leasing costs vary from £5k to £8.6k p.a. depending on the car but the management/insurance/Chauffeur costs [REDACTED] remain constant.
 - (b) Chauffeur and car hire on a contract basis as required. Typically this would cost approximately £40 per hour or £150 per 3-4 hour engagement/£300 per day on a contract basis. Pre-booking is required.
 - (c) Taxis - efficient and flexible, taxis are available at short notice. Typical cost £50 per event. May not be suitable for some civic engagements.

5.3 It has been suggested that the Council's decision restricting use of the existing car and chauffeur to the Chair/Deputy Chair, may be ultra vires and that such decisions are executive matters. Legal advice could be sought on this but in fact as set out below sharing a car is unlikely to be a suitable option for operational reasons.

6. Conclusions

6.1 If it is possible to restrict the number of engagements to a level agreed in advance (e.g. 150 p.a.), the cheapest option is not to have a car/chauffeur at all but to contract with a Chauffeur Hire company and a Taxi company to provide services for the Mayor and Chair as necessary. However this would give rise to redundancy for the existing Chauffeur (and associated one-off costs).

6.2 For higher/more flexible levels of usage, leasing a car and employing a Chauffeur does represent better value, but strict adherence to the Council's decision that the car & chauffeur are for the sole use of the Chair is not the best use of the resource.

6.3 Opting for a reduced specification vehicle is unlikely to reduce the costs significantly as the car leasing charge itself represents a relatively small proportion of the overall cost. The chauffeur costs the Council significantly more than the car.

6.4 The two posts have distinct transport requirements and sharing a single vehicle between the two posts is unlikely to be suitable for operational reasons. Sharing a chauffeur may be an option (subject to legal advice that it does not contravene the Constitution) but will take careful management and will need back up.

6.5 Options 'B' (No 'Council' car, use hire vehicles/taxis as required) and 'E' (Lease car for the Mayor) on the attached schedule would seem to have the fewest disadvantages as listed in the 'comments' column. Which of these is preferred will depend on the expected level and/or certainty of usage over the year.

7. Car leasing options

7.1 In discussion with the Council's fleet operations manager, indicative information has been obtained on some of the leasing options available should the Council decide to lease one or more cars in connection with the future transport requirements of the Mayor and/or Chair. This is set out in the table below:-

Model	Approx cost p.a. (all plus approx £3.5k p.a. insurance and management charge)	CO2 emissions (g/km)	Comments
Audi A6 (2.8 V6 FSI saloon)	£8k	196	

Chrysler 300c (3.5 V6 saloon)	£6.5k	260	As current Chair's car
Jaguar XF (3.0 V8)	£8k	249	
Lexus RX (450h)	£8.6	148	Hybrid
Mercedes-Benz E Class (350 CGI)	£6.5k	205	
Toyota Prius (T4 1.8)	£5k	92	Hybrid

8. Recommendations

8.1 That the existing car lease be cancelled with immediate effect and either:-

(a) That no replacement car be procured and a Chauffeur Hire service, or taxis as required, be used on a contract basis for both the Mayor and Chair, subject to a limit on the number of engagements p.a. as set out in Option 'B' overleaf; or

(b) That one new lease car be procured for the use of the Mayor only, with taxis or a Chauffeur Hire service being used as required for the Chair as set out at Option 'E'.

APPENDIX: MAYOR AND CHAIR OF COUNCIL - OPTIONS FOR TRANSPORT PROVISION

OPTION	COST	COMMENTS
<p>A. Status Quo: Renew existing car lease for Chair; use taxis as required for Mayor.</p>	<p>£54k as now (assume £8k taxis for Mayor)</p>	<p>Within budget and complies fully with Constitution/Council decisions. But does not meet the requirements of the Mayor, and the Chair's car and chauffeur would remain under-utilised</p>
<p>B. No car: Terminate existing car lease and do not replace the car. Use Chauffeur Hire service on contract basis, or taxis as required for both the Mayor and Chair.</p>	<p>From £50k depending on usage Mayor: Assume 2 x Chauffeur Hire events plus 4 x Taxi journeys per week (£15k + £10k pa) Chair: Assume 3 x Chauffeur Hire events plus 1 x Taxi journey per week (£22.5k + £2.5k pa)</p>	<p>Within budget and complies fully with Constitution/Council decisions. Meets all transport requirements <u>but</u> to ensure stays in budget would need a strict limit on the number of engagements p.a.. Existing Chauffeur redundancy (& associated one-off costs).</p>
<p>C. Sharing car: Terminate existing car lease and procure one new car (of lower spec and improved eco-performance) for use by both the Mayor and</p>	<p>Total £50k to £65 k depending on usage Lease £6k plus management & fuel £6k plus</p>	<p>Good use of resources, but impractical as sharing would require strict advance booking and very little flexibility. Unlikely therefore to meet the Mayor's requirements.</p>

<p>Chair.</p> <p>Taxis or Chauffeur Hire agreement to be used to cover clashes in requirements and holidays.</p>	<p>Chauffeur [redacted] as now.</p> <p>Plus from £5k taxi costs to £15k Chauffeur Hire costs for back up</p>	<p>Also contrary to the Constitution and the Council's decisions (car for 'sole use' of Chair)</p>
<p>D. One car – for Chair only</p> <p>Terminate existing car lease and procure one new car (of lower spec and improved eco-performance) for the use of the Chair only.</p> <p>Taxis or Chauffeur Hire agreement as required for the Mayor.</p>	<p>Total £53k to £70k depending on Mayor's usage of Taxis or Chauffeur Hire.</p> <p>Lease £6k plus management & fuel £6k plus Chauffeur [redacted] as now.</p> <p>Plus from £8k taxi costs to £25k Chauffeur Hire costs for Mayor.</p>	<p>Complies with the Constitution/Council decisions. Flexible arrangement which would meet the transport needs of both.</p> <p>But poor use of resources as the Chair's car and chauffeur would remain under-used. In addition may give rise to confusion in the community about the relative profile of the two roles.</p>
<p>E. One car – for Mayor only</p> <p>Terminate existing car lease and procure one new car (of lower spec and improved eco-performance) for the use of the Mayor only.</p> <p>Taxis or Chauffeur Hire agreement as required for the Chair.</p>	<p>Up to £65k depending on Chair's usage of Taxis or Chauffeur Hire.</p> <p>Lease £6k plus management & fuel £6k plus Chauffeur [redacted] as now.</p> <p>Chair: Assume 2 x Chauffeur Hire events plus 2</p>	<p>Would comply with Constitution and Council decisions (subject to HR advice about Chauffeur redeployment) and would meet the transport needs of both posts (subject to secure storage for chain/insignia).</p> <p>Estimate based on limiting Chair's engagements to 2 per week on average plus 2 taxi journeys.</p>

	<p>x Taxi journey per week (£15k + £5k pa)</p>	
<p>F. Two cars Terminate existing car lease and procure two new cars (of lower spec and improved eco-performance) – one each for Mayor and Chair. To share chauffeur with back up drivers as required.</p>	<p>Est. £66k Leases £12k, management and fuel £12k, chauffeur [redacted] as now; Back up driver est £15k depending on usage</p>	<p>Strictly speaking doesn't comply with Constitution and Council decisions (Chauffeur for 'sole use' of Chair) Would be seen by some as wasteful (although in fact cheaper than some other options, and is good use of resources, especially the chauffeur). Would meet most requirements of both parties but limited flexibility and diary planning required to avoid additional costs arising from 'emergency' taxi use.</p>
<p>G. Two cars and two chauffeurs As F above but with a separate chauffeur for each post.</p>	<p>Est. £84k</p>	<p>Complies fully with Constitution/Council decisions. Provides a full service and meets all transport needs. But expensive and a poor use of Chauffeur resource.</p>

Agenda Item 5.2

Committee: Overview and Scrutiny Committee	Date: 20 January 2014	Classification: Unrestricted	Agenda Item:
Draft Report of: Overview & Scrutiny Committee		Title: Reference from Council - Watts Grove Depot Project and financial mechanisms for Dame Colet House and Poplar Baths projects – Draft OSC report to Council Wards Affected: All	

1. **SUMMARY/ BACKGROUND**

- 1.1 Full Council (18 September 2013), passed a motion expressing concern at the Mayor's decision on 29 July 2013 not to proceed with the Watts Grove Depot redevelopment project and also questioning the suitability of the financial mechanisms used to fund Dame Colet House and Poplar Baths.
- 1.2 Full Council referred the issues to the OSC and asked it to investigate in detail and to report back to full Council on 27 November 2013.
- 1.3 OSC (01 October 2013) considered this request and agreed that, to enable it to undertake full/ appropriate scrutiny of the issues and reach an informed decision/ conclusion, The Corporate Director Development and Renewal be instructed to prepare a comprehensive report, containing all relevant information on the matter for OSC consideration.
- 1.4 OSC (05 November 2013) considered the report of the Corporate Director Development and Renewal and exempt appendices thereto, and had requested further information, the presentation of the relevant information in a more transparent way, and different access arrangements to exempt information. Accordingly the OSC agreed that further consideration of the matter be deferred to the next meeting of the OSC.
- 1.5 OSC (03 December 2013) had considered a further report on the matter which included additional information requested by the OSC and further information was provided by Officers when introducing the report. However the Mayor/Cabinet Members with portfolio for this matter were not in attendance. The OSC agreed that the Chair should prepare a full report on OSC consideration of this matter, including any recommendations arising,

and that this be submitted to the next OSC for agreement before onward reporting to full Council.

- 1.6 OSC (07 January 2014) received the proposed recommendations of the Chair of the Committee and commented on them prior to submission of a report for the Committee to consider at its meeting on 20 January 2014.
- 1.7 A comprehensive discussion took place at the OSC meetings held on 05 November and 03 December and the key findings are summarised below:-
- 1.8 Cabinet members pointed to two key reasons for the decision by the Mayor not to progress with procurement of the Watts Grove Depot redevelopment. These were the implications for the council's Housing Revenue Account (HRA) and overall debt cap of:
 - the Comprehensive Spending Review; and
 - a change in the terms of one of the most attractive bids between the competitive dialogue and competitive tender stages, which transferred much of the cost and risk of the redevelopment back to the council.

However, the advice to the Mayor from the relevant Corporate Director (signed in mid-June), and the Chief Finance Officer (in mid-July) was to proceed with the procurement, as it had been assessed as being affordable. In spite of this, on the same day as the Chief Finance Officer's signoff, these recommendations were rejected. The reason for the disparity between officer advice and the Mayor's decision remains unclear.

- 1.9 The reasons the Committee was given for not delivering the Watts Grove Depot redevelopment through a partnership with a registered provider (RP) were:
 - When the procurement process began for Watts Grove, the future costs of flexible tenancies and affordable rent models inherent in using an RP partner were felt to outweigh the likely costs to the HRA and debt cap of the council retaining the stock itself;
 - The Mayor had decided that the council should retain ownership of the housing stock to ensure more secure tenancies; and
 - An RP would likely have charged 80% of the market rent for the homes in order to meet the needs of its business plan, which would not have been sufficiently affordable for residents.

However, this route would have had no effect on the Housing Revenue Account (HRA) and the council's statutory debt cap. Furthermore, any RP

partner would, as a member of the Common Housing Register, be required to allocate homes in accordance with the council's policy and procedures. Indeed, this option was used for the procurement for Dame Colet House and Poplar Baths.

2.0 In addition to the above findings, Overview & Scrutiny Committee concludes that:

- The decision to use the model selected for the Watts Grove Depot redevelopment was flawed, and vulnerable to potentially foreseeable changes. The consequence of these decisions has seen the council incur costs of approximately £308,000 (as of 5th November), and lose out on the opportunity to provide 149 affordable homes. A partnership with an RP, or another more economically viable model such as council housing, would have been a better option. However, to pursue this now would involve starting the full and costly process again from the beginning.
- Whilst the Mayor is entitled to make certain decisions in private, doing so makes it difficult to ascertain the full rationale for these, and for the Committee to discharge its functions (as was the case here). The Committee therefore believes that decisions such as these should be made in public unless absolutely necessary. Equally importantly, where decisions are made in private, the basis and rationale for these should be clear and available for scrutiny just as for decisions made in public, and the Mayor should make himself available in person to justify them when requested by the Committee.
- Related to the above, the Mayor and Cabinet members should adhere to the council constitution and attend the Overview and Scrutiny Committee when they are required, rather than leaving officers to defend their decisions. The absence of the political leadership of the council from meetings has obstructed the Committee from fully carrying out its role in scrutinising their decisions.
- Where the Mayor rules out working with RSL partners on a project which is otherwise financially unviable he should justify his reasons for doing so.
- The cabinet member responsible for housing should provide accurate figures when commenting on the number of homes built by the council, so that members and residents can be confident that these are reliable.
- Cabinet members should be fully briefed and should have all the information they need before they attend meetings of the Committee, so that the Committee's discussions, findings and recommendations are based upon the fullest and most accurate information possible.
- Reports should be unrestricted in the interests of transparency, with exceptions for restricted papers only where absolutely necessary (such as

commercially sensitive information). In this case, the Committee believes that more of the reports should have been unrestricted.

2. RECOMMENDATIONS

- 2.1 The Overview & Scrutiny Committee recommends that the Council endorses the above findings, and that the Mayor and Cabinet members act accordingly.

3. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 3.1 This report updates Members on the results of the Overview and Scrutiny Committee's consideration of the Watts Grove Depot Project following its referral from Council in September 2013.
- 3.2 The comments of the Chief Finance Officer were included within the various reports previously considered by the Overview and Scrutiny committee.

4. COMMENTS OF LEGAL SERVICES

- 4.1 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. In this instance, the Committee has asked Full Council to endorse its recommendations in relation to the carrying out of executive functions. It will be for the Executive to determine how it responds to such recommendations.

5. ONE TOWER HAMLETS CONSIDERATIONS

- 5.1 Any relevant matters are set out in the previous reports.

6. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 6.1 Any relevant matters are set out in the previous reports.

7. RISK MANAGEMENT IMPLICATIONS

7.1 Any relevant matters are set out in the previous reports.

8. CRIME AND DISORDER REDUCTION IMPLICATIONS

8.1 Any relevant matters are set out in the previous reports.

9. EFFICIENCY STATEMENT

9.1 Any relevant matters are set out in the previous reports..


10. APPENDICES

None

**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	N/A

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<p>Cabinet 8 January 2014</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Chris Holme, Interim Corporate Director of Resources</p>	<p>Classification: Unrestricted</p>
<p>General Fund Capital and Revenue Budgets, Medium Term Financial Plan 2014-2017 and Strategic Plan 2014-15</p>	

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

REASONS FOR URGENCY

The report was not published with the main agenda and arguably there were not five clear days between publication and the meeting. The item was, however, properly forward-planned for this meeting and the report was available for public inspection from the day it was added to the agenda and made available to members. The report was not published earlier as it was necessary to consider the Government’s provisional 2014/15 Local Government Finance Settlement, which was announced by the Secretary of State on 18 December 2013. It is considered necessary for Cabinet to consider this report to ensure that the budget process goes ahead as planned and in time to have a budget in place for 2014/2015.

1. SUMMARY

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

- the financial resources available to the Council;
- the cost of providing existing services; and,

- the overall level of savings that have been and still need to be identified to give a balanced, sustainable budget over the medium term financial planning period.

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

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

- 1.8. The MTFP, of necessity, includes a number of key planning assumptions which will need to be closely tracked as part of the Council's established financial and performance monitoring process. This will ensure that any significant variances are quickly identified together with appropriate mitigating actions

2. RECOMMENDATIONS

The Mayor in Cabinet is recommended to:

- 2.1. Agree a General Fund Revenue Budget of £294.663m together with the Outline Strategic Plan identifying the key priority activities which will be delivered within this budget and which will be further developed into the Council's Strategic Plan for 2014/2015.
- 2.2. Accept the Council Tax Free Grant available from the Department of Communities and Local Government for 2014/2015 and thereby agree to continue to freeze Council Tax (Band D) at £885.52 for the new financial year.
- 2.3. Agree to propose the items listed below for public consultation and consideration by the Overview & Scrutiny Committee in accordance with the Budget and Policy Framework (Section 16). A further report will then be submitted to the next Cabinet meeting in February detailing the results of consultations and inviting the Cabinet to recommend a Budget Requirement and Council Tax for 2014-15 to Full Council.
- 2.4. Agree to conduct the Budget consultation in line with Section 16 in the body of the report.
- 2.5. Consider and comment on the following matters -

a. Budget Consultation

The approach to the budget consultation with the community and Overview and Scrutiny Committee.

b. Funding

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

c. Base Budget 2014-2015

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

d. Growth and Inflation

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

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

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

f. Savings

Previously agreed savings items to be included in the budget for 2014-2015 and the strategic approach for future savings to be delivered are set out in Section 10, Appendix 4 and Paragraph 7.12 of the report.

g. Capital Programme

The capital programme to 2016-2017, including the proposed revisions to the current programme as set out in section 14 and detailed in Appendix 8 and Adopt a capital estimate to the value of £3.55m to facilitate Decent Homes Works on the Malmesbury Estate as set out in paragraph 14.6.

h. Dedicated Schools Grant

The position with regard to Dedicated Schools Grant as set out in Section 12 and Appendix 6.

i. Housing Revenue Account

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

j. Financial Risks: Reserves and Contingencies

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

k. Reserves and Balances

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

l. Mayor Priorities

An initiative to be included in the budget for 2014-15 is set out in Section 8.29 of this report.

3. REASONS FOR THE DECISIONS

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

4. ALTERNATIVE OPTIONS

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

5. BACKGROUND

- 5.1. The Council's integrated financial and business planning process is the key mechanism for reviewing plans and strategies to ensure priorities are being met and that resources are allocated effectively to underpin their achievement. The process culminates in changes to the budget and medium term financial strategy that delivers a revised Community Plan and Strategic Plan.
- 5.2. The refresh of the Medium Term Financial Plan (MTFP) presented to Cabinet on 9th October 2013 showed that the budget was balanced for 2014-2015. The report also projected forward a further two years and it indicated that further budget reductions were likely to be in the region of £71m for the period 2015-2016 – 2016-2017.
- 5.3. The main body of the report is in eleven Sections:
 - Strategic Approach (Section 6)
 - Medium Term Financial Plan & Proposed Budget (Section 7)
 - Financial Resources (Section 8)
 - Budget Growth Pressures (Section 9)
 - Budget Process and Savings Proposals (Section 10)
 - Risks and Opportunities (Section 11)

Schools Funding (Section 12)
Housing Revenue Account (Section 13)
Capital Programme (Section 14)
Treasury Management Strategy (Section 15)
Consultation (Section 16)

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

6. STRATEGIC APPROACH

6.1. The Council has a well-embedded approach to strategic and resource planning (SARP). Key priorities are agreed with residents and partners in the Community Plan 2020 and these are reflected in a set of strategic objectives in the Council's three year Strategic Plan, which is annually refreshed.

6.2. The Strategic Plan sets out the Council's approach to delivering the key Community Plan priorities of achieving:

- A Great Place to Live
- A Healthy and Supportive Community
- A Prosperous Community
- A Safe and Cohesive Community; and
- One Tower Hamlets

6.3. Notwithstanding the need to manage within a very challenging financial context, the Council remains focused on delivering these key priorities. Specifically the Mayor has made clear those priorities that he wishes to see reflected in the allocation of Council resources, namely:

- Improving the condition of social housing
- Increasing the supply of affordable social housing (particularly family sized housing)
- Maintaining the provision of services for young people
- Delivering programmes of skills development, employment and enterprise activity
- Maintaining support to vulnerable adults
- Minimising the impact on resident household budgets
- Protecting investment in activity that promotes community safety

6.4. In addition to this, the Mayor has also asked officers to fundamentally challenge how the council delivers its business so that the following principles are embedded in the way we work:

- Employ a workforce that fully reflects the community it serves
- Ensure its staff are never paid below the London living wage
- Minimise job losses and promote career development
- Fully open its supply chain to local suppliers
- Support the work of our community partners in the delivery of services

6.5. This year the Mayor has set the following principles, which builds on the priorities set in the previous three budgets:

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

6.6. Key proposed activities for 2014/2015 include:

- Ongoing delivery of affordable family housing and decent Council homes
- Regeneration and improvement in Robin Hood Gardens, Whitechapel and Poplar
- Ensuring access to affordable fuel through the Tower Hamlets Energy co-operative
- Improving parks, open spaces, leisure centres and play facilities
- New initiatives to enhance resident engagement, particularly at local ward and neighbourhood level
- Expanding free early education for 2 year olds and raising attainment in early years
- Continuing to increase the number of young people getting 5 good GCSEs and going on to university

- Maintaining investment in youth services and provision for young people
- Maximising adoption opportunities for children in care
- Assisting more people into work, including through our in-house temporary agency and through use of our planning and procurement activity
- Working with partners to maintain and improve community safety and reduce anti-social behaviour
- Working with the health service to join up health and social care to improve outcomes for our most vulnerable residents
- Maximising incomes for local people through implementing key recommendations of the Fairness Commission and continuing to mitigate the impact of welfare reform
- Reducing the number of council homes that fall below a decent standard
- Increasing household waste sent for re-use, recycling and composting
- Supporting local businesses and further improving our markets and town centres
- Supporting sustainable local transport, including cycle improvements
- Working in partnership to improve our public realm

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

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

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

- Income Optimisation: with a particular focus on ensuring that charges are set fairly and in a manner that protects our most vulnerable residents; ensuring money owed to us is collected in a timely and efficient manner; and on a review of our commercial charges.
- Better Buying: with a particular focus on supporting local businesses to access the council's supply chain, ensuring a continuing role for the third sector in the delivery of services and ensuring that private sector contractors give value for money and deliver efficiency savings where appropriate, whilst working within the values and ethos of the council.

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

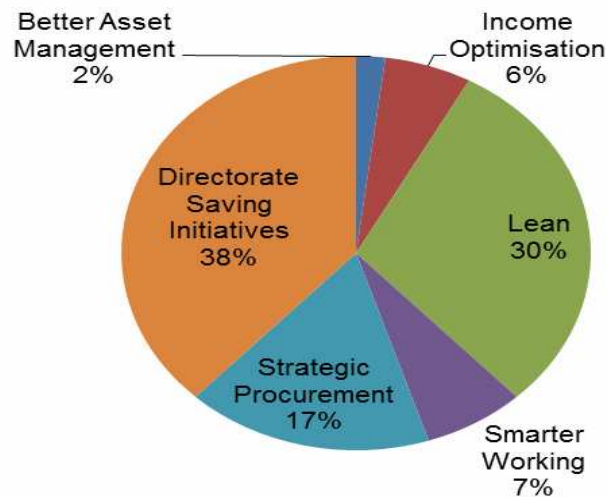


Chart 1 – Savings since 2010-2011 by theme

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

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

7. MEDIUM TERM FINANCIAL PLAN & PROPOSED BUDGET

7.1. The revised Medium Term Financial Plan is set out at Appendix 1, and the detail by service area at Appendix 2. The detailed figures and assumptions

incorporated in these tables are explained in detail in this report. The figures assume a Council budget requirement of £294.663m for 2014-2015 and a Council Tax at Band D of £885.52.

Spending Round – June 2013

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

Autumn Statement – December 2013

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

Use of Reserves

- 7.8. The Council's strategy of using reserves to smooth the delivery of savings provides time to develop and implement savings proposals which will reduce costs while doing as much as possible to preserve services. This strategy needs to be kept under review but remains affordable. The MTFP set out in Appendix 1 assumes the use of general reserves over the review period 2014-2015 to 2016-2017 of £37.416m. Further detail on reserves can be found in Appendix 5.1.

The Updated Council's Medium Term Financial Plan

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

Summary Draft Medium Term Financial Plan 2013-18				
	2013-14	2014-15	2015-16	2016-17
	£'000	£'000	£'000	£'000
Net Service Costs	292,004	295,732	294,663	309,081
Growth (Incl Public Health)	40,566	4,805	3,881	7,619
CLG Grants transferring into baseline	23,717	0	0	0
Savings				
Approved	(26,029)	(6,692)	0	0
New		0	0	0
Inflation	5,760	4,842	5,500	5,500
Core Grants (incl Public Health)	(40,522)	(1,961)	4,305	3,124
Earmarked Reserves (Directorates)	(530)	(565)	0	0
Contribution to/from Reserves	766	(1,498)	732	0
Total Funding Requirement	295,732	294,663	309,081	325,324
Government Funding	(150,670)	(122,551)	(86,595)	(69,271)
Retained Business Rates	(100,800)	(102,816)	(104,872)	(106,970)
Council Tax	(63,343)	(66,396)	(67,392)	(68,402)
Collection Fund Surplus	(1,645)	0	0	
Total Funding	(316,458)	(291,763)	(258,859)	(244,643)
Budget Gap (excl use of Reserves)	(20,726)	2,900	50,222	80,680
Unallocated Contingencies		0	0	0
Budgeted Contributions to Reserves	(766)	(1,034)	0	0
General Fund Reserves	21,492	(1,866)	(22,046)	(13,504)
Unfunded Gap	0	0	28,176	67,176
Savings to be delivered in each year			(28,176)	(39,000)
	31/03/2014	31/03/2015	31/03/2016	31/03/2017
Balance on General Fund Reserves (£000s)	59,552	57,686	35,640	22,136

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

- 7.10. As set out in the table above and in detail in Appendix 2 the Council has a balanced budget in 2014-2015 which is in line with the planning assumption reported to the Budget Council in 2013. The MTFP identifies a budget shortfall of £28.176m and £39.000m to be achieved in 2015/2016 and 2016/2017 respectively.
- 7.11. There has been a movement in the MTFP presented to Cabinet in October 2013, due to:
- A review of growth and Inflation requirement
 - Update of the Council tax base assessment
 - Autumn statement update on settlement
 - Underspend in the corporate budget in 2012-13

Budget Reduction Opportunities for 2015-2016 Onwards

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

Think Tank approach

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

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

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

7.13. Officers will undertake the work bearing in mind the priorities and principles established by the Mayor and these will be developed over the coming months

with a view of being presented in sufficient time to ensure that officers are able to put in place the necessary arrangements to meet the budget shortfall of £28.176m for 2015/2016 on the 1st April 2015.

8. **FINANCIAL RESOURCES**

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

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

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

Retained Business Rates and RSG

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

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

8.5.

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

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

8.6. It is estimated that by the end of the current financial year the Council will have received £100.800m through business rates which is in line with the budget set by Council for 2013/2014. For 2014/15, a 2% cap has been assumed as per recent government announcements.

- 8.7. The variance over each of the next three years between the Government assumed business rate income versus the projected income by the Council is summarised in the table below:

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

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

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

Core Grants

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

Residual Core Grants - Non Ringfenced

- 8.11. The following table sets out the remaining non-ringfenced core grants the Council is expected to receive in 2014/2015, together with forecast figures for later years.

Non-ringfenced grants are those that the authority can apply to any purpose within the General Fund and, sometimes, more widely than that.

	2013/14 Allocation £'m	2014/15 Indicative £'m	2015/16 Indicative £'m	2016/17 Indicative £'m
Council Tax Freeze Grant	0.846	0.846	0.846	-
New Homes Bonus	16.070	19.070	15.070	18.070
Local Lead Flood	0.128	0.128	TBC	TBC
Council Tax Support – one off implementation grant	0.540	-	-	-
Housing Benefits Administration	4.012	3.514	3.514	3.514
TOTAL NON-RINGFENCED	21,596	23,558	19,430	21,584

Table 4 – Non Ringfenced Grants

Council Tax Freeze Grant

- 8.12. For the last three financial years the Council has accepted the Government's Council Tax freeze grant which was equivalent to a 1% Council tax increase in each of the years and therefore hasn't increased Council tax during these years. For 2014-2015 the Council will receive £0.846m which is equivalent to a 1% Council tax rise. The table below summarises the Council tax freeze grant received since 2012/2013 with a forecast for 2014/2015:

	2012/2013 Actual £'m	2013/2014 Actual £'m	2014/2015 Forecast £'m	Total £'m
Council Tax Freeze Grant 2012-2013	1.968	0.846	0.846	3.660

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

New Homes Bonus (NHB)

- 8.13. The principle behind the New Homes Bonus is to reward those authorities who increase the housing stock either through new build or bringing empty properties back into use. Each additional band D equivalent property attracts grant funding equivalent to the band D tax rate and the funding lasts for six years.

- 8.14. The MTFP formerly assumed additional grant of £3.000m per annum from 2014-2015 onwards over and above the 2013-2014 allocation of £19.070m.
- 8.15. As part of the 2013 Spending Round the Government have stated that the NHB national funding pot will be top sliced by 35% in 2015/2016, with the money being channelled through regional and sub-regional Local Enterprise Partnerships as part of the Single Local Growth Fund, for reinvestment at a regional level. This was unexpected and means that the Council is likely to lose 35% of its whole allocation from 2015 onwards - a loss of £7.000m of grant per annum. The decrease in NHB could have a greater adverse impact on Tower Hamlets than any other local authority in the country given the Borough's continued success in delivery new homes.
- 8.16. The updated MTFP assumes NHB receivable for 2014-2015 to 2016-2017 of £52.210m. The table below summarised the movement from the former to the current MTFP:

	2014/2015 £'m	2015/2016 £'m	2016/2017 £'m	Total £'m
Previous MTFP	19.070	22.070	25.070	66.210
Revised MTFP	19.070	15.070	18.070	52.210
Movement	-	(7.000)	(7.000)	(14.000)

Table 6 – Movement in New Homes Bonus

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

Residual Core Grants – Ringfenced

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

	2013/2014 Allocation £'m	2014/2015 Indicative £'m
Support for Social Care Benefiting Health (from the NHS)	5.243	5.500
Integration Transition Fund Planning		1.200
Public Health	31.382	32.261
Dedicated Schools Grant	312.124	314,183
TOTAL RINGFENCED	348.749	353.144

Table 7 – Ringfenced Grants

NHS Integration Transformation Fund (ITF)

- 8.19. The Spending Round in June 2013 announced an investment of £3.8bn to provide better integration of funding between health and social care. The funding is an opportunity to improve the lives of some of the most vulnerable people in our society, providing them with control by placing them at the centre of their own care and support, therefore providing them with a better service and better quality of life.
- 8.20. The ITF will include funding to be transferred to Local Authorities from existing NHS funds and also replace a number of funding streams that are already in existence between health and social care. The investment will be utilising the following existing funding streams which equate to £3.800bn:
- £1,880m – Existing funding already allocated across NHS and Social Care for integration
 - £900m – General Section 256 Funding
 - £200m – Integration Transformation Funding
 - £130m – Carers Breaks
 - £300m – Clinical Commissioning Group Reablement Funding
 - £130m – Social Care Capital
 - £220m – Disabled Facilities Grant Capital
 - £1,900m – Additional Funding from NHS Allocations
 - £1,000m – Performance Related
 - £900m – Demographic Pressure and Care Bill Costs
- 8.21. The existing funding streams include funding to support demographic pressures in adult social care and some of the costs associated with the Care Bill. £1bn of this funding will be performance related to meet local and national targets.
- 8.22. Of the existing funding streams none are currently funding recurring expenditure and therefore there is limited risk to the MTFP. Due consideration will need to be made to the non-recurrent activities funded through these sources if funding isn't invested in these areas in future years.
- 8.23. The Council's share of the national allocation of £3.8bn and the full detail of how the funding will work in practice is yet to be received from the Government or NHS England. However, we are developing a local plan which will be finalised by March 2014. The plan will need to set out how the funding will be used and the ways in which national and local targets for the performance related funding will

be met. The plan will set out how any transitional funding will be utilised for 2014/2015.

- 8.24. Plans for the funds are currently being developed by the Council in partnership with the Clinical Commissioning Group. They will need to be signed off by the Health and Wellbeing Board and will also be subject to an assurance review by NHS England. The Health and Wellbeing Board are due to consider the 2014/15 plan in February 2014.'
- 8.25. There may be opportunities to utilise a proportion of the Tower Hamlets allocation to redistribute existing mainstream funding and this will be considered during 2014-2015. The MTFP does not currently make any assumptions regarding this.

Public Health

- 8.26. A ring-fenced grant of £31.382m was provided to fund activities in 2013/14 following the transfer of the Public Health function to the local authority from the NHS on the 1st April 2013. In the long term the MTFP has been constructed on the basis that the costs of public health services will be contained within that sum. In 2013/2014 £3.1m of the grant was earmarked to cover commitments with the free school meals initiative (£1.3m) and any risk associated with volume driven contract/services.
- 8.27. In the long term it is hoped that there will be on-going financial benefits to the transfer of public health, but the scale of this will only become clear with time and will be reviewed and ascertained during 2014-2015.
- 8.28. The grant settlement that was announced was for two years and it is not known what the longer term prospects for funding will look like. The grant allocation for 2014/2015 is £32.261m and it is anticipated that £2.7m of this allocation will be held to cover risk contingencies as in 2013/2014.
- 8.29. In September 2013, the government announced that free school meals will be provided for all children in the first three years of primary school from September 2014. The mechanism for how this funding will be made available is still yet to be announced. As a result of this announcement, Assumptions are being made to reinvest this allocation to the mayoral priority for 2014-15.

Budget Growth Opportunities for 2014/15: Women into Work and Health Agenda

- 8.30. In accordance with the principles, set out in paragraph 6.5, the Mayor has proposed to allocate additional funding to the following initiative in the year 2014/15

- 8.31. Following the government's announcement in September 2013 that they will fund Free School Meals for Key Stage 1, the £1.3m public health funding set aside to fund Free School Meals in 2014/15 is no longer required
- 8.32. The terms of the public health grant require investment whose primary purpose is to improve the health and wellbeing of the local population. The findings of the Tower Hamlets Joint Strategic Needs Assessment highlight the importance of early years for future health and relatively poorer health of 0-5 year olds in the borough. This age group have amongst the highest levels of obesity by age 5, higher levels of tooth decay, a lower proportion have good levels of cognitive development and a higher proportion of babies have low birth weight. We know there are issues around smoking in pregnancy, maintaining breast feeding and healthy weaning. It is a major priority of the Health and Wellbeing Strategy to address health in early years.
- 8.33. In order to build on existing work in these areas, the Mayor proposes to use this money to create a programme to identify and train local women in the skills required to support the health and wellbeing of 0-5 years as an opportunity to pursue future careers in public health and healthcare. . This will develop and support the creation of local skilled and available workforce that can have a significant impact in addressing the health needs of young children. The roles will included support to the work of local public health and health care professional working in early years and could lead to professional career pathways including health visiting, child care, midwifery, nursing, and social care.
- 8.34. The programme will be targeted at women over 25, with qualifications below degree level, who are not eligible for either Council nor central government apprenticeship or training. These may be women with caring responsibilities or those returning to the workplace
- 8.35. The programme will fund the equivalent of 50 full time roles or 100 part time roles, but with an emphasis on part time and flexible work and training hours, as well as the opportunity to undertake the programme over a two year period.
- 8.36. This will work towards the council's programme to improve the support for women into employment and mitigate the impact of welfare reform, as well as towards our key public health outcomes of improving maternal and early years' health.
- 8.37. Officers from Economic Development and Public Health have been tasked to develop a full proposal to be considered in February Cabinet

Dedicated Schools Grant

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

Reserves

8.39. The Council holds a number of reserves which can be categorised as follows:

- General (Non-earmarked) Reserve - these are held to cover the net impact of risks and opportunities and other unforeseen emergencies
- Earmarked (Specific) Reserves - these are held to cover specific known or predicted financial liabilities.
- Other Reserves - these are reserves which relate to ring-fenced accounts which cannot be used for general fund purposes (e.g. Housing Revenue Account and Schools)

8.40. A summary of the Council's reserves and associated risk analysis is attached at Appendix 5. This also shows the projected movement on the reserves for both the current financial year 2013/2014 and then 2014/2015 to 2016/2017.

8.41. It is projected that the Council will have non-earmarked General Fund Reserves of £59.552m as at 31st March 2014. This is greater than projected in the Medium Term Financial Plan previously reported due to budget contingencies not being required in 2013/2014 to cover off additional spending, and a net overspend on Directorate budgets as reported in the quarter two monitoring report (£0.151m).

8.42. The level of General Fund Reserves over the 2014/2015 to 2016/2017 will reduce to £22.136m. The strategy established in previous budget years has been to utilise general reserves to smooth the impact of savings remains valid, subject to the level of reserves never falling below the minimum level. The MTFP has been designed to achieve this but spending and income levels will need to be constantly scrutinised to ensure this strategy remains achievable.

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

9. **BUDGET PRESSURES**

Service Demand and Unit Cost Pressures

- 9.1. The Council's budget monitoring reports over the first six months of 2013/2014 have highlighted a net overspend on Directorate budgets of £0.151m. This is predominantly due to the non-closure of one of the Council's One Stop Shops which was approved as a saving in a previous budget setting period. Unless the decision is taken to proceed with the closure, a budget pressure of £0.252m will continue over the financial planning period and therefore need to be reflected in the new base budgets against which savings decisions will be considered.
- 9.2. A schedule detailing the budget pressures in each service area is attached as Appendix 3. Over the three year planning period the growth pressures excluding inflation total some £14.847m. The pressures for 2014/2015 which are in line with those highlighted in the previous budget setting process are as follows:
- Demographic Pressures in Adult Social Care (£1.4m) – a higher demand for services, including in learning disabilities with children transitioning into adult social care.
 - Communities, Localities and Culture (£1.03m) – resulting from the increased cost of waste disposal to landfill sites and the escalating cost of the government's Freedom Pass Scheme.
 - Investment Income (£0.8m) – reflecting a reduction in investment income due to lower interest rates and a projected reduction in cash balances going forward.
- 9.3. Additional budget pressures which will need to be reviewed and costed once further detail is available include:
- Care and Support Bill, including the introduction of a cap on contributions toward care costs and assessments and services for carers. It is proposed that the NHS Integration Fund (see Section 8.18) will support this in part or full.
 - Children and Families Bill, expected to become law in 2014 and will extend the Local Authority's responsibility to ensure access to education for young people with special education needs (SEN), from the current age limit of 19, up to the age of 25.
 - New government guidance being consulted on in early 2014 regarding parking enforcement changes may have a negative impact on revenue collected.

Inflation

- 9.4. In addition to the specific service demand pressures the other single most significant financial risk facing the Council is the impact of inflation.
- 9.5. The Government's projections for Consumer Price Index (CPI) inflation which are reflected in the MTFP is 2.0% throughout the review period. Most of the Council's contracts for goods and services which span more than one year contain inflation clauses and although service directorates have been successful in negotiating annual increases which are below inflation this will be a difficult position to maintain, especially if inflation remains at its current level for a long period.
- 9.6. The inflation budget for 2013/2014 was set at £5.760m, which was split 30% for pay inflation and 70% for non-pay inflation.

Pay Inflation

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

10. SAVINGS

- 10.1. In previous years' budget processes the Council has already approved a number of revenue investments and savings for 2013/14 and 2014/15 sufficient to balance the budget in these two financial years. These total £33.4m. Schedule of the savings approved by Full Council in February 2012 and March 2013 is detailed in Appendix 4.

11. RISKS AND OPPORTUNITIES

- 11.1. When setting the draft MTFP, Service Directors have provided their best estimate of their service costs and income based on the information currently available. However there will always be factors outside of the Council's direct control which will vary the key planning assumptions that underpin those estimates.
- 11.2. There are a number of significant risks that could affect either the level of service demand (and therefore service delivery costs) or its main sources of funding. In addition there are general economic factors, such as the level of inflation and interest rates that can impact on the net cost of services.

- 11.3. Similarly there are opportunities either to reduce costs or increase income which will not, as yet, have been fully factored into the planning assumptions. The main risks and opportunities are summarised below.

Risks

General Economic Factors

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

Increases in Service Demand

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

Efficiencies and Savings Programme

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

Opportunities

- New freedoms and flexibilities
- Public Health (see Section 8.25)
- NHS Integration Fund (see Section 8.18)
- Growth in local Taxbase for both housing and businesses

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

- 11.5. An assessment of the possible impact of these risks and opportunities is shown in the risk analysis in [Appendix 5](#). This will form the basis of an on-going review of Reserves and Contingencies and indicates a net financial impact between £20m and £39m over the planning period. This has therefore been reflected in the recommended level of unearmarked General Fund Reserves that need to be

maintained and equates to between 5% and 7.5% of gross expenditure (excluding schools and housing benefit payments).

12. SCHOOLS FUNDING

- 12.1. Schools funding is principally provided via Dedicated Schools Grant, Education Funding Agency (EFA) grant to post 16 and Pupil Premium. Funding is ringfenced to schools and its allocation is largely based on the decisions of the Schools Forum. Appendix 6 sets out the details of the expected schools settlement for 2014/2015.

13. HOUSING REVENUE ACCOUNT

- 13.1. HRA Self-Financing has now been in force since April 2012, when £236.200m of our housing debt was redeemed. Under Self-Financing, we now retain all rental income, but must finance all costs relating to council housing – both revenue and capital.
- 13.2. Indicative modelling of the HRA over 30 years indicates that the Authority will be able to finance the projected capital programme - including Decent Homes - but will need to borrow up to its debt cap of £184m, and use the revenue surpluses forecast to be generated in the early years of Self-Financing.
- 13.3. When valuing each authority's housing business prior to the start of Self-Financing, the government assumed that authorities would continue with rent restructuring, aiming to achieve rent convergence in 2015-2016. It was also assumed that post 2015/2016, authorities would increase rents by RPI + 0.5% each year.
- 13.4. In October 2013, the government issued a consultation entitled 'Rents for Social Housing from 2015-2016' which proposed to move from rent increases of RPI + 0.5% to increases of CPI + 1% and end rent convergence a year early. The consultation also clarified that the proposed rent policy does not apply to social tenant households with an income of over £60,000. Further details are provided in the HRA First Budget report elsewhere on this agenda.
- 13.5. There are a number of risks to the HRA in the short to medium term; the reinvigorated Right to Buy (RTB) scheme has led to an increased number of applications and sales; since the changes were made in April 2012 there have been 35 sales, and over 1,000 applications have been made. Although the Authority retains part of each RTB sale receipt, on its own this is insufficient to replace the number of properties sold. In addition, there is a risk to rental income from the various forthcoming Welfare Reforms, although some of the implementation dates have slipped so the effect may be later than previously anticipated. The HRA First Budget report elsewhere on this agenda provides

more details on these risks, and the HRA Second Budget report will provide details of the 2014/15 HRA budget.

- 13.6. Appendix 7 shows an indicative summary HRA medium-term financial plan for 2014/2015 to 2016/2017. A more detailed report on the 2014/2015 HRA budget will be provided to Cabinet in February.

14. CAPITAL PROGRAMME

Civic Centre

- 14.1. The current capital programme is set out at Appendix 8. The programme has been amended during the year to take account of decisions taken by the Council, Mayor and officers, including the application of additional grant resources that have become available.
- 14.2. During the coming financial year, the Council through its Asset Management Board will review the asset and capital strategy in the context of significant demographic, service and financial changes that are likely between now and 2020. The capital strategy was last updated in February 2011 and sets out priorities and objectives for using capital resources in the context of rapid population growth but in an environment of reducing resources. Increasingly all capital investment decisions are reliant on the local funding, be that through generation of capital receipts, prudential borrowing (funded through local taxes and rents) or development agreements, as government grants reduce.
- 14.3. A key driver of any revised asset strategy is a requirement to consider the long term location of the Town Hall. The current Town Hall is not owned by the Council and costs around £6m a year in rent and service charges. The current lease will expire in March 2020 and officers have for some time been reviewing possible options for the Council at termination with regard to remaining in place or moving to a new Civic Centre. Furthermore the landlord has been consulting on outline plans for redevelopment of the East India Dock Estate. This could mean that the Council will have no choice other than to relocate come September 2019.
- 14.4. In December Cabinet 2013 the Council adopted the Whitechapel Vision Supplementary Planning Document, which identified the following key benefits to be delivered through the Masterplan: 3,500 new homes by 2025, including substantial numbers of local family and affordable homes; 5,000 new jobs; the transformation of Whitechapel Road; 7 new public squares and open spaces.

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

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

- 14.5. The Council is now in negotiations with Barts Health Trust to secure the site. In order to progress these negotiations it is proposed that capital programme provision, using unallocated prudential borrowing, agreed in 2012 be allocated for the purchase of this site. Any further costs would be dependent on disposal of Business planning and feasibility demonstrate that once acquired a new Civic Centre would be more affordable to the Council and result in a reduction in ongoing costs. Officers are preparing a full briefing on the business case and feasibility study to be presented at February Cabinet.

Adoption of a Capital Estimate

- 14.6. The report seeks approval for the adoption of a capital estimate of £3.55m to include the Malmesbury Estate within the Decent Homes Programme
- 14.7. The Council undertook a Master Planning process in 2009 which investigated the possibility of building of new Affordable Rent homes, shared ownership and private sale units, new shops and a new community centre - the latter effectively cross-subsidising the new affordable units, the Decent Homes works, and Public Realm improvements.
- 14.8. Pivotal to the project was the ability to deliver a mixed tenure scheme with cross subsidy, but no agreement could be reached to secure the land rights across the site that would facilitate the Masterplan scheme. Consequently, Council and Tower Hamlets Homes officers embarked on a project exploring the feasibility of delivering Decent Homes works on Malmesbury Estate utilising the existing framework for the mainstream Decent Homes programme.
- 14.9. It is proposed that a capital estimate of £3.55m is adopted to allow works to be undertaken to provide internal Decent Homes works to 322 properties and external works to a total of 603 properties.
- 14.10. Funding will be met from uncommitted HRA mainstream capital resources that were approved as part of the 2013-14 budget process, but which have yet to be applied to specific schemes. The expenditure need and the resources have been included within the HRA financial modelling.
- 14.11. Elements of the external works will be rechargeable to leaseholders. A total capital estimate of £181.37 million has been approved for the overall Decent Homes programme (Cabinet – 8 May 2013). If any savings arise from this ongoing programme they will be applied towards the funding of the Malmesbury Estate works.

15. TREASURY MANAGEMENT STRATEGY

- 15.1. The Treasury Management Strategy Statement was recently revised by Audit Committee and Full Council in accordance with the CIPFA Treasury Management Code of Practice. The Statement sets out the proposed strategy with regard to borrowing, the investment of cash balances and the associated monitoring arrangements. .
- 15.2. The key factor underpinning the current strategy is that short term interest rates are expected to remain very low for at least the next twelve months in contrast to medium and long term rates. This means that there will be a “cost of carry” if funds are borrowed in advance of capital expenditure being incurred. Therefore the Council anticipates continuing to run a strategy of keeping cash balances low and investing short term, so only borrowing when required.
- 15.3. Some limited amendments to the Council’s lending limits, the period over which monies could be placed on deposit and the type of investment ‘product’ that can be used were agreed in order to provide some further investment capacity and increase the return on investment without any increase in risk. These proposals were put forward having taken advice from the Council’s treasury management advisers and were deemed prudent enough to ensure the credit rating of approved counterparties are commensurate with the level and term of investments
- 15.4. The proposed prudential indicators set out in the Treasury Management Strategy are based on the capital programme as detailed in Section 14 above and Appendix 8. Prudential indicators may need to be revisited subject to Government capital funding announcements and decisions relating to the capital programme and if necessary revised. Any revisions to the indicators will need to be approved by Full Council.

16. CONSULTATION

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

Public and Partnership Consultation

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

Resident Engagement

- 16.3. Residents will be offered an opportunity to engage in the budget setting process through two public events which have already and will continue to be communicated through the Council's communication routes. The first is on Tuesday 21st January 2014 at Whitechapel Idea Store and the second on Monday 27th January 2014 at Chrisp Street Idea Store.
- 16.4. The event which has been promoted via My Tower Hamlets, engaging in the region of 7000 residents; Twitter which has approximately 4,300 followers and will be advertised in East End Life, East London Advertiser and the Council's website.
- 16.5. The purpose of the events are to engage residents in the budget setting process for 2014-2015 by providing an overview of the Council's medium term financial plan and saving opportunities being considered. The feedback of the consultation will be reported to Cabinet on the 5th February 2014 and subsequently to Full Council.
- 16.6. The events will be presented by the Mayor and/or Lead Member for Resources along with the Corporate Director of Resources and appropriate Service Head.

Budget and Policy Framework

- 16.7. The Council's Budget and Policy Framework, as set out in its constitution, requires the Cabinet to submit initial budget proposals to the Chair of Overview and Scrutiny Committee and to allow 10 working days for a response before considering final proposals.
- 16.8. The decisions taken by Cabinet will constitute its initial proposals. These will be considered by the Overview and Scrutiny Committee before the Council meets to consider the Mayor's final budget proposals.
- 16.9. Any further results of consultation or feedback will be reported to the Council meeting.

17. COMMENTS OF THE CHIEF FINANCIAL OFFICER

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

18. LEGAL COMMENTS

- 18.1. The Council is required each year to set an amount of council tax. The obligation arises under section 30 of the Local Government Finance Act 1992 ("the 1992 Act") and must be done by 11 March each year for the following year. In order to set council tax, the Council must calculate the budget requirement in accordance

with section 32 of the 1992 Act. This requires consideration of estimated revenue expenditure in carrying out Council functions, estimated payments into the general fund, allowances for contingencies and required financial reserves, amongst other things.

- 18.2. Both the setting of council tax for a financial year and calculation of the budget requirement are matters that may only be discharged by the full council. This is specified in section 67 of the 1992 Act. The Council's Constitution reflects the statutory requirement. Article 4 of the Council's Constitution specifies that approving or adopting the budget is a matter for Full Council. The Budget and Policy Framework Procedure Rules in Part 4 of the Constitution specify the procedure to be followed in developing the budget.
- 18.3. Before calculating the budget requirement, the Council is required by section 65 of the 1992 Act to consult with persons or bodies who the Council considers representative of persons who are required to pay non-domestic rates under the Local Government Finance Act 1988. The procedure in the Budget and Policy Framework Procedure Rules requires the Executive to publish its timetable for making proposals for adoption of the budget and its arrangements for consultation. There must be consultation with the Overview and Scrutiny Committee. The report sets out proposals for the budget consultation for consideration by the Mayor in Cabinet.
- 18.4. In circumstances where the Council is calculating the budget requirement, the chief finance officer (the Corporate Director of Resources) is required by section 25 of the Local Government Act 2003 to report on the following matters: the robustness of the estimates made for the purposes of the calculations; and the adequacy of the proposed financial reserves. The Council is required to have regard to the chief finance officer's report before calculating the budget requirement. This report provides information from the chief finance officer about these matters.
- 18.5. The Council is obliged by section 151 of the Local Government Act 1972 to make proper arrangements for the management of its financial affairs. It is consistent with sound financial management and the Council's obligation under section 151 of the Local Government Act 1972 for the Council to adopt and monitor a medium term financial plan. The medium term financial plan informs the budget process and may be viewed as a related function.
- 18.6. The report provides information about risks associated with the medium term financial plan and the budget. This is consistent with the Council's obligation to make proper arrangements for the management of its financial affairs. It is also consistent with the Council's obligation under the Accounts and Audit (England) Regulations 2011 to have a sound system of internal control which facilitates the effective exercise of the Council's functions and which includes arrangements for the management of risk. The maintenance and consideration of information

about risk, such as is provided in the report, is part of the way in which the Council fulfils this duty.

- 18.7. The report provides details of the revised capital programme. The capital program does not form part of the determination of the budget requirement for the purposes of section 32 of the Local Government Finance Act 1992, but is nevertheless a closely related matter and it is appropriate for information to be provided about it at this time. Before the capital programme is agreed, there will be a need to ensure that projects are capable of being carried out within the Council's statutory functions and that any required capital finance will meet the requirements of Part 1 of the Local Government Act 2003 and the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003.
- 18.8. The report deals with the application of the dedicated schools grant (DSG). The financing of maintained schools is dealt with in Chapter IV of Part II of the School Standards and Framework Act 1998. The Council is required to allocate a budget share to every maintained school and this is progressively calculated by a prescribed process that requires determination of the LEA budget, the Council's schools budget, the individual schools budget and the maintained schools' budget share. For the financial year commencing 1 April 2014, detailed provision is to be made in new Regulations dealing with School and Early Years Finance ("the 2014 Regulations"). At the date of preparing this report, the 2014 Regulations had been the subject of consultation, but had not yet been made. Officers will need to ensure that the proposed application of the DSG complies with the 2014 Regulations when made.
- 18.9. The report proposes that the Mayor in Cabinet adopts an outline strategic plan, which is set out in Appendix 9. It is understood that the outline plan would be the subject of later development to create the Council's Strategic Plan, which would be brought forward for adoption by Cabinet in the new municipal year. The Council's Strategic Plan is closely aligned with the Community Plan, which sets out the Council's sustainable community strategy within the meaning of section 4 of the Local Government Act 2000. The Strategic Plan will specify how the Council will prioritise delivery of its functions and thus ranges across the council's statutory powers and duties. The development of the Strategic Plan, delivery of the Plan and monitoring should help the Council to discharge its best value duty under section 3 of the Local Government Act 1999 to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness".
- 18.10. The Equality Act 2010 requires the council in the exercise of its functions to have due regard to the need to avoid discrimination and other unlawful conduct under the Act, the need to promote equality of opportunity and the need to foster good relations between people who share a protected characteristic and those who do not. The report proposes that the council's Single Equality Framework will be incorporated into the Strategic Plan which the medium term financial plan and budget will help to deliver. It is also relevant to consider that the Community Plan

was the subject of equality analysis during its preparation. Further equality analysis will likely be required in the preparation of the final Strategic Plan and for delivery of actions under the Strategic Plan to ensure the council complies with its equality duty. The budget is proposed to be the subject of consultation and further equality analysis prior to presentation to Full Council.

19. ONE TOWER HAMLETS CONSIDERATIONS

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

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

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

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

20. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

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

21. RISK MANAGEMENT IMPLICATIONS

- 21.1. Managing financial risk is of critical importance to the Council and maintaining financial health is essential for sustaining and improving service performance. Setting a balanced and realistic budget is a key element in this process. Specific budget risks are set out in Section 10 of this report.

22. CRIME AND DISORDER REDUCTION IMPLICATIONS

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

23. EFFICIENCY STATEMENT

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

24. **APPENDICES**

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

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

LIST OF “BACKGROUND PAPERS” USED IN THE PREPARATION OF THIS REPORT

Brief description of “Background Paper”

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

Summary Draft Medium Term Financial Plan 2013-18

	2013-14 £'000	2014-15 £'000	2015-16 £'000	2016-17 £'000
Net Service Costs	292,004	295,732	294,663	309,081
Growth (Incl Public Health)	40,566	4,805	3,881	7,619
CLG Grants transferring into baseline	23,717	0	0	0
Savings				
Approved	(26,029)	(6,692)	0	0
New		0	0	0
Inflation	5,760	4,842	5,500	5,500
Core Grants (incl Public Health)	(40,522)	(1,961)	4,305	3,124
Earmarked Reserves (Directorates)	(530)	(565)	0	0
Contribution to/from Reserves	766	(1,498)	732	0
Total Funding Requirement	<u>295,732</u>	<u>294,663</u>	<u>309,081</u>	<u>325,324</u>
Government Funding	(150,670)	(122,551)	(86,595)	(69,271)
Retained Business Rates	(100,800)	(102,816)	(104,872)	(106,970)
Council Tax	(63,343)	(66,396)	(67,392)	(68,402)
Collection Fund Surplus	(1,645)	0	0	
Total Funding	<u>(316,458)</u>	<u>(291,763)</u>	<u>(258,859)</u>	<u>(244,643)</u>
Budget Gap (excl use of Reserves)	(20,726)	2,900	50,222	80,680
Unallocated Contingencies		0	0	0
Budgeted Contributions to Reserves	(766)	(1,034)	0	0
General Fund Reserves	21,492	(1,866)	(22,046)	(13,504)
Unfunded Gap	0	0	28,176	67,176
Savings to be delivered in each year			(28,176)	(39,000)
Balance on General Fund Reserves (£000s)	31/03/2014 59,552	31/03/2015 57,686	31/03/2016 35,640	31/03/2017 22,136

DETAILED ANALYSIS MTFP BY SERVICE

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

Service	Total	Savings		Growth	Adjustments	Total	Savings		Growth	Adjustments	Total	Savings		Growth	Adjustments	Total
	2013-14 £'000	Approved £'000	New £'000	£'000		2014-15 £'000	Approved £'000	New £'000	£'000	£'000	2015-16 £'000	Approved £'000	New £'000	£'000	£'000	2016-17 £'000
Education, Social Care and Wellbeing	193,525	(2,010)	0	1,020	(7,060)	185,475	0	0	138	0	185,613	0	0	1,111	0	186,724
Communities, Localities and Culture	76,616	(415)	0	1,493	(913)	76,781	0	0	1,235	0	78,016	0	0	910	0	78,926
Development & Renewal	19,744	(1,534)	0	(2,225)	(160)	15,825	0	0	261	0	16,086	0	0	339	0	16,425
Resources	6,541	(230)	0	0	(36)	6,275	0	0	0	0	6,275	0	0	0	0	6,275
Chief Executives	9,592	0	0	0	(277)	9,315	0	0	0	0	9,315	0	0	0	0	9,315
Public Health	29,982	0	0	0	0	29,982	0	0	0	0	29,982	0	0	0	0	29,982
Net Service Costs	336,000	(4,189)	0	288	(8,446)	323,653	0	0	1,634	0	325,287	0	0	2,360	0	327,647
Other Net Costs																
Capital Charges	9,444	0	0	1,845	0	11,289	0	0	0	0	11,289	0	0	0	0	11,289
Levies	1,661	0	0	0	0	1,661	0	0	0	0	1,661	0	0	0	0	1,661
Pensions	15,392	0	0	2,800	0	18,192	0	0	2,000	0	20,192	0	0	1,500	0	21,692
Other Corporate Costs	(5,923)	(2,503)	0	(128)	4	(8,550)	0	0	247	0	(8,303)	0	0	3,759	0	(4,544)
Total Other Net costs	20,575	(2,503)	0	4,517	4	22,593	0	0	2,247	0	24,840	0	0	5,259	0	30,099
Public Health Grant	(31,382)	0	(879)	0	0	(32,261)	0	0	0	0	(32,261)	0	0	0	0	(32,261)
Core Grants	(23,452)	(3,000)	(1,468)	3,386	0	(24,534)	(3,000)	(1,656)	8,961	0	(20,229)	0	0	3,124	0	(17,105)
Reserves																
General Fund (Corporate)	0	0	0	0	0	0	0	0	(766)	0	(766)	0	0	0	0	(766)
Earmarked (Directorate)	(9,308)	0	0	0	7,877	(1,431)	0	0	0	0	(1,431)	0	0	0	0	(1,431)
General Fund (Smoothing)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Inflation	3,299	0	(1,500)	6,342	0	8,141	0	(1,500)	7,000	0	13,641	0	(1,500)	7,000	0	19,141
Total Financing Requirement	295,732	(9,692)	(3,847)	14,533	(565)	294,663	(3,000)	(3,156)	19,076	0	309,081	0	(1,500)	17,743	0	325,324
Government Funding	(150,670)	0	(82)	28,201	0	(122,551)	0	(119)	36,075	0	(86,595)	0	(139)	17,463	0	(69,271)
Retained Business Rates	(100,800)	0	(2,016)	0	0	(102,816)	0	(2,056)	0	0	(104,872)	0	(2,098)	0	0	(106,970)
Council Tax	(63,343)	0	(3,053)	0	0	(66,396)	0	(996)	0	0	(67,392)	0	(1,011)	0	0	(68,402)
Collection Fund Surplus	(1,645)															
Total Financing	(316,458)	0	(3,135)	28,201	0	(291,763)	0	(1,115)	36,075	0	(258,859)	0	(1,150)	17,463	0	(244,643)

GROWTH

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

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

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

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

REF	Corporate Costs	2014/15	2015/16	2016/17	Total	2014/15 - 2016/17
		£000's	£000's	£000's		£000's
	Capital Charges	1,000	0	0		1,000
	Pension Costs	2,000	2,000	1,500		5,500
	Auto Enrolment - Pension Fund	800	0	0		800
	Welfare Benefit Reform Contingency	-1,000	0	0		-1,000
	Investment Income	845	0	0		845
	Inflation	4,842	5,500	5,500		15,842
		8,487	7,500	7,000		22,987
	Total Growth Bids (All directorates)	10,897	10,771	9,021		30,689

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

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

TITLE OF ITEM: Demographic Pressures in Adult Social Care

DIRECTORATE: Education, Social Care & Wellbeing

SERVICE AREA: Adult Social Care

LEAD OFFICER:
John Rutherford

FINANCIAL INFORMATION:

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

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

DESCRIPTION & JUSTIFICATION

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

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

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

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

**Item Ref. No:
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Predicted population growth in Tower Hamlets will inevitably bring an increase in the number of people who need adult social care services. Tower Hamlets has high levels of deprivation, which in turn is associated with poor mental and physical health. Deprivation levels may be further exacerbated by welfare reform. An increase in the number of people living for longer with poor health is also a factor driving an increase in demand for adult social care across all client groups.

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

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

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

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

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

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

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

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

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

1. RISKS AND IMPLICATIONS:

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

Older People

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

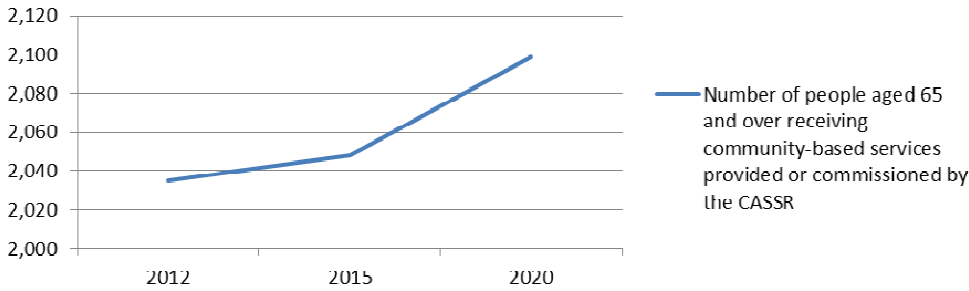
Home care, which is particularly heavily used by older people in Tower Hamlets, is expected to continue to be under growing pressure over the next 8 years. The charts below uses POPPI projections, applied to Tower Hamlets RAP returns from 2008/9-2011/12, to forecast the projected increase in demand for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

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

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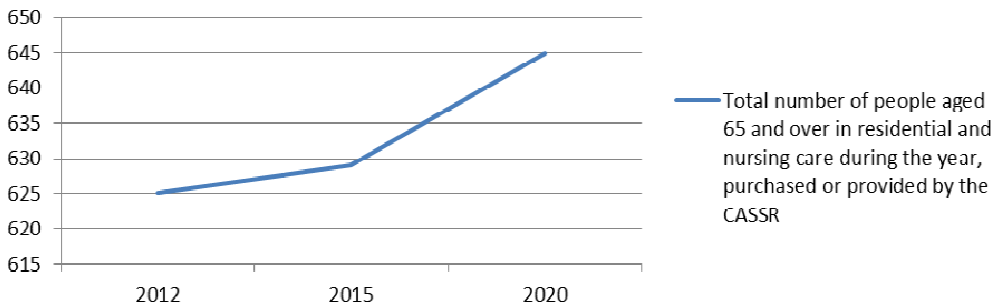
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Number of people aged 65 and over receiving community-based services provided or commissioned by the CASSR



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

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



Clients with Learning Disabilities

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

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

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

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

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

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

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

Mental Health Clients

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

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

Mental Health Service usage 2008-9 to 2012-13

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

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

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

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

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

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

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

Clients with Physical Disabilities

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

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

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

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

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

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

2 | VALUE FOR MONEY/EFFICIENCY

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

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

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

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

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

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

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

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

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

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

FINANCIAL INFORMATION:

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

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

DESCRIPTION & JUSTIFICATION

Growth Calculation:

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

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

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

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

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

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receiving each form of travel assistance.

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

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

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

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

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

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

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

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

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

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

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

Table 2: Four Year Cost Projections

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

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

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

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

1. RISKS AND IMPLICATIONS:

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

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

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

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

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

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

2 | VALUE FOR MONEY/EFFICIENCY

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

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

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

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

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

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

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

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

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

Average Cost per Pupil - £3461.61

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

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

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

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

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

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

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

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

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

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

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

DESCRIPTION & JUSTIFICATION

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

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

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

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

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

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

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

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

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

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

DESCRIPTION & JUSTIFICATION

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

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

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

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

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

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

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Growth Calculation:

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

1. RISKS AND IMPLICATIONS:

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

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

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

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

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

2 VALUE FOR MONEY/EFFICIENCY

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

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

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

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

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

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

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

DESCRIPTION & JUSTIFICATION

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

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

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

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

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

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

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

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

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

Municipal Residual Waste:

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

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

Dry Recycling:

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

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

Other Wastes (Organic wastes and healthcare waste):

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

Additional Cost of Waste Collection

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

1 x additional collection round £250,000

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

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

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

1. RISKS AND IMPLICATIONS:

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

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

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

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

2 VALUE FOR MONEY/EFFICIENCY

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

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The Council has made significant strides in mitigating the costs of waste treatment and disposal by diverting waste from landfill disposal to other forms of waste treatment and reducing exposure to the increases in Landfill Tax with the cost per tonne for alternative treatment in 2014/15 being £102 per tonne. The current equivalent per tonne cost for residual waste to landfill (including Landfill Tax) within the Veolia contract is £153.50. This would rise to £161.50 in 2014/15 with the additional £8 per tonne increase in Landfill Tax.

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

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

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

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

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

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

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

DESCRIPTION & JUSTIFICATION

Growth Calculation:

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

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

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

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

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

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

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

1. RISKS AND IMPLICATIONS:

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

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

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

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

2 VALUE FOR MONEY/EFFICIENCY

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

There is no alternative to the CRC.

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

**COMMITTED / UNAVOIDABLE GROWTH BID
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Item Ref. No:
GRO/RES/01/14

TITLE OF ITEM: Pension Fund Auto-Enrolment

DIRECTORATE: Resources

SERVICE AREA: Corporate Finance

LEAD OFFICER: Paul Thorogood

FINANCIAL INFORMATION:

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

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

DESCRIPTION & JUSTIFICATION

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

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

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

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

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GRO/RES/01/14

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

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

1. RISKS AND IMPLICATIONS:

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

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

2 VALUE FOR MONEY/EFFICIENCY

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

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

**COMMITTED / UNAVOIDABLE GROWTH BID
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Item Ref. No:
GRO/RES/02/14

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

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

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

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

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

1. RISKS AND IMPLICATIONS:

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

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

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

2 VALUE FOR MONEY/EFFICIENCY

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

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

APPROVED SAVINGS

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

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

RESERVES AND BALANCES

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General Reserves

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

RESERVES AND BALANCES

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

RESERVES AND BALANCES

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

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

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

Opportunity Costs

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

RESERVES AND BALANCES

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

Insurance Reserve

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

Improvement and Efficiency Reserves

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

Parking Control Account

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

RESERVES AND BALANCES

Schools' Reserves

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

Capital Programme

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

Other Corporate and Service Specific Earmarked Reserves

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

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

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

Sensitivity Analysis

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

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

RESERVES AND BALANCES

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

RISK EVALUATION 2014/15

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

Projected movement in Reserves April 2013 to March 2017

	31.3.13 £million	31.3.14 £million	31.3.15 £million	31.3.16 £million	31.3.17 £million
General Fund Reserve	38.1	59.6	57.7	35.6	22.1
Earmarked Reserves					
Corporate					
Improvement & Efficiency	9.3	5.4	5.3	5.2	5.2
Severance	7.0	7.0	7.0	7.0	7.0
Finance Systems	2.2	2.0	1.6	1.2	0.7
ICT Refresh	1.3	0.6	0.6	0.6	0.6
Olympics	0.7	0.7	0.7	0.7	0.7
Education Grant Reduction	2.6	1.9	1.9	1.9	1.9
Employment and other Corporate Initiatives	11.9	6.9	5.6	4.6	4.6
Other	2.1	2.0	1.9	1.9	1.9
Service Specific					
Homelessness	3.0	1.5	1.3	1.3	1.3
Parking Control	1.8	0.4	-	0.7	0.7
Development & Renewal other	3.3	2.5	1.8	1.7	1.6
Communities, Localities and Culture	1.1	0.1	0.1	0.1	0.1
Education, Social Care & Well Being (Childrens')	1.1	-	-	-	-
Education, Social Care & Well Being (Adults')	5.3	1.5	-	-	-
Chief Executive's and Resources	0.5	0.1	0.1	0.1	0.1
Revenue Reserves, Other					
Insurance	23.1	23.1	23.1	23.1	23.1
Schools	31.9	35.1	31.9	28.6	25.4
Early Intervention	5.0	0.5	-	-	-
Housing Revenue Account	16.2	16.2	16.2	16.2	16.2
Capital	22.0	15.1	14.3	13.3	13.3
Earmarked Reserves surplus to requirements	-	-	-	-	-
	189.5	182.2	171.1	143.8	126.5

SCHOOLS BUDGET

SCHOOLS FUNDING

NB This appendix is based on information provided to Schools Forum at its meeting on 11th December 2013. The only material change is a recognition that the DSG will reflect the estimated 475 additional pupils in the autumn 2013 pupil census.

1. INTRODUCTION / SUMMARY

- 1.1. In March 2012 the Department for Education (DfE) started the process to reform the school funding system towards a fairer, more consistent and transparent approach with regards to the document 'School Funding Reform: Next steps towards a fairer system'. In order to support movement towards a national funding formula, from 2013/14 the DfE started the process of a simpler and more consistent arrangement for distributing funding to schools and other providers.
- 1.2. The Local Authority (LA) worked with the Schools' Forum and developed a new local formula for 2013-14, using the simplified and consistent factors that were allowed and the small number of exceptional factors which were in place for 2013-14.
- 1.3. Following the implementation of the first stage of the reforms, the Education Funding Agency (EFA) carried out a short review in order to understand to what extent further changes were required for 2014/15 in order to move closer to a national funding formula, and to ensure that there had been no unintended consequences as a result of the arrangements for 2013/14.
- 1.4. In February 2013 the DfE undertook a review of the 2013-14 arrangements across the country; results of the review were published in June 2013 along with some changes that are required for 2014/15 to resolve some anomalies and to move further towards a national funding formula.
- 1.5. In September 2013 Schools Forum considered a high level view of the potential income and expenditure in the Schools Budget for 2014/15. This model has been refreshed in Table 1 below. Firm figures for much of the Schools Budget settlement are expected imminently and would supercede the forecasts included here.

Table 1: Illustrative forecast of potential 2014/15 Schools Budget position

Future income	£'000	Future expenditure	£'000
Gross Schools Budget allocation 2013/14	334,300	Gross Schools Budget allocation 2013/14	334,300
less b/f from 2012/13	-5,553	less retained b/f allocations 2013/14	-432
Add c/f forecast 2013/14	4,612	add back one-off Summer Grant adj	145
less phased out support for 3YO places	-429	less Year 2 impact of full-time 3YO changes	-372
less Post 16 High Needs Funding not guaranteed for future	-837	less reduction in devolved budgets if all mainstream schools limited to the Minimum Funding	-492

Future income	£'000	Future expenditure	£'000
		Guarantee	
Change in 2 year old funding (This may be known by the time of the meeting)	?	Keep Central and High Needs budgets as per 2013/14	0
Reduction to allow the DSG nationally to meet the Carbon Reduction Commitment for schools	-?	Position if half of the unfilled 2YO places are filled (ie half the underspend recurs)	-1,786
Adjustment, dependent on how the FSM commitment for R,1 and 2 is funded.	?		
475 additional pupils at £7k	3,325		
Basic forecast of 2014/15 Schools Budget income	335,980	Basic forecast of 2014/15 Schools Budget expenditure	331,363
		Difference (ie estimated unallocated amount)	-4,617

- 1.6. Schools Forum will recall that the funding available for 2014/15 will not include the £3.250m one-off brought forward used for 2013/14. The effect of this is that every single primary and secondary school's formula budget in Tower Hamlets would be funded on the basis of the Minimum Funding Guarantee for 2014/15 (ie 98.5% of last year's per pupil funding plus the lump sum of £0.100m and their rates bill).
- 1.7. The DfE are intending to make few changes to the arrangements for high needs funding arrangements for special schools, Alternative Provision and post-16 provision, They will, however, align funding for pre- and post-16 systems closer together in 2014-15.
- 1.8. Firm budget information for 2014/15, based on the October 2013 pupil census, is expected from the Department for Education at some point in early December 2013.

2. SCHOOLS BUDGET 2014-15 – SOURCES OF INCOME

- 2.1. The Dedicated Schools Grant (DSG) settlement for 2014/15 will be a one year settlement which is not expected to be released until after the Chancellor's Autumn Statement which is scheduled for 5th December 2013. Whilst the national quantum has been set for school funding in 2014/15 there are some uncertainties relating to both the settlement and its timing.
- 2.2. The DSG settlement is calculated in three blocks and the expectations for 2014/15 for each block are set out below. Information from the EFA suggests that the timing of the settlement for each of the blocks may be different.

- 2.3. **Schools Block** - This is expected in December and has been confirmed as cash flat per pupil settlement based upon the October 2013 census. The Minimum Funding Guarantee (MFG) is confirmed as minus 1.5% per pupil for 2014/15. Potentially, there may be an adjustment to allow the costs of Carbon Reduction Commitment to be deducted for all schools nationally. There may also be an impact of the commitment to FSM for Reception, Year 1 and Year 2 if this is not done through a specific grant.
- 2.4. The DfE confirmed that the Guaranteed Unit of Funding (GUF) for the Schools Block would continue to be frozen at the 2013-2014 rates for 2014-2015. Any change in allocation will therefore be due to changes in pupil numbers in the October 2013 census, or technical changes arising from additional free school meals funding or to take account of the carbon reduction commitment. Draft census figures indicate an increase of 475 which would result in an additional Schools Block funding.
- 2.5. The provisional pupil count from the October 2013 census is in **Table 2**.

Table 2: Change in Pupil numbers between years

Pupil No's	Autumn 12	Provisional Autumn 13	Change
Primary	21,633	22,104	471
Secondary	12,752	12,756	4
Totals	34,385	34,860	475

- 2.6. **High Needs** - This is confirmed as cash settlements based upon previous spend, it is not expected that the settlement will be adjusted for changes in demand and numbers of pupils. Nonetheless, the DfE will need to adjust for:
- any changes in planned places;
 - the full-year effect of the Post16 High Needs allocations that started in September 2013; and
 - whether higher levels of places needed for Post 16 that were initially identified as not guaranteed would be made permanent or not.
- 2.7. 2014/15 will be the first full financial year for the post-16 funding (HN) changes which may bring pressure on the settlement. The settlement for this block is not expected until March 2014 and will give problems in balancing the overall budget; the budget will need to be agreed before this is confirmed in order that budget information can be released to schools. This is a particular issue given that in 2013/14 the EFA made a number of changes to the settlement post April 2013; it is not known whether this will be the case again.
- 2.8. **Early Years** It is expected that this settlement will be a per pupil amount based upon the Spring term headcount for three and four year olds using the same funding rates as 2013/14. Confirmation of the settlement will be after the budget has been set, as in previous years it will be necessary to estimate on un-validated headcount information. It is also anticipated that the

settlement will include funding for two year old places. Again this settlement is expected to be the same per pupil as for 2013/14 and will not allow for any increase in the rate paid to providers for places.

- 2.9. **EFA Post 16 Grant.**- For planning purposes EFA Post 16 income and expenditure has been set at 2013/14 levels (£17.185m)
- 2.10. **Pupil Premium**- From April 2014 children who are looked after will attract a higher rate of funding than children from low-income families, the 'pupil premium plus', which will be £1,900 per pupil for 2014-15. This is to reflect the unique challenges they face at school where they often struggle to keep up with their peers at both primary and secondary level. The premium for primary FSM 'Ever 6' pupils will increase to £1300 per pupil, while secondary FSM 'Ever 6' pupils will attract £935.
- 2.11. **Free School Meals Grant**-Coalition Government has announced free school meals for all Reception, Year 1 and Year 2 pupils from September 2014; however the detail operations of the FSM scheme and funding are yet to be announced.
- 2.12. **Table 3** below summarises the estimated sources of income for the Schools Budget for 2014/15, on the basis of current knowledge. It corresponds to the high level calculation of income in **Table 1**. **Appendix 1** provides explanations about the reasons for changes. Subject to decisions of Schools Forum in January and March 2014 about the Schools Budget and subject to final allocations confirmed by DfE, this report suggests that around £4.617m may be left unallocated on the basis of the expenditure assumptions explained in the next section.

Table 3: Summary of Estimated Sources of Income for Schools Budget 2014/15

Component	Schools Budget 2013/14	Possible changes	Possible Schools Budget 2014/15
1.7.1 DSG	-299,654,000	4,929,350	-294,724,650
1.7.2 DSG b/f	-5,553,000	941,000	-4,612,000
1.7.3 EFA Grants	-17,185,671	0	-17,185,671
1.7.5 Academy Recoupment	-11,908,000	-2,933,350	-14,841,350
Total Funding Schools Budget to match expenditure plans in Section 3.	-334,300,671	2,937,000	-331,363,671
Unallocated DSG	-562,000	-4,055,000	-4,617,000
Total resources available / expected	-334,862,671	-1,118,000	-335,980,671

3. SCHOOLS BUDGET 2014/14 – ISSUES REGARDING EXPENDITURE PLANS

- 3.1. **Summary.** Schools Forum is not being asked to agree a firm budget plan for 2014/15 at this stage. This section sets out the position of each of the components of the Schools Budget for 2014/15 and identifies what work still has to be done or what further information is required before firm figures can be put forward. This is particularly the case for the large commissioning

budgets for Early Years, Special Needs and Alternative Provision, all of which need a review of the commitments for 2014/15 by the next meeting. **Appendix 1** sets out more detail on the components.

- 3.2. **APT Primary and Secondary** - The last meeting of the schools forum in September, approved the provisional Authority Proforma Tool (APT) detailing the adjusted schools formula. This was submitted to the DfE by 31st October 2013. The key changes required to meet the regulations including the changes to the data were:
- **Prior attainment secondary data** – maintain the same quantum of funding for this factor, even although the dataset is now different.
 - **Place numbers in SRP units** - numbers on roll less **places** rather than pupils, which will result in a real reduction in funding for such schools with differences between their filled and total SRP places.
- 3.3. The schools formula for 2014/15 has been modelled on provisional October 2013 pupil numbers combined with October 2012 pupil data and so should be considered indicative only.
- 3.4. Bow School will cease to occupy PFI premises from September 2014 and consequently receive reduced PFI factor funding for 2014-15. The LA has obtained approval via the DfE in September 2013 that this small element of funding for this factor (£42,716) for Bow School only is outside the MFG in 2014-15.

Table 4: Comparison of forecast requirement for core primary and secondary budgets with underlying funding available

Minimum Funding Guarantee	£227.149m
Rates (Estimated 14-15)	£3.933m
Lump Sum	£8.300m
Bow PFI (5/12ths) until sept 2014	0.043m
Funding requirement 2014-15	£239.425m
Explained by:	
School Budget Shares (Primary and Secondary) 2013/14	£239.917m
less additional one-off DSG allocated in 2013-14	-£3.250m
Add increase in pupils	£2.758m
Total	£239.425m

- 3.5. **Table 4** above sets out the funding requirement for primary and secondary schools' main formula, if the £3.250m one-off brought forward used for 2013/14 is removed and if all schools in Tower Hamlets will be funded on the basis of the Minimum Funding Guarantee for 2014/15 (ie 98.5% of last year's per pupil funding plus the lump sum of £0.100m and their rates bill).
- 3.6. **Special Schools and SRP** – The change in the “regulations (14,2,a) provides that SEN places, whether filled or unfilled, do not count towards a school's pupil numbers for the purpose of calculating its budget though the mainstream funding formula”. This caused some confusion nationally in 2012-13 and the Tower Hamlets formula was operated by only not counting filled places in

resource units. This does mean that schools with resource bases may lose funding in 2014-15 as unfilled places will be removed from their overall numbers but it is correct as they do receive £10,000 per place.

- 3.7. In 2014/15, top up funding per pupil for special schools cannot be reduced by more than 1.5% per pupil for a pupil with similar characteristics. By contrast, in 2013/14, a special school's budget (both places and top up) could not be reduced by more than 1.5% in total., but the protection had to be built into the per pupil top up rates rather than provided as a lump sum The impact of this is that anomalous protection can be granted to a special school whose actual or estimated pupil numbers were low in 2013/14 but have since increased. As the protection is a sum per pupil, the total protection received will increase as the number of pupils increases, even where it was originally provided to assist the school with managing a large number of vacancies.
- 3.8. The number of funded places from 2014/15 are currently being considered with individual institutions. Proposed places are to be submitted to the EFA later this month. The EFA has been keen for Authorities to narrow any gaps between actual pupils and the place numbers funded.
- 3.9. **The Pupil Referral Unit** is currently working through the new responsibilities as a school and having to manage the changes brought about by School funding reforms as well. Their funding is no longer fixed at the start of the year (based largely on places), the majority of their funding will only be provided if pupils are placed at their setting throughout the year. Their administrative processes for agreeing rates, tracking pupils and recovering funding from a range of commissioners are now established. Places for the PRU, too, have to be submitted to the EFA later this month.
- 3.10. **De-delegated services** - Mainstream schools may receive additional devolved responsibilities if Schools Forum decides on whether six particular services should be devolved or not for maintained schools (but not academies).
- 3.11. Schools Forum will be asked to make decisions about de-delegation for the six services in Table 5 at the January 2014 meeting of Schools Forum. Appendix 2 sets out details of the services. The rates would be unchanged on 2013/14, but de-delegation would only apply to maintained schools, not academies. This means that there would be a smaller amount for all these services than previously.

Table 5: Overall funding for the 6 candidate services for de-delegation 2014/15

De-delegation services		Primary	Secondary	Total
Pupil Numbers (excluding academies)		20,727	11,972	32,699
Values	Unit value	£'000	£'000	£'000
Contingencies (other than pupil number growth)	£14.93	£309	£178	£487
Free School Meals Eligibility	£3.86	£80	£46	£126
Licences/ subscriptions	£1.47	£30	£18	£48

Staff costs supply cover	£9.70	£201	£116	£317
Support to underperforming ethnic minority groups and bilingual learners	£15.82	£328	£189	£517
Behaviour support services	£8.70	£180	£104	£284
	£54.48	1,128	£651	£1,779

- 3.12. For Academies, the new formula will be the basis for allocating DSG funding to them, rather than the more convoluted method currently. The only difference between mainstream schools and academies in their entitlement to DSG funding would be that element of the six services above that Schools Forum determined should be de-delegated for maintained schools.
- 3.13. **High Needs Pupils** - Work is on-going in collaboration with High Needs providers in planning the high needs places and provision for 2014/15. It is the intention to at least maintain the current provision and banded top up funding, so for planning purposes the 2013/14 budget has been used. Post 16 high needs funding (Element 1 and 2) has been included at the actual rates for 2013/14, but note this is matched by EFA funding. All other High Needs funding will be confirmed in March 2014
- 3.14. **Early Years** - For Early Years settings, the changes to the formula are limited and it is not thought that there will be any particular impacts on such settings that would not already have happened with the existing formula. The Early Years January 2014 census will be used for the opening DSG allocation and therefore the same level of funding as currently has to be assumed at this time. The funding associated with the increase to 40% eligibility from September 2014 is yet to be confirmed.
- 3.15. **Central Provision.** Further work is needed on Central Provision, in particular in estimating the growth provision required for 2014/15. It is not expected that other central provision budgets will require more resource at this stage.
- 3.16. **Table 6** below summarises the emerging expenditure plans for 2014/15, which are explained in more detail in **Appendix 1**.

Table 6: Summary of developing School Budget for 2014/15

Schools Forum Summary	Schools Budget 2013/14	Possible changes	Possible Schools Budget 2014/15
1.0 ISB	262,955,293	-828,529	262,126,764
1.1 De-delegated items	1,788,471	-9,471	1,779,000
1.2 High Needs	36,831,673	89,000	36,920,673
1.3 Early Years	26,998,012	-2,158,000	24,840,012
1.4 Central Provision	5,727,222	-30,000	5,697,222
Total Illustrative Schools Budget 2014/15	334,300,671	-2,937,000	331,363,671

4. 2015/16 Expectations

- 4.1 It remains the intention of the DfE to move to the next stage of what is now the National Fair Funding Formula in 2015/16 and a consultation is expected on the framework and detail of its implementation early in 2014. It can be expected that the challenges faced by local authorities in implementing the 2013/14 changes will be present again in the lead in time to 2015/16.
- 4.2 The EFA announced recently through a national funding conference that the expectation is that the DSG settlement for 2015/16 may be 'better than cash flat', it is uncertain what this means but it could indicate that there may be transitional funding to assist its implementation.
- 4.3 The National Fair Funding Formula will only apply to the Schools Block settlement and the distribution of funding to individual schools. There is no indication of how the High Needs block will be flexed to take account of changes in the number of high needs pupils, this is a concern given that the current settlement is based upon historical spend and not need.
- 4.4 It has been confirmed that MFG will be present within the new arrangements but have not stated at what level that will be. Ministers have also stated that they wish to see movement to the national formula sooner rather than later, the speed of the transition will dictate the level of MFG with a shorter transition resulting in more turbulence and greater losses and gains for schools.
- 4.5 For the Early Years Block it is expected that this will continue to be a per capita amount for three and four year olds, two year old funding is also expected to move to a participation basis rather than the current position of funding eligible children. The DfE wish to move to a national early years formula possibly for 2016/17

DSG heading	DSG sub-heading	Provisional			Comment	SF Category
		2013/14 budget	Possible change	2014/15 budget		
1.0 ISB	1.0.1a Nursery	25,114,825	-2,158,000	22,956,825	Some adjustment to planned spend on 2 year olds will be needed to reflect level of activity expected (-£1.786m, representing half of the underspend for 2013/14). Current allocations are beyond the current capacity to deliver. Plus the planned reduction in costs arising from fewer full-time places in maintained provision (-£0.372m)	1.3 Early Years
1.0 ISB	1.0.1a Primary	133,223,692	445,101	133,668,793	Difference reflects change in the APT impact by sticking to the Minimum Funding Guarantee. SRP places still to be confirmed for 2014/15. Updated gross budgets for academies without de-delegation.	1.0 ISB
1.0 ISB	1.0.1b Secondary	123,385,601	-927,630	122,457,971	Difference reflects change in the APT impact by sticking to the Minimum Funding Guarantee. SRP places still to be confirmed for 2014/15. Updated gross budgets for academies without de-delegation. No change to Post 16 allocation.	1.0 ISB
1.0 ISB	1.0.1c PRU	1,946,000	-346,000	1,600,000	Brought forward removed. Place numbers for 2014/15 to be confirmed	1.0 ISB
1.0 ISB	1.0.1c Special Schools	4,400,000		4,400,000	Special School places still to be confirmed for 2014/15.	1.0 ISB
1.0 ISB	1.0.1g Pupil Premium	0		0		1.0 ISB
1.1 De-delegated items	1.1.1 Contingencies	465,874	21,126	487,000	In-year conversions to academies were adjusted using this budget. The provisional figure for 2014/15 represents 2013/14 rate for number of pupils at current maintained schools.	1.1 De-delegated items
1.1 De-delegated items	1.1.2 Behaviour	290,849	-6,849	284,000	Provisional: 2013/14 rate, Oct 13 census for current maintained schools.	1.1 De-delegated items
1.1 De-delegated items	1.1.3 UPEG and bilingual	529,823	-12,823	517,000	As per 1.1.2	1.1 De-delegated items
1.1 De-delegated items	1.1.4 FSM Eligibility	128,758	-2,758	126,000	As per 1.1.2	1.1 De-delegated items
1.1 De-delegated items	1.1.7 Licences and Subs	48,887	-887	48,000	As per 1.1.2	1.1 De-delegated items
1.1 De-delegated items	1.1.8 Staff costs	324,280	-7,280	317,000	As per 1.1.2	1.1 De-delegated items
1.2 High Needs	1.2.1 Top-up funding - maintained	21,962,804		21,962,804	Figures to be reassessed for Jan 14 Schools Forum	1.2 High Needs
1.2 High Needs	1.2.2 Academies and Free Schools	0		0	Figures to be reassessed for Jan 14 Schools Forum	1.2 High Needs
1.2 High Needs	1.2.3 Independent providers	7,325,304		7,325,304	Figures to be reassessed for Jan 14 Schools Forum	1.2 High Needs
1.2 High Needs	1.2.4 Other AP provision	2,662,658	89,000	2,751,658	Figures to be reassessed for Jan 14 Schools Forum. B/f for managed moves removed. One-off grant income removed.	1.2 High Needs
1.2 High Needs	1.2.5 SEN Support Services	4,338,874		4,338,874	Figures to be reassessed for Jan 14 Schools Forum	1.2 High Needs
1.2 High Needs	1.2.6 Support for Inclusion	48,000		48,000	Figures to be reassessed for Jan 14 Schools Forum	1.2 High Needs

DSG heading	DSG sub-heading	2013/14 budget	Possible change	Provisional 2014/15 budget	Comment	SF Category
1.2 High Needs	1.2.8 Hospital Education	460,000		460,000	Figures to be reassessed for Jan 14 Schools Forum	1.2 High Needs
1.2 High Needs	1.2.9 PFI and BSF costs at special schoo	34,033		34,033	Will be updated to reflect actual charges for Phoenix.	1.2 High Needs
1.3 Early Years	1.3.2 EY 2 year olds	152,543		152,543	Figures to be reassessed for Jan 14 Schools Forum	1.3 Early Years
1.3 Early Years	1.3.3 EY Central	1,730,644		1,730,644	Figures to be reassessed for Jan 14 Schools Forum	1.3 Early Years
1.4 Central Provision	1.4.1 Combined budgets	1,639,822	-30,000	1,609,822	B/f for Virtual School removed.	1.4 Central Provision
1.4 Central Provision	1.4.2 Admissions	728,800		728,800	No change expected	1.4 Central Provision
1.4 Central Provision	1.4.3 Schools Forum	30,000		30,000	No change expected	1.4 Central Provision
1.4 Central Provision	1.4.4 Termination costs	1,117,000		1,117,000	No change expected	1.4 Central Provision
1.4 Central Provision	1.4.5 Carbon reduction commitment allow	0		0		1.4 Central Provision
1.4 Central Provision	1.4.8 Fees to ISS (Not SEN)	509,600		509,600	Currently underspending, so needs to be reassessed for Jan 14 Schools Forum	1.4 Central Provision
1.4 Central Provision	1.4.10 Pupil growth/ Infant class sizes	1,644,000		1,644,000	Calculation to be done for Jan 14 Schools Forum, based on known planned expansions and current policy. SF will need to approve this budget specifically.	1.4 Central Provision
1.4 Central Provision	1.4.12 Exceptions agreed by Secretary of	58,000		58,000	Will be updated to reflect actual charges for 2013/14 and any changes expected for 2014/15.	1.4 Central Provision
1.7 Funding Source	1.7.1 DSG	-299,654,000	4,929,350	-294,724,650		1.7.1 DSG
1.7 Funding Source	1.7.2 DSG b/f	-5,553,000	941,000	-4,612,000	Reflects forecast c/f at 31st March 2014	1.7.2 DSG b/f
1.7 Funding Source	1.7.3 EFA Grants	-17,185,671	0	-17,185,671	No change expected	1.7.3 EFA Grants
1.7 Funding Source	1.7.5 Academy Recoupment	-11,908,000	-2,933,350	-14,841,350	Based on provisional APT for the 4 current academies.	1.7.5 Academy Recoup
SCHOOLS BUDGET TOTAL		0	0	0		

Schools Forum Summary			
1.0 ISB	262,955,293	-828,529	262,126,764
1.1 De-delegated items	1,788,471	-9,471	1,779,000
1.2 High Needs	36,831,673	89,000	36,920,673
1.3 Early Years	26,998,012	-2,158,000	24,840,012
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Total Schools Budget	334,300,671	-2,937,000	331,363,671
1.7.1 DSG	-299,654,000	4,929,350	-294,724,650
1.7.2 DSG b/f	-5,553,000	941,000	-4,612,000
1.7.3 EFA Grants	-17,185,671	0	-17,185,671
1.7.5 Academy Recoupment	-11,908,000	-2,933,350	-14,841,350
Total funding for Schools Budget	-334,300,671	2,937,000	-331,363,671

De-delegation- business cases for schools forum

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

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

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

These figures are **PROVISIONAL**, based on the number of maintained schools currently and the prevailing rates for 2013/14. **Final figures will be presented to Schools Forum in January 2014 for a final decision** on each of the six services by primary school representatives and secondary school representatives on whether de-delegation should apply for 2014/15.

1. Schools Specific Contingency

£2.143m in total of which:

Amount requested: £487k expected to be sought as de-delegation and £1.644m provisionally expected to be automatically retained by the Local Authority for in-year pupil growth, but officers are reassessing this for Schools Forum in January 2014.

These figures need to be assessed nearer the start of 2014/15 financial year to take account of the particular circumstances envisaged for that year.

Per pupil amount: **£14.93**

The table below shows what is funded by this money

Item	Amount (£k)
Schools Block Contingencies' Include: i. Exceptional unforeseen costs which it would be unreasonable to expect governing bodies to meet; ii. Schools in financial difficulty; and, iii. Additional costs relating to new, reorganised or closing schools.	487

What is provided?

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

Why de-delegate

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

2. Free school meals eligibility assessment

Amount requested: £126k

Per pupil rate: **£3.86**

The table below shows what is funded by this money:

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

What does the service provide?

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

Why de-delegate?

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

3. Licences and Subscriptions

Amount requested: £48k

Per pupil rate: **£1.47**

The table below shows how this funding is used:

Item	Amount (£k)
ALPS (data analysis tool for secondary attainment) PRS for Music – performing Right Society copyright licence PPL Copyright – Phonographic Performance Limited Copyright Licence PVS Licence – Public Video Screening licence ERA – Educational Recording Licence to enable schools to record television and Radio broadcasts CLEAPS – To cover schools from nursery to sixth form – Health & Safety and curriculum support.	48

What does the service provide?

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

The DfE have negotiated a national agreement with the Copyright Licensing Agency (CLA), and the Music Publishers Association (MPA). This means that the authority will be able to hold funding for all maintained schools and academies and pay the DfE for that service. So, schools will no longer be required to maintain individual licenses and, £58k has been deducted from the overall total to arrive at the figures above.

Why de-delegate

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

4. Staff Supply cover

Amount requested: £317k

Per pupil rate : **£9.70**

The table below shows what is funded by this money:

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

What does the service provide?

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

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

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

Why de-delegate?

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

5. Ethnic Minority Attainment

Amount requested: £517k

Per pupil rate : **£15.82**

The table below shows how this funding is used.

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

What does the service provide?

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

Why de-delegate?

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

6. Behaviour Support

Amount requested: £284k

Per pupil rate : **£8.70**

The table below shows what is funded by this money:

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

What does the service provide?

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

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

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

The work includes:

0.5fte post for advice, guidance and interventions to prevent bullying, including cyber bullying, in and around schools and direct case-work with children and families where mediation between school and home is required.

Systemic work with schools where local data or national inspections have identified behaviour may be a cause for concern. This might include policy work, auditing and review (data and operational practice) school based professional development through training and coaching support targeted class/ year group/ department work to improve Behaviour for Learning.

Preparation and support for Ofsted for schools with behaviour as an identified concern

Targeted advice for children at immediate risk of permanent exclusion or to prevent escalation to Tier 3 interventions, (as directed by SIP).

BST management support and supervision, and advice to Headteachers as part of the borough's Behaviour and Attendance Partnership work.

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

In addition the budget covers:

A fee paid on behalf of schools for Stonewall membership which provides resources and support for anti-homophobic bullying.

A small sum for exceptional deployment to cover innovative solutions to behaviour support where no other budget exists (at the direction of SIP)

A share of the administrative and overheads costs incurred in service delivery.

An SLA with the Family Intervention Programme (FIP) to work intensively with high risk families to break intergenerational cycles of poor behaviour and disaffection, promote engagement in education and prevent escalation to Tier 3 (as directed by SIP).

Why de-delegate?

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

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

HOUSING REVENUE ACCOUNT

Housing Revenue Account	2014/15	2015/16	2016/17
	Draft Budget £'000	Draft Budget £'000	Draft Budget £'000
Gross Income	(89,922)	(91,934)	(94,736)
Gross Expenditure	84,558	87,931	90,877
Net Cost of HRA Services	(5,364)	(4,003)	(3,859)
HRA Balances			
Opening Balance	(14,060)	(4,975)	(4,991)
Net Cost of HRA Services	(5,364)	(4,003)	(3,859)
Closing Balance prior to Appropriations	(19,424)	(8,978)	(8,850)
Appropriations			
Revenue Contribution to Capital	14,449	3,987	0
Closing HRA Balance	(4,975)	(4,991)	(8,850)

CAPITAL PROGRAMME

Scheme Name	Scheme Description	2013/14 Revised Budget	2014/15 Budget	2015/16 Budget	2016/17 Budget	Total Budget 2012/13 to 2015/16
		£m	£m	£m	£m	£m
Education, Social Care and Wellbeing						
Mental Health SCP(C)	Supported capital expenditure work to various buildings	0.035				0.035
Telecare equipment for service users	Telecare equipment for service users	0.172	0.100			0.272
Ronald Street Roof Replacement	Roof replacement	0.014				0.014
Fit Out Costs for Learning Disability Hubs	Fit out costs for the Learning Disability Hubs	0.160	0.080			0.240
Improvement works to 35 Ronald Street	Improvement works	0.370				0.370
Blue Gate Fields - Boiler Replacement	Boiler replacement	0.070				0.070
Cubitt Town Juniors - Fire Escape Staircase	Works on the fire escape staircase	0.020				0.020
Smithy Street - Recover Roof	Recover roof	0.080				0.080
Mayflower - Electrical Rewire (Phase3)	Electrical rewire (Phase3)	0.080				0.080
Various Sites - Conditions Surveys	Conditions Surveys	0.230				0.230
Statutory Requirements	Physical access for staff or pupils with disability and fire protection	0.286				0.286
Harry Gosling - Lightening Conductor	New lightening conductor	0.021				0.021
Cayley - Fire Safety	Fire safety works	0.011				0.011
John Scurr - Replace Concrete Boundary Wall	Replacement of concrete boundary wall	0.010				0.010
Third Base PRU - Window Replacement	Window replacement	0.010				0.010
Globe school - heating pipework replacement and upgrade	Heating pipework replacement and upgrade	0.150				0.150
Blue Gate Fields Junior & Infants - update electrical supply	Upgrade of electrical supply	0.112				0.112
Manorfield Pipework Replacement	Pipework replacement	0.150				0.150
Eva Armsby FC - Replace Roof Covering	Replacement roof covering	0.060				0.060
Non Schools - Statutory Requirements	Non Schools - statutory requirement works	0.040	0.100			0.140
Alice Model - Heating Boiler Replacement	Heating boiler replacement	0.022				0.022
Gorsfield Residential Centre - Security Improvements	Security improvements	0.058				0.058
Bishop Challoner - Community Facilities	Community facilities	0.600				0.600
Arnhem wharf - Expansion	Expansion	0.333				0.333
Cayley - Expansion	Expansion	2.562	0.080			2.642
Culloden - Expansion	Expansion	0.020				0.020
Marnier - Expansion	Expansion	0.320				0.320
Wellington - Expansion	Expansion	0.100				0.100
Stebon - Expansion	Expansion	1.000	4.450	0.050		5.500
PDC - Conversion	Conversion	2.877	0.200			3.077
Woolmore Primary School	New Build	3.750	6.000	0.645		10.395
Match Funding for Schools (Schools Specific contingency)	Match Funding for Schools (Schools Specific contingency)	1.000				1.000
Refurbishment of Bethnal Green Centre	Refurbishment	2.092	0.025			2.117
Olga Primary School - Expansion	Expansion	0.200	5.250	5.250		10.700
Provision of Bulge Classes - Expansion	Expansion	0.370				0.370
Scheme Development	Scheme Development	0.023				0.023

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

COMMUNITIES, LOCALITIES AND CULTURE						
Roman Rd (Globe Town)	TfL schemes including safety, cycling and walking, SuperHighway	0.022				0.022
Manchester Road / Island Gardens / Stabrook	TfL schemes including safety, cycling and walking, SuperHighway	0.259				0.259
Abbott Road / Aberfeldy Estate	TfL schemes including safety, cycling and walking, SuperHighway	0.010				0.010
St Paul's Way	TfL schemes including safety, cycling and walking, SuperHighway	0.060				0.060
Bethnal Green to Olympic Park	TfL schemes including safety, cycling and walking, SuperHighway	0.009				0.009
Cycle Infrastructure Improvement	TfL schemes including safety, cycling and walking, SuperHighway	0.050				0.050
Brick Lane	TfL schemes including safety, cycling and walking, SuperHighway	0.032				0.032
Wapping Wall	TfL schemes including safety, cycling and walking, SuperHighway	0.002				0.002
Legible London	TfL schemes including safety, cycling and walking, SuperHighway	0.196				0.196
Zebra Crossing Halos	TfL schemes including safety, cycling and walking, SuperHighway	0.060				0.060
Valance Road Junction	TfL schemes including safety, cycling and walking, SuperHighway	0.070				0.070
Local Area Minor Accessibility Improvements	TfL schemes including safety, cycling and walking, SuperHighway	0.138				0.138
Local Transport Funding	TfL schemes including safety, cycling and walking, SuperHighway	0.119				0.119
Bethnal Green Town Centre	TfL schemes including safety, cycling and walking, SuperHighway	0.309	0.270			0.579
Bartlett Park Master Plan	TfL schemes including safety, cycling and walking, SuperHighway	0.031				0.031
Cycle Routes - Boroughwide	TfL schemes including safety, cycling and walking, SuperHighway	0.159				0.159
Westferry Road	TfL schemes including safety, cycling and walking, SuperHighway	0.332				0.332
Road Safety - Boroughwide	TfL schemes including safety, cycling and walking, SuperHighway	0.114				0.114

Scheme Name	Scheme Description	2013/14 Revised Budget	2014/15 Budget	2015/16 Budget	2016/17 Budget	Total Budget 2012/13 to 2015/16
		£m	£m	£m	£m	£m
Bus Stop Works - various locations	TfL schemes including safety, cycling and walking, SuperHighway	0.050				0.050
Marsh Wall Environmental Improvement	TfL schemes including safety, cycling and walking, SuperHighway	0.053	0.270			0.323
Cavell Street - COG	TfL schemes including safety, cycling and walking, SuperHighway	0.100				0.100
King David Lane & Juniper Street - signage, footpath, carriageway upgrade	TfL schemes including safety, cycling and walking, SuperHighway	0.094				0.094
Bow	TfL schemes including safety, cycling and walking, SuperHighway	0.250				0.250
Historic Streets	TfL schemes including safety, cycling and walking, SuperHighway	0.300				0.300
Sydney Street	TfL schemes including safety, cycling and walking, SuperHighway	0.250				0.250
Bust Stop Accessibility Programme	TfL schemes including safety, cycling and walking, SuperHighway	0.100				0.100
Belgrave Street	TfL schemes including safety, cycling and walking, SuperHighway	0.080				0.080
Cycle Parking	TfL schemes including safety, cycling and walking, SuperHighway	0.058				0.058
Violet Road Bridge Assessment	TfL schemes including safety, cycling and walking, SuperHighway	0.020				0.020
Corbridge Crescent Bridge	TfL schemes including safety, cycling and walking, SuperHighway	0.020				0.020

Scheme Name	Scheme Description	2013/14 Revised Budget	2014/15 Budget	2015/16 Budget	2016/17 Budget	Total Budget 2012/13 to 2015/16
		£m	£m	£m	£m	£m
To be decided/confirmed	TfL schemes including safety, cycling and walking, SuperHighway	0.000	3.349	3.349		6.698
Grounds Maintenance	Purchase of ground maintenance equipment	0.750				0.750
Cycling Improvements	Cycle parking facilities; bike pump facilities and cycle permeability schemes	0.100				0.100
Highway Improvement Programme	Highway improvements	1.000	1.000			2.000
Sainsbury Food Store - Redevelopment of Site (1 Cambridge Heath Road)	Developers Contribution	0.000	0.022			0.022
St Anne Street	Developers Contribution	0.020				0.020
Warner Green	Developers Contribution	0.049				0.049
Weavers Field & Allen Gardens	Developers Contribution	0.148				0.148
Albert Gardens	Developers Contribution	0.025				0.025
Millwall Park & Langdon Park	Developers Contribution	0.041				0.041
Poplar Park & Jolly's Green	Developers Contribution	0.069				0.069
Ropewalk Gardens	Developers Contribution	0.047				0.047
Spitalfields Area - Pedestrian Routes	Developers Contribution	0.005				0.005
Marshwall/Limeharbour - Highway Works	Developers Contribution	0.016				0.016
Blackwall Way Bus Stops	Developers Contribution	0.000	0.039			0.040
Fieldgate Street	TfL schemes including safety, cycling and walking, SuperHighway	0.045				0.045
Blossom St & Folgate St	TfL schemes including safety, cycling and walking, SuperHighway	0.075				0.075
Morris Road & Rifle St Footbridge	TfL schemes including safety, cycling and walking, SuperHighway	0.035				0.035
Morris Road & Rifle St	TfL schemes including safety, cycling and walking, SuperHighway	0.054				0.054
Cambridge Heath Road/Witen St	TfL schemes including safety, cycling and walking, SuperHighway	0.061				0.061
Former Bishop Challoner School	TfL schemes including safety, cycling and walking, SuperHighway	0.122				0.122
Cordelia St/Carron Close	TfL schemes including safety, cycling and walking, SuperHighway	0.100				0.100
Marsh Wall Junction Works	TfL schemes including safety, cycling and walking, SuperHighway	0.121				0.121
St Andrews Hospital	TfL schemes including safety, cycling and walking, SuperHighway	0.000	0.088			0.088
Bow Common Lane and Furze St	TfL schemes including safety, cycling and walking, SuperHighway	0.030				0.030
Selsey Street	TfL schemes including safety, cycling and walking, SuperHighway	0.090				0.090
Commercial Road	TfL schemes including safety, cycling and walking, SuperHighway	0.125	0.125			0.250
Cambridge Heath Road/Three Colts Lane	TfL schemes including safety, cycling and walking, SuperHighway	0.047				0.047
Whitechapel Road	TfL schemes including safety, cycling and walking, SuperHighway	0.030				0.030
Bethnal Green Road	TfL schemes including safety, cycling and walking, SuperHighway	0.150				0.150
Wapping Lane	TfL schemes including safety, cycling and walking, SuperHighway	0.000	0.064			0.064
Former Safeway Store	TfL schemes including safety, cycling and walking, SuperHighway	0.000	0.135			0.135
Caspian Wharf and Yeo Street	TfL schemes including safety, cycling and walking, SuperHighway	0.146				0.146
Fairfield Road	TfL schemes including safety, cycling and walking, SuperHighway	0.020				0.020
Improvements to pedestrian and cycle routes	TfL schemes including safety, cycling and walking, SuperHighway	0.148				0.148
Ocean Estate FS2	TfL schemes including safety, cycling and walking, SuperHighway	0.000	0.106			0.106
Bow Area Traffic Management Review	TfL schemes including safety, cycling and walking, SuperHighway	0.000	0.250			0.250
Bow Area Traffic Review - Study	OPTEMS	0.159				0.159
A12 Wick Lane Junction	OPTEMS	0.027	0.250			0.277
Monier Road - cycle/pedestrian improvements	OPTEMS	0.020				0.020

Scheme Name	Scheme Description	2013/14 Revised Budget	2014/15 Budget	2015/16 Budget	2016/17 Budget	Total Budget 2012/13 to 2015/16
		£m	£m	£m	£m	£m
Dace Road - cycle/pedestrian improvements	OPTEMS	0.014				0.014
Fairfield Road/Tredegar Road Signals	OPTEMS	0.016	0.250			0.266
Millwall Park/Island Gardens	Park improvements	0.003				0.003
Poplar Park	Park improvements	0.040				0.040
Schoolhouse Lane Multi Use Ball Games Area	Improvements to ball game areas	0.007				0.007
Victoria Park Sports Hub & Other Works	Improvements to the sports hub	0.616	2.000			2.616
Victoria Park Masterplan	Victoria Park Masterplan	0.740				0.740
Pennyfields	Works to open spaces	0.018				0.018
Christ Church Gardens	Works to open spaces	0.350				0.350
Mile End Hedge	Works to open spaces	0.165				0.165
Trees - Boroughwide	Planting trees boroughwide	0.016				0.016
Brickfield Gardens	Installation of Street Lighting	0.040				0.040
Trinity Square Gardens	Conversion of lawn area to York stone paving	0.055				0.055
Brady Centre	Building Improvements	0.001				0.001
Bethnal Green Gardens, Victoria Park	Tennis Court works	0.002				0.002
Victoria Park	Tennis Courts	0.010				0.010
Bartlett Park	Various works including landscaping	0.013				0.013
Mile End Stadium Track resurfacing	Resurfacing the stadium track	0.004				0.004
Public Art Projects	Middlessex Street	0.239				0.239
Mile End Park Capital	Mile End Park Capital	0.084				0.084
Watney Market Ideas Store	New idea store and one stop shop in Watney Market	0.195				0.195
Landscaping of Watney Market	Landscaping	0.235				0.235
Bancroft Library	Bancroft Library	0.008				0.008
Whitechapel Idea Store	Major project work	0.017				0.017
St Georges Pool	St Georges Pool works	0.106				0.106
Brick Lane Mural	Brick Lane Mural	0.000	0.045			0.045
Banglatown Art Trail & Arches	Art trail and arches	0.610				0.610
Bancroft Library Phase 2b	Bancroft Library Phase 2b	0.145				0.145
Bancroft Library	Bancroft Library	0.403				0.403
CCTV Improvement and Enhancement	CCTV Improvement and Enhancement	0.014				0.014
Boroughwide CCTV Improvements	CCTV Improvements	0.182	0.128			0.310
Generators at Mulberry Place	Works to the generators at Mulberry Place	0.009				0.009
Essential Health and Safety	Contaminated Land Strategy H&S (2007/08):	0.013	0.250			0.263
Adelina Grove	Contaminated land survey and works	0.000	0.053			0.053
Copton Close	Contaminated land survey and works	0.000	0.040			0.040
Poplar High St	Contaminated land survey and works	0.000	0.037			0.037
Rosebank Gardens	Contaminated land survey and works	0.000	0.023			0.023
Stores Quay	Contaminated land survey and works	0.000	0.056			0.056
Veronica House	Contaminated land survey and works	0.000	0.033			0.033
Mudchute Park Improvements	Repair of car parks; creating a village green; providing toilet and hand washing facilities	0.045				0.045

Scheme Name	Scheme Description	2013/14 Revised Budget	2014/15 Budget	2015/16 Budget	2016/17 Budget	Total Budget 2012/13 to 2015/16
		£m	£m	£m	£m	£m
Mile End Leisure Centre - Security Enhancements	Fencing and security	0.002				0.002
Bartlett Park Master Plan - Highways	Realigning and re-landscaping a section of Upper North Street and other Highway Improvements	0.350	1.382			1.732
COMMUNITIES, LOCALITIES AND CULTURE TOTAL		11.987	10.265	3.349	0.000	25.601

BUILDING SCHOOLS for the FUTURE						
Beatrice Tate	Build	0.728	0.000			0.728
Raines	Build	1.177	0.000			1.177
Central Foundation	Build	8.738	2.829			11.567
Langdon Park	Build	3.512	0.904			4.417
Phoenix	Build	0.780	0.000			0.780
Stepney Green	Build	-3.165	0.000			-3.165
Bow Boys	Build	22.545	2.671			25.215
George Greens	Build	3.900	0.424			4.325
Central Services	ICT	1.122	0.903			2.025
Bethnal Green TC	ICT	0.082	0.161			0.242
St Pauls Way	ICT	0.154	0.233			0.387
Raines	ICT	0.538	0.303			0.841
Sir John Cass	ICT	0.096	0.456			0.551
Morpeth	ICT	0.122	0.124			0.246
Oaklands	ICT	0.128	0.244			0.372
Ian Mikardo	ICT	0.005	0.010			0.014
Cambridge Heath	ICT	0.008	0.010			0.018
Central Foundation	ICT	0.569	0.381			0.950
Bowden House	ICT	0.035	0.067			0.102
Beatrice Tate	ICT	0.097	0.150			0.247
Stepney Green	ICT	0.589	0.387			0.976
Harpley PRU	ICT	0.028	0.063			0.090
Langdon Park	ICT	0.525	0.306			0.831
Swanlea	ICT	0.050	0.147			0.197
Bow Boys	ICT	0.386	0.005			0.391
Phoenix	ICT	0.110	0.154			0.265
Wave 5 BSF	Building Schools for the Future Programme	0.000	1.857			1.857
BUILDING SCHOOLS for the FUTURE TOTAL		42.859	12.791	0.000	0.000	55.649

DEVELOPMENT & RENEWAL						
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Scheme Name	Scheme Description	2013/14 Revised Budget	2014/15 Budget	2015/16 Budget	2016/17 Budget	Total Budget 2012/13 to 2015/16
		£m	£m	£m	£m	£m
Millennium Quarter	Millennium Quarter	0.326				0.326
Bishops Square	Bishops Square	0.146				0.146
Town Centre & High Street Regeneration	Town Centre & High Street Regeneration	0.141				0.141
Whitechapel Centre	WhiteChapel	0.003				0.003
Regional Housing Pot	Regional Housing Pot	6.068				6.068
Affordable Housing Measures	Affordable Housing Measures	2.884				2.884
New Homes at Bradwell St Garages	New Affordable Housing at Bradwell Street Garages	0.245	2.206			2.451
High Street 2012	High Street 2012	3.942				3.942
Disabled Facilities Grant	Disabled Facilities Grant	0.727	0.730	0.750		2.207
Private Sector Improvement Grant		0.535				0.535
Genesis Housing	Genesis Housing	0.363				0.363
Facilities Management (DDA)		0.052				0.052
Bromley by Bow Station Upgrade		3.500				3.500
Wellington Way Health Centre		3.119				3.119
100 Whitechapel Road	Pedestrian Crossing	0.150				0.150
Bethnal Green Terrace	Repair of degraded 'at risk' Grade II listed buildings	0.351				0.351
Multi Faith Burial Grounds	Multi Faith Burial Grounds	3.000				3.000
Faith Buildings	Faith Buildings	2.000				2.000
A10 Highway Improvements	Replace the cycle lane on the pavement	0.050				0.050
Short Life Properties	Refurbishment of Phase 3 of the Council's Short life Properties	1.700				1.700
DEVELOPMENT & RENEWAL TOTAL		29.302	2.936	0.750	0.000	32.988
CHIEF EXEC'S & RESOURCES						
Priority Service Remediation/Backup Expansion	CCNs Charges and GCSX PC DSI Compliance works	0.128				0.128
CHIEF EXEC'S & RESOURCES TOTAL		0.128	0.000	0.000	0.000	0.128
HOUSING REVENUE ACCOUNT						
Decent Homes Backlog	Decent Homes	58.110	70.470	22.990		151.570
Housing Capital Programme	Mainstream programme: includes aids & adaptation; major costs involved in bringing back void properties to use; capitalisation of fees & charges; overcrowding; and contingency	21.768	0.000			21.768
Ocean Estate Regeneration	Ocean Estate Regeneration	5.078				5.078
Non Decent homes Schemes	Non Decent Homes Works	6.035	6.120	0.010		12.165
Blackwall Reach	Blackwall Reach	6.273				6.273
Energy Saving Programme (ECO)		4.063				4.063
Poplar Bath's & Dame Colet House	Refurbishment and remodelling of Poplar Baths; provision of additional new build homes on the Dame Colet House site; and provision of a new build youth centre on the existing Haileybury Centre site			16.000		16.000
HOUSING REVENUE ACCOUNT TOTAL		101.327	76.590	39.000	0.000	216.917

Scheme Name	Scheme Description	2013/14 Revised Budget	2014/15 Budget	2015/16 Budget	2016/17 Budget	Total Budget 2012/13 to 2015/16
		£m	£m	£m	£m	£m
Poplar Bath's & Dame Colet House						
Poplar Bath's & Dame Colet House	Refurbishment and remodelling of Poplar Baths; provision of additional new build homes on the Dame Colet House site; and provision of a new build youth centre on the existing Haileybury Centre site			20.000		20.000
POPLAR BATH'S & DAME COLET HOUSE TOTAL		0.000	0.000	20.000	0.000	20.000
CORPORATE PROVISION FOR SCHEMES UNDER DEVELOPMENT		10.000	0.000	0.000	0.000	10.000
TOTAL CAPITAL PROGRAMME		214.370	119.574	69.044	0.000	402.988

Directorate/Programme	Scheme Name	Scheme Description	Funding Profile			
			2014-15	2015-16	2016-17	Total
			£m	£m	£m	£m
Education, Social Care and Wellbeing	School Expansions	To provide an additional forms of entry for school places	8.219	10.404	10.924	29.547
Education, Social Care and Wellbeing	Condition & Improvements - Capital Maintenance at Schools	To undertake urgent condition surveys and works to comply with statutory requirements	1.000	1.000	1.000	3.000
Education, Social Care and Wellbeing	Condition & Improvements - Adult Services	Urgent condition surveys and works, to comply with statutory requirements and service improvements	0.800	0.800	0.800	2.400
EDUCATION, SOCIAL CARE AND WELLBEING TOTAL			10.019	12.204	12.724	34.947
Housing Revenue Account	Ashington House East	Affordable Housing - New Build	7.750	0.000	0.000	7.750
HOUSING REVENUE ACCOUNT TOTAL			7.750	0.000	0.000	7.750
Development and Renewal	Disabled Facilities Grant	Adaptations, door widening, ramp installation stair lift access and heating systems for the disabled	0.000	0.000	0.730	0.730
DEVELOPMENT AND RENEWAL TOTAL			0.000	0.000	0.730	0.730
TOTAL NEW SCHEMES TO BE FUNDED FROM EXTERNAL RESOURCES			17.769	12.204	13.454	43.427

*Based on notional funding estimates

Projects/Funding Directorate	2013/14			2014/15	2015/16	2016/17	Total Budget 2013/14 to 2016/17
	Slippage from 12/13	Latest Budget	Total Revised Budget	Budget	Budget	Budget	Total
	£m	£m	£m	£m	£m	£m	£m
Education, Social Care and Wellbeing	1.589	17.177	18.766	28.611	17.349	11.924	76.650
Building Schools for the Future	0.000	42.859	42.859	12.791	0.000	0.000	55.649
Communities, Localities and Culture	0.559	11.428	11.987	10.265	3.349	0.000	25.601
Development & Renewal (Excluding HRA)	5.981	23.321	29.302	2.936	0.750	0.730	33.718
Chief Executive's	0.000	0.128	0.128	0.000	0.000	0.000	0.128
Corporate GF provision for schemes under development	0.000	10.000	10.000	0.000	0.000	0.000	10.000
Poplar Baths and Dame Colet House	0.000	0.000	0.000	0.000	20.000	0.000	20.000
Total excluding HRA	8.129	104.913	113.042	54.602	41.448	12.654	221.746
Poplar Baths and Dame Colet House	0.000	0.000	0.000	0.000	16.000	0.000	16.000
HRA (Approved Schemes)	6.859	88.433	95.292	78.220	22.990	0.000	196.502
HRA (Schemes under development)	1.673	4.362	6.035	6.120	0.010	0.000	12.165
Total HRA	8.532	92.795	101.327	84.340	39.000	0.000	224.667
Total Budget	16.661	197.708	214.369	138.942	80.448	12.654	446.414

Projects/Funding Directorate	Grant	SCE	MRA	SC	CR	PB	S106	CA	DR	Total	Slippage from 2012/13	2013/14 Original Budget	2013/14 Total Revised Budget	2014/15 Budget	2015/16 Budget	2016/17 Budget	Total Budget 2013/14 to 2016/17
Education, Social Care and Wellbeing	75.804	0.000	0.000	0.000	0.601	0.000	0.000	0.000	0.245	76.650	1.589	12.200	18.766	28.611	17.349	11.924	76.650
Building Schools for the Future	47.722	0.000	0.000	2.036	5.891	0.000	0.000	0.000	0.000	55.649	0.000	52.963	42.859	12.791	0.000	0.000	55.649
Communities, Localities and Culture	12.481	0.000	0.000	0.000	2.447	0.750	9.914	0.000	0.009	25.601	0.559	9.733	11.987	10.265	3.349	0.000	25.601
Development & Renewal (Excluding HRA)	14.469	0.000	0.000	0.000	11.756	0.000	7.351	0.000	0.141	33.718	5.981	12.306	29.302	2.936	0.750	0.730	33.718
Chief Executive & Resources	0.000	0.000	0.000	0.000	0.128	0.000	0.000	0.000	0.000	0.128	0.000	0.000	0.128	0.000	0.000	0.000	0.128
Corporate GF provision for schemes under development	0.000	0.000	0.000	0.000	0.000	10.000	0.000	0.000	0.000	10.000	0.000	10.000	10.000	0.000	0.000	0.000	10.000
Poplar Baths and Dame Colet House	0.000	0.000	0.000	0.000	0.000	20.000	0.000	0.000	0.000	20.000	0.000	0.000	0.000	20.000	0.000	0.000	20.000
Total excluding HRA	150.476	0.000	0.000	2.036	20.824	30.750	17.265	0.000	0.395	221.746	8.129	97.202	113.042	54.602	41.448	12.654	221.746
Poplar Baths and Dame Colet House	0.000	0.000	0.000	0.000	0.000	0.000	0.000	16.000	0.000	16.000	0.000	0.000	0.000	0.000	16.000	0.000	16.000
HRA (Approved Schemes)	91.785	0.000	44.273	0.000	8.274	20.232	9.868	0.000	22.070	196.502	6.859	42.548	95.292	78.220	22.990	0.000	196.502
HRA (Schemes under development)	0.000	0.000	12.165	0.000	0.000	0.000	0.000	0.000	0.000	12.165	1.673	35.933	6.035	6.120	0.010	0.000	12.165
Total HRA	91.785	0.000	56.438	0.000	8.274	20.232	9.868	16.000	22.070	224.667	8.532	78.481	101.327	84.340	39.000	0.000	224.667
Total Budget	242.262	0.000	56.438	2.036	29.097	50.982	27.133	16.000	22.466	446.414	16.661	175.683	214.369	138.942	80.448	12.654	446.414

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

OUTLINE STRATEGIC PLAN 2014-15

Strategic Plan 2014/15

Outline Plan

DRAFT

Introduction: the 2014/15 context

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

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

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

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

National Context

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

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

Council Finances

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

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

Population growth and change

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

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

Employment and the economy

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

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

Education

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

Housing and Environment

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

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

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

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

Health and Care

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

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

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

Inequality and fairness

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

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

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

Single Equality Framework

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

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

From vision to performance

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

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

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

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

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

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

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

Strategic Priorities

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

A Great Place to Live

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

A Prosperous Community

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

A Safe and Cohesive Community

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

A Healthy and Supportive Community

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

One Tower Hamlets

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

Key Activities and Initiatives

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

A Great Place to Live

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

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

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

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

In 2014/15 our priorities are to:

Provide good quality affordable housing by:

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

Maintain and improve the quality of housing by:

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

Improve the local environment and public realm by:

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

Provide effective local services and facilities by:

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

- Delivering the People's History Plaque Scheme

Improve local transport links and connectivity by:

- Supporting sustainable local transport, including cycle improvements

Develop stronger communities by:

- Engaging residents and community leaders in policy and budget changes
- Implementing a framework for engagement of borough-wide equality forums in the Partnership
- Celebrating the achievements and contribution made by the local third sector
- Delivering locally appropriate services through the locality Hubs
- Further improving our citizen centred local governance structures through the work of the local community ward forums and the community champion programme

A Prosperous Community

We aim to create a Tower Hamlets in which everyone, regardless of their background and circumstances, has the aspiration and opportunity to achieve their full potential.

Tower Hamlets aims to maintain its excellent performance in school improvement, supported by a strong local education authority and active parents and governors. The council will continue to invest in supporting young people across all ages.

Fostering enterprise and employment is a key priority for the council. It is important that we continue to drive local economic growth by working effectively with business, including small and medium enterprises. Supporting more local people into jobs through effective employment services is also essential.

As the Government seeks to introduce its Universal Credit system, the council will maintain its support to residents through national welfare reform. An extensive programme of information and awareness raising, supported by employability and other assistance for residents, will remain important throughout 2014/15.

In 2014/15 our priorities are to:

Improve educational aspiration and attainment by:

- Ensuring sufficient places are provided to meet the need for statutory school places
- Expanding free early education places of high quality for disadvantaged two year olds
- Raising attainment and narrowing the gap between the lowest 20% and the median of all children at the end of the Early Years Foundation Stage (EYFS)
- Increasing the number of children achieving 5 A*-C grades including English and maths grades at GCSE
- Bringing A Level results to above the national average*
- Assist more people into further education and to university, and continue to deliver the Mayor's Education Allowance and Mayor's Higher Education Award
- Maintaining investment in youth services and provision for young people
- Providing effective support for parents and governors

Support more people into work by:

- Supporting residents into jobs through employment and skills programmes
- Maximising local employment and economic benefits from the council's procurement, our contractors and third party providers and planning processes
- Supporting English for Speakers of Other Languages (ESOL)*

Manage the impact of welfare reform on local residents and maximising incomes by:

- Delivering the welfare reform temporary accommodation support fund
- Driving the ongoing partnership wide programme of information and awareness raising around welfare reform *
- Monitoring the impact on local people and ensuring our grants, services and policies support residents*

Fostering enterprise and entrepreneurship by:

- Supporting a programme of information to third sector and social enterprises to support commercial independence
- Doing all we can to support local business Working collaboratively with boroughs and across London to enhance investment and opportunity

Safe and Cohesive Community

Ensuring that everyone feels safe and confident in their homes and on the streets of Tower Hamlets remains a key Mayoral priority. There will be a continued focus on crime and anti-social behaviour, with effective and visible enforcement.

The council will continue to invest in Police Officers and uniformed THEOs. We also recognise the need to go beyond simply tackling crime and ASB to also address people's fear of crime and perceptions of personal safety through better information, community engagement and an improved local environment.

Tower Hamlets is rightly proud of its diversity. The council remains committed to bringing all of its communities together to foster understanding, support cohesion and build 'One Tower Hamlets'. Supporting events which celebrate the diversity of the borough and its people plays an important role in this respect.

In 2014/15 our priorities are to:

Focus on crime and anti-social behaviour by:

- Furthering development of the Tower Hamlets Enforcement Officer (THEO) service
- Delivering the partnership 'Violence against women and girls' programme
- Managing the night time economy
- With our partners, delivering the Partnership Community Safety Plan
- Working with the Police and Mayor for London to maintain and improve enforcement, CCTV and deployment of local police to improve community safety

Reduce fear of crime by:

- Improving the responsiveness and visibility of our ASB services
- Working with people with drug and alcohol dependencies to break the cycle of substance misuse

Foster greater community cohesion by:

- Supporting the delivery of a wide range of community events*
- Delivering the Mayor's One Tower Hamlets fund scheme*

A Healthy and Supportive Community

Our aim is to support residents to live healthier, more independent lives and reduce the risk of harm and neglect to vulnerable children and adults.

Within this theme, a key emphasis is on promoting healthy lifestyles and ensuring fewer residents require long-term care for avoidable health needs. The council is also committed to protecting the interests of residents in the context of significant health reforms. The successful transfer of public health responsibilities to the council during 2013/14 provides a solid foundation on which to build.

The council is committed to ensuring that Tower Hamlets is one of the top performing councils in the country with responsibility for social services. We will continue to support our most vulnerable residents; Tower Hamlets is the only borough in England that still provides free homecare for example.

In 2014/15 our priorities are to:

Reduce health inequalities and promote healthy lifestyles by:

- Delivering free school meals for all reception and year 1 pupils
- Supporting young people to live healthy lives*
- Embedding integrated government arrangements to maximise health outcomes
- Using Public Health expertise within a council and partnership wide approach to reduce health inequalities
- Investing in the borough's leisure centres and playing pitches
- Helping people out of drug and alcohol dependency and into education, employment and training

Enable people to live independently by:

- Improving support to carers*
- Improving the customer journey by embedding principles of choice and control*
- Enabling personalised support for the borough's most vulnerable residents

Provide excellent primary and community care by:

- Delivering integrated working between health and social care

Keep vulnerable children, adults and families safer, minimising harm and neglect by:

- Working together to protect vulnerable adults
- Providing proportionate support to vulnerable children and families
- Introducing improvements to the adoption system

One Tower Hamlets

Underpinning the Community Plan vision is the aspiration to build One Tower Hamlets – a borough where everyone feels they have an equal stake and status. We are committed to reducing inequalities, fostering cohesion and supporting strong community leadership.

The over-arching aim of One Tower Hamlets takes on added importance in the context of considerable budget reductions. As part of this, we will work with partners to help address the recommendations arising from the recent Fairness Commission.

This theme also reflects the key projects we are delivering to make our council more lean, flexible and citizen-centred. Over the next year, we intend to better use our assets, buy better and work smarter. The council is developing its partnership arrangements, including a new localised Partnership structure.

In 2014/15 our priorities are to:

Reduce inequalities by:

- Employing a workforce that fully reflects the community it serves*
- Increasing the number of temporary workers resourced from the local community, by utilising Tower Hamlets in-house temporary resourcing service (ITRES).
- Maximising income for local people Coordinating and supporting the implementation of the recommendations arising from the Tower Hamlets Fairness Commission
- Supporting the mechanism for engaging local disabled people in the design, delivery and scrutiny of local services

Work efficiently and effectively as One Council by:

- Working with managers to improve and reduce staff sickness absence
- Developing the strategic ICT partnership
- Improving revenue collection and tackling fraud
- Developing Progressive Partnerships to further the Mayor's social objectives
- Improving customer satisfaction and value for money
- Making better use of our buildings and other public assets

Measuring our Performance

We use a basket of performance measures to track whether we are delivering on our strategic priorities. The proposed measures are set out below. These will be reviewed as part of the development of the final Strategic Plan.

A Great Place to Live

- Number of affordable homes delivered*
- Number of social rented housing completions for families (gross)
- Level of homeless prevention through casework
- Number of overcrowded families rehoused
- Percentage of overall housing stock that is decent
- Satisfaction with parks and open spaces
- Percentage of household waste sent for reuse, recycling & composting
- Improved street & environmental cleanliness
- Satisfaction with local neighbourhood

A Prosperous Community

- Achievement across the Early Years Foundation Stage*
- Achievement at Level 4 or above in both English and Maths at Key Stage 2*
- Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths*
- A Level Average Points Score per student in Tower Hamlets*
- Number of young people not in education, employment or training (NEET)*
- Employment rate (gap v London)*
- Jobseekers Allowance Claimant Count (gap v London)*
- Child Poverty rate*

A Safe and Cohesive Community

- Personal robbery rate *
- Residential burglary rate
- Motor vehicle crime rate
- Violence with injury rate
- CAD calls for ASB
- Local concern about ASB and Crime*
- Satisfaction with the Police and Community Safety Partnership*
- Proportion of residents who believe people from different backgrounds get on well together in their local area

A Healthy and Supportive Community

- All age, all-cause mortality rate*
- Number of people who have stopped smoking*
- Proportion of children in reception who are obese*
- Under 18 conception rate*
- Percentage of CAF reviews with an improved score
- Proportion of social care clients and carers in receipt of Self Directed Support*
- Self-reported experience of social care users
- Average time between a child entering care and moving in with its adoptive family
- Percentage of ethnic minority background children adopted*

One Tower Hamlets

- Proportion of staff that are LP07 or above who have a disability*
- Proportion of staff that are LP07 or above who are from an ethnic minority*
- Proportion of staff that are LP07 or above that are women*
- Working days lost due to sickness absence
- Customer access satisfaction
- Proportion of residents that agree the council involves residents when making decisions
- Proportion of residents that agree the council is doing a good job

**denotes SEF performance measure*