

CABINET

Wednesday, 23 July 2014 at 5.30 p.m.
Council Chamber, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

The meeting is open to the public to attend.

Members:

Mayor Lutfur Rahman	
Councillor Oliur Rahman	(Deputy Mayor and Cabinet Member for Economic Development (Jobs, Skills and Enterprise))
Councillor Ohid Ahmed	(Cabinet Member for Community Safety)
Councillor Shahed Ali	(Cabinet Member for Clean and Green)
Councillor Abdul Asad	(Cabinet Member for Adult Services)
Councillor Alibor Choudhury	(Cabinet Member for Resources)
Councillor Shafiqul Haque	(Cabinet Member for Culture)
Councillor Rabina Khan	(Cabinet Member for Housing and Development)
Councillor Aminur Khan	(Cabinet Member for Policy, Strategy and Performance)
Councillor Gulam Robbani	(Cabinet Member for Children's Services)

[The quorum for Cabinet is 3 Members]

Public Information:

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

Contact for further enquiries:

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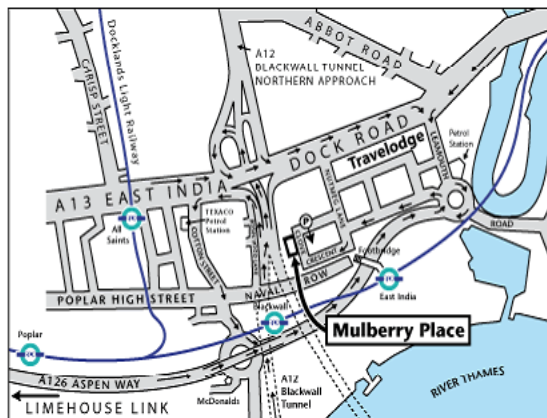
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A Guide to CABINET

Decision Making at Tower Hamlets

As Tower Hamlets operates the Directly Elected Mayor system, **Mayor Lutfur Rahman** holds Executive powers and takes decisions at Cabinet or through Individual Mayoral Decisions. The Mayor has appointed nine Councillors to advise and support him and they, with him, form the Cabinet. Their details are set out on the front of the agenda.

Which decisions are taken by Cabinet?

Executive decisions are all decisions that aren't specifically reserved for other bodies (such as Development or Licensing Committees). In particular, Executive Key Decisions are taken by the Mayor either at Cabinet or as Individual Mayoral Decisions.

The constitution describes Key Decisions as an executive decision which is likely

- a) to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the borough.

Upcoming Key Decisions are published on the website on the 'Forthcoming Decisions' page through www.towerhamlets.gov.uk/committee

Published Decisions and Call-Ins

Once the meeting decisions have been published, any 5 Councillors may submit a Call-In to the Service Head, Democratic Services requesting that a decision be reviewed. This halts the decision until it has been reconsidered.

- The decisions will be published on: **Friday, 25 July 2014**
- The deadline for call-ins is: **Friday, 1 August 2014**

Any Call-Ins will be considered at the next meeting of the Overview and Scrutiny Committee. The Committee can reject the call-in or they can agree it and refer the decision back to the Mayor, with their recommendations, for his final consideration.

Public Engagement at Cabinet

The main focus of Cabinet is as a decision-making body. However there are opportunities for the public to contribute.

1. Public Question and Answer Session

Before the formal Cabinet business is considered, up to 15 minutes are available for public questions on any items of business on the agenda. Please send questions to the clerk to Cabinet (details on the front page) by **5pm the day before the meeting**.

2. Petitions

A petition relating to any item on the agenda and containing at least 30 signatures of people who work, study or live in the borough can be submitted for consideration at the meeting. Petitions must be submitted to the clerk to Cabinet (details on the front page) by: **Thursday, 17 July 2014 (Noon)**

LONDON BOROUGH OF TOWER HAMLETS

CABINET

WEDNESDAY, 23 JULY 2014

5.30 p.m.

PUBLIC QUESTION AND ANSWER SESSION

There will be an opportunity (up to 15 minutes) for members of the public to put questions to Cabinet members before the Cabinet commences its consideration of the substantive business set out in the agenda.

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS (Pages 1 - 4)

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

3. UNRESTRICTED MINUTES

The unrestricted minutes of the Cabinet meeting held on 9 July 2014 will be presented for information (to follow).

4. PETITIONS

To receive any petitions.

5. OVERVIEW & SCRUTINY COMMITTEE

5.1 Chair's Advice of Key Issues or Questions in Relation to Unrestricted Business to be Considered

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

(Under provisions of Article 6 Para 6.02 V of the Constitution).

PAGE NUMBER	WARD(S) AFFECTED
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3. UNRESTRICTED MINUTES

UNRESTRICTED REPORTS FOR CONSIDERATION

6. A GREAT PLACE TO LIVE

6 .1	Bethnal Green Museum Garden's Shelter	5 - 34	Bethnal Green
6 .2	CPO Resolution: a) Aberfeldy Estate Phase 2 and b) Burdett Estate, St Pauls Way Trust (Poplar HARCA)	35 - 66	Lansbury; Mile End

7. A PROSPEROUS COMMUNITY

7 .1	Tackling the School Places Gap: pupil place planning and the impact of academies and free schools - scrutiny challenge session	67 - 104	All Wards
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8. A SAFE AND COHESIVE COMMUNITY

8 .1	DAAT Commissioning	105 - 138	All Wards
8 .2	Health Scrutiny Review of A&E services	139 - 168	All Wards
8 .3	Genesis Mental Health Contract Award	169 - 178	All Wards

9. A HEALTHY AND SUPPORTIVE COMMUNITY

Nil items.

10. ONE TOWER HAMLETS

10 .1	Strategic Performance, 13/14 General Fund Revenue Budget and Capital Programme Monitoring Q4 Year End	179 - 324	All Wards
10 .2	Resident Engagement in the Budget Process - Scrutiny Review	325 - 356	All Wards
10 .3	Tower Hamlets Council's Approach to Support Staff with Specific Learning Difficulties - Scrutiny Review	357 - 392	All Wards
10 .4	Investment in London LGPS Common Investment Vehicle (CIV)	393 - 424	All Wards
10 .5	Contracts Forward Plan Q1 and Q2 (2014-15)	425 - 434	All Wards

Original Report withdrawn. Updated report provided with the following reasons for urgency:

Special Circumstances Justifying Urgent Consideration

As this report sets the Budget and Resource framework and the strategic priorities for the Council it required extensive consultation across the whole council and this led to the report being submitted late. Cabinet's approval of this report is urgently required to ensure the savings required of the Council are realised and the Council's work programme is set for this year.

11. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

12. UNRESTRICTED REPORTS FOR INFORMATION

Nil items.

13. EXCLUSION OF THE PRESS AND PUBLIC

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

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

EXEMPT/CONFIDENTIAL SECTION (PINK)

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

14. EXEMPT / CONFIDENTIAL MINUTES

Nil items.

15. OVERVIEW & SCRUTINY COMMITTEE

15 .1 Chair's Advice of Key Issues or Questions in Relation to Exempt / Confidential Business to be Considered.

15 .2 Any Exempt / Confidential Decisions "Called in" by the Overview & Scrutiny Committee

(Under provisions of Article 6 Para 6.02 V of the Constitution).

EXEMPT / CONFIDENTIAL REPORTS FOR CONSIDERATION

16. A GREAT PLACE TO LIVE

Nil items.

17. A PROSPEROUS COMMUNITY

Nil items.

18. A SAFE AND COHESIVE COMMUNITY

Nil items.

19. A HEALTHY AND SUPPORTIVE COMMUNITY

Nil items.

20. ONE TOWER HAMLETS

Nil items.

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

Nil items.

22. EXEMPT / CONFIDENTIAL REPORTS FOR INFORMATION

Nil items.

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Agenda Item 2

DECLARATIONS OF INTERESTS - NOTE FROM THE MONITORING OFFICER

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

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

Interests and Disclosable Pecuniary Interests (DPIs)

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

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

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

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

Effect of a Disclosable Pecuniary Interest on participation at meetings

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

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

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

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

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

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

Further advice

For further advice please contact:-


- Meic Sullivan-Gould, Interim Monitoring Officer, 020 7364 4800
- 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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<p>Cabinet 23 July 2014</p>	
<p>Report of: Stephen Halsey Corporate Director, Communities, Localities and Culture</p>	<p>Classification: Unrestricted</p>
<p>Museum Gardens Toilet Block and Bethnal Green Shelter</p>	

Lead Member	Shafiqul Haque, Cabinet Member for Culture
Wards affected	Bethnal Green South
Community Plan Theme	Great Place to Live
Key Decision?	Yes

Executive Summary

It is proposed to tender out a lease for a café concession at *Museum Gardens toilet block*. The concession would require a substantial amount of private capital investment to realise given the poor condition of the building and the conversion costs. The lease would be granted on the basis that 100% of this investment is undertaken by the Lessee. The length of the lease needs to be long enough to justify the capital investment which Council officers estimate to be in the region of £250,000. It is proposed therefore that the term of the lease will need to be 15 years. Any less and the business model is unlikely to stack up. The concession would bring in an annual rental income that would be the subject of negotiation with the bidders with the added benefit to the council of new public toilet facility managed by the tenant. It would enhance the park and help to bring in more visitors, keep down ASB, drinkers and rough sleepers.

Also proposed to tender out in similar fashion a lease for the operation of a catering concession at the *shelter in Bethnal Green Gardens*. Again this building is in poor condition and circa £180,000 of capital investment would be required to convert the building and provide concession. It would be the basis of the lease arrangement that 100% of that investment is delivered by the lessee and not the Council. A lease of 15 years has been determined as the term necessary to make the investment sufficiently attractive to secure bidders. It will provide an annual rental income that would be subject of negotiation with the bidders.

- › Proposals outlined above require a Cabinet decision as the lease period proposed for both buildings is over seven years and under current rules constitutes a disposal of parks land.

Recommendations:

The Mayor in Cabinet is recommended to:

1. To tender out a lease of 15 years for a café concession at Museum Gardens toilet block. The length of the lease is a requirement linked to a capital investment estimated at £250,000. The concession would bring in an annual rental income with the added benefit to the council of new public toilet facility managed by the tenant. It would enhance the park and help to bring in more visitors, keep down ASB, drinkers and rough sleepers.
2. To tender out a lease of 15 years for the operation of a catering concession at the shelter in Bethnal Green Gardens in exchange for a capital investment of up to £180,00 and an annual rental income.

1. REASONS FOR THE DECISIONS

- 1.1 The length of the lease is a requirement linked to a capital investment estimated at £250,000. The concession would bring in an annual rental income of around £16,000 with the added benefit to the council of new public toilet facility managed by the tenant. It would enhance the park and help to bring in more visitors, keep down ASB, drinkers and rough sleepers.
- 1.2 The shelter is currently in a poor condition. We have planning permission to create a small café area with estimated building costs of £180,000 which investment would be a requirement of the tender and which is why a long lease is required to attract offers. The benefits to the council would be a capital investment into refurbishing an existing property currently in poor condition and an ongoing income stream from annual rental of around £10,000.

2. ALTERNATIVE OPTIONS

- 2.1 The alternative options for this proposal would be:
 - Wait until the Council could identify the necessary funds to carry out the required works itself and then option on a shorter lease. This would be unlikely given the Medium Term Savings Plan and the need to make budget savings across the council.
 - Do nothing and leave the buildings empty and derelict. This could lead to ASB in and around the buildings and have a negative impact on the surrounding park area.
 - Demolish buildings and landscape locations; this would require a capital investment with on-going maintenance costs. There are no funds currently available for this type of work.

3. DETAILS OF REPORT

- 3.1 The existing toilet block is a single storey brick built building lying within Museum Gardens (Bethnal Green) on the western side of Cambridge Heath Road. The building is separated from the footway along Cambridge Heath Road by a wrought iron perimeter fence. The building is relatively modern but dilapidated and has been closed and disused for many years.
- 3.2 Attempts have been made in the past to demolish the building and re-landscape the site but these met with local opposition from some residents. In February 2013 a meeting was held with representatives of those who had objected to the proposed demolition and it was agreed that the Council would seek a change of use and explore potential for a commercial let of the premises for an alternative use that would integrate some kind of public toilet facility.
- 3.3 Feasibility work indicates that conversion of the property to form a café with public toilet facility would cost in the region of £250k. Under these proposals the successful developer / operator would be required to pay for all of the works and to provide a public toilet facility with agreed operational hours written into the lease. Planning permission for the toilet block works was granted in October 2013.
- 3.5 Planning permission was granted in October 2013.
- 3.6 The **Bethnal Green Gardens shelter** is situated in the northern part of the park. It is currently in poor condition. Planning permission exists for the creation of a small café area which will enhance the park for visitors and improve safety.
- 3.7 A pilot scheme involving a pop up café was run there at the weekends over the summer months of 2013 and this is being repeated in 2014. A smaller set up than the fully developed café it did demonstrate that a café is a viable option in that location.
- 3.8 The benefits to the Council would be a capital investment of around £180,000 (Based on BATs estimate) plus an annual estimated income stream of around £10,000. A competitive tender may achieve more than this.
- 3.9 In both of the above cases it is considered that, in order to attract this level of capital investment, a lease of fifteen years would be required to give sufficient comfort to the market that this level of outlay could be recouped.
- 3.10 The development will be a welcome addition for park users, encourage more use of the park and help deter rough sleepers and drinkers who currently use the shelter.
- 3.11 Both premises have attracted considerable unsolicited interest from commercial operators. There is a data base of 19 people asking to be informed when these premises will be on the market. The trial pop up café in

Bethnal Green Gardens over the summer of 2013 started for just Saturdays but within two weeks had expanded to Fridays due to demand. There is good evidence from existing local economy that the two proposed businesses could be viable additions to the park and local economy.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 The report seeks approval to the proposed leases of the park based buildings in Museum Gardens and Bethnal Green Gardens for a period of up to 15 years. The leases will be granted on the basis that external capital investment is secured in each of the parks to form a café with public toilet facility.
- 4.2 The feasibility work undertaken on both park buildings estimate the cost of conversion on the Museum Gardens toilet block into a café with toilet facilities to be in the region of £250,000, whilst the cost of the conversion in Bethnal Green Gardens Shelter is estimated to cost £180,000. The granting of the leases for 15 years is subject to the investment being undertaken in full by the Lessees. The annual rental income currently estimated at circa; £16,000 for Museum Gardens and £10,000 for Bethnal Green Gardens will be subject to negotiation with the bidders. The rental income achieved will need to be considered as part of the Medium Term Financial Plan and the need for investment in the parks.

5. LEGAL COMMENTS

- 5.1. The proposed grant of the leases will constitute a disposal given they exceed seven year terms. Therefore they will be subject to the provisions of section 123(2A) of the Local Government Act 1972, which prevents the Council disposing of open space land without first advertising its intention in the local press and considering any objections made to the disposal. Any disposal will have to be for the best consideration reasonably obtainable in order to meet the requirements of section 123 of the Local Government Act 1972.
- 5.2. Whilst on the face of it this would appear to be a property based deal, the fact that once the properties have been developed the Council will require a service to be run at the sites means that potentially the operation of the services (and in particular acquiring third parties to provide the services) means that this could represent procurement activity for the purposes of domestic and European legislation. This is particularly true as it could be seen that the “payment” to the Council of renovating the premises is a payment “in kind”
- 5.3. Where the Council is acquiring services it has a duty under section 3 of the Local Government Act 1999 to ensure that it achieves Best Value.
- 5.4. Under the Public Contracts Regulations 2006 (as amended) concession agreements are specifically excluded from the application of these regulations even though the sums involved are otherwise in excess of the relevant threshold. However, case law shows that concessions must be subject to a

reasonable and appropriate level of advertising. This advertising and awarding the concession to the highest scoring bidder will also satisfy the Council's best value obligation under the Local Government Act 1999.

- 5.5. The Council is not prevented from contacting the organisations on the database directly to notify them of this opportunity when it arises. However, this must be also subject to an advert and the Council must be willing to accept interest from parties other than those on the database.
- 5.6. If further consents (such as planning and building control consents) are required in order for this scheme to be a success, any awarded contract must be subject to this as where the Council has a separate statutory duty / function in respect of these consents the Council must not appear to be prejudging these decisions under any contract that it awards or has awarded.
- 5.7. Under any contract that is awarded, the Council must ensure that the winning bidder is responsible for all matters relating to the renovation. In particular the Council must not be responsible for the diversion / provision of utilities as the potential tenant should be responsible for liaising with the relevant statutory undertakers (in respect of gas, water and electricity) to ensure that the sites are properly connected to the various networks. However, the Council is free to determine whether the subsequent supply of these utilities is something that should then be paid for separately or paid by the Council and reclaimed from the tenant.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 The two buildings including the public toilet facility would be DDA compliant
- 6.2 The new facilities would help to bring more visitors into the park and affordability for local people would be part of the criteria
- 6.3 Officers will build into the tender process and marketing of the tender opportunity an emphasis on encouraging existing locally based businesses to apply
- 6.3 Officers build into the tender process opportunities for local employment and training of local residents

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 7.1 The scheme will enhance an existing green space.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 The key risk of failure to get an acceptable bid through a tender process would not result in any financial loss or reputational damage to the Council

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 9.1 The introduction of staffed toilets and café into this park would help to reduce ASB.
- 9.2 Bringing the shelter in Bethnal Green Gardens will help reduce rough sleepers and ASB in the park

10. EFFICIENCY STATEMENT

- 10.1 A successful tendering process would result in bringing back derelict premises into use and generating an annual rental income to the council.

Appendices

- Appendix 1 Bethnal Green Gardens Shelter Conversion Design, Access and Impact Statement
 - Appendix 2 Museum Gardens Shelter Drawings
 - Appendix 3 Bethnal Green Museum Gardens Toilet Site Design, Access and Impact Statement
 - Appendix 4 Museum Gardens Toilet Block Drawings
 - Appendix 5 Bethnal Green Gardens Shelter and Museum Gardens Toilet: Equality Analysis Quality Assurance Checklist
-

Linked Reports, Appendices and Background Documents

Linked Report. None

Appendices. None

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

- Drawings of planned scheme

Officer contact details for documents:

- Divesh Gandesha. Business Development Officer. Arts Parks and Events. X3071

Design, Access and Impact Statement

Bethnal Green Museum Gardens Toilet Site Project

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1.0 Design Statement

2.0 Project Brief

The Architects of London Borough of Tower Hamlets (LBTH) Building and Technical Services have been appointed by LBTH Parks and Play to propose a scheme that looks to convert the existing toilet block into a café whilst also providing public toilet facilities.

The proposal is intended to address the long standing redundancy of the site and existing building, whilst also providing a valuable community facility in a prime position in the heart of Bethnal Green.

The project looks to refurbish the existing building, maintaining its salvageable characteristics and injecting a new lease of life into the building and its immediate context. The scheme looks to sensitively regenerate the local area by introducing a much more open feel to the building by using glass through transparency and well considered openings. The building would be able to be closed and secured either with the park opening and closing times or independently.

3.0 Use and History

The new design incorporates the following:

- New internal café with outside space to the West and North as well as a gated roof terrace
- Public toilet facility providing two gents urinals, two gents cubicles and wash hand basins; two female cubicles and wash hand basins plus an accessible toilet

The toilet block building located on the site has been redundant for circa 15 years. LBTH have explored numerous options since closure to redevelop the building and site but to date there have been no viable options carried forward. The most recent scheme looked to demolish the building and introduce a bicycle parking facility on the site. The scheme was aborted by the client due to a mixed reception to the proposals as well as political influence. The key element of the current proposals is looking at addressing an obvious requirement for the building and site's regeneration by providing a robust and sustainable solution. The scheme also provides a much needed public toilet facility in the immediate locality – ironically, the former use of the building.

As noted, the scheme also looks to generally address the existing derelict, abused and unusable site that the toilet block currently is situated. The site is notorious for misuse by drug users and members of the public using the confined and concealed spaces the building creates for urinating. As the scheme proposes to make the building usable again, this will change the public's perception of the building as well as have users present daily to provide indirect surveillance. When closed, the building will be able to be completely secured by use of roller concealed shutters to doors and windows.

4.0 Amount

The building has a GEA of 93m² and the site as a whole totals 158m² (Refer to **PA-22**).

5.0 Layout

The proposal intends to contribute positively to the regeneration and changing face of the Bethnal Green area. The new facility would have a park entrance and also a street entrance utilising the existing but currently unused gates immediately adjacent to the North entrance to Bethnal Green Underground Station. The kiosk currently adjacent to the gates which to note is on Transport for London land, would be offered a chance of taking on the tenancy of the new café as inevitably the commercial outlet would be affected by the opening of the new facility.

The designs concentrate on a public face of the building being created by use of façade transparency in combination with the extensive proposed use of external areas to the north and west of the building plus the roof terrace area.

Internally, the Cambridge Heath Road entrance to the café and public toilets would be shared to ensure that the toilets are managed and under surveillance, endeavouring to minimise chances of misuse. The café will have an open counter to offer takeaway and sit in services/facilities. The staff areas include kitchen area and storage. For the facilities offered, deliveries would be relatively minimal in size and frequency and would therefore come through the main entrance.

6.0 Scale

As the existing building is being retained, the scale of the building will be largely un-changed. The only difference in perceived scale will be the proposed use of the roof space though this will have minimal impact on its surroundings.

7.0 Landscaping

It is proposed that the trees present on the site will be retained (refer to **PA-22**) and will form part of the proposals. Areas to the North and East of the building will have carefully considered tarmac hard-standing introduced to provide areas for external seating and access to the roof terrace. Other than these areas, vegetation will be retained or, where areas are affected by construction works, replaced with like for like planting.

8.0 Appearance

The building will retain the brick and stonework already present in the fabric of the building with all windows, openings and roof being replaced. Key and carefully composed new openings will be created to enable the building, when open, to provide a transparency to the building to animate the façade and public appearance whilst also attracting custom from the park and Cambridge Heath Road.

The windows and doors will be powder coated aluminium in a charcoal grey colour. The railings introduced to the external stairwell and rooftop balustrade would be designed to compliment those surrounding the site. Where railings are being modified, they will match existing railings (shown in fig a) and painted black.



fig a.

The area designated for public toilets would use the existing high level windows for ventilation and retain the privacy required. Sanitary ware would be robust, stainless steel type that would be maintained by the café facility to ensure that the areas are not misused and also maintained.

9.0 Access Statement

The site being located in the heart of the Bethnal Green area is surrounded by several public facilities and the position provides a natural hub for community use. The site is easily accessible via several bus routes along Bethnal Green Road, Roman Road and Cambridge Heath Road as well as the adjacent Bethnal Green underground station.

The design responds to the growing needs of the local community by offering an easily accessible facility which aims to enhance the local environment and has the added intention of creating a destination within the park to encourage use of the Bethnal Green museum gardens area and locality.

It should also be noted that the site is also approximately 100m north of the start/end of the Sustrans Connect 2 cycle route running from Bethnal Green Gardens to Victoria Park, which is a key strategic east-west cycling link in the Borough.

10.0 Vehicular and Transport Links

As noted above, the site is well located with numerous transport links in easy distance – particularly for cyclists.

During the short construction period, the park has ample area to provide a small enclosed contractor's compound. Access to the site for construction vehicles is easily achievable though strategies would need careful consideration and management to allow for separation from the public.

11.0 Inclusive Access

The proposals will provide level access to the building, fully compliant with DDA requirements on the ground floor. Regarding the rooftop terrace, to note, these facilities are duplicated elsewhere in the building.

12.0 Security

The building will be opened, most likely, with park opening and closing times and both the café and public toilet facilities being maintained by the café staff. When not in use the gates to the site will be locked and all openings to the building i.e. doors and windows, covered with roller shutters concealed in the lintels. Site specific CCTV will be installed to survey the area to compliment the already existing CCTV camera already mounted on the central reservation of Cambridge Heath Road.

13.0 Consultation

Through the design process there has been extensive consultation with LBTH Parks and Play to determine the best use and design of the building. The project also draws off the results of previous consultation carried out with LBTH Public Realm (Transport and Highways section), LBTH Community Safety and Operations (concerning CCTV in particular), local area groups including 'Friends of Bethnal Green' as well as LBTH Conservation and Planning.

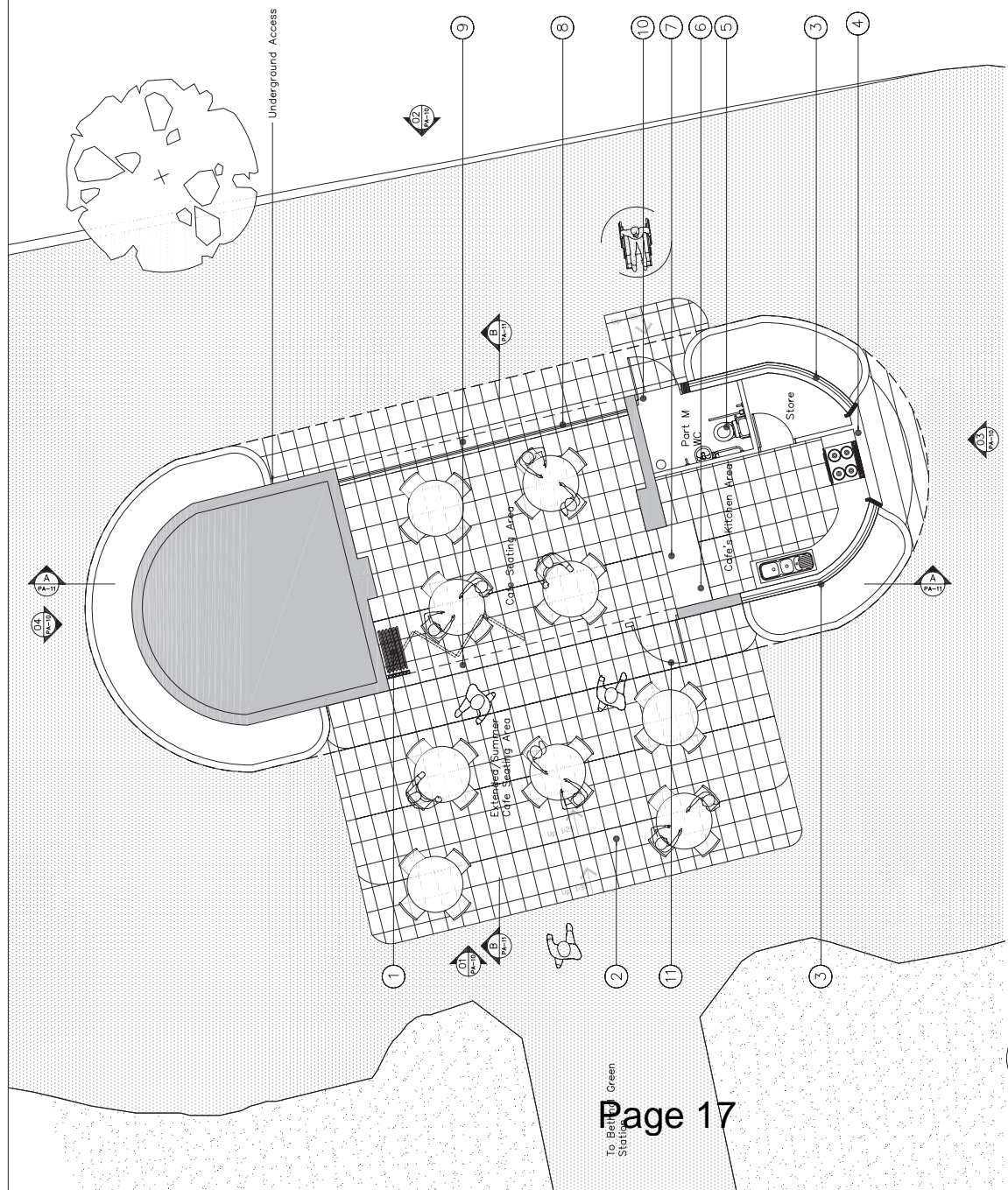
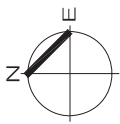
14.0 Impact Statement

The biggest impact on the local area as a result of the scheme will be the regeneration of the building and site. This will increase activity in the locality by creating a destination for users – with target markets for the café being commuters, park users and residents plus visitors to and from the Bethnal Green area.

Of particular consideration is the adjacent St John's Church of Bethnal Green. The scheme intends to improve the immediate context to the church as well as all other adjacent land uses by introducing an animated and ultimately useful community and area resource. The scheme will also open up new views of the Church from the rooftop area. The use of the site will also create flexibility for the future if for any reason the café enterprise is changed.

14.1 Historic Parks listing

To confirm, the site is part of Bethnal Green Museum Gardens which is on the English Heritage Register of Historic Parks and Gardens and as a result, needs consideration with regard to the application.



KEY NOTES

- ① New openable glazed system.
- ② New extended hardscape paving.
- ③ White render infill to existing window opening and new high level timber framed windows to kitchen area.
- ④ Infill existing door opening with reclaimed bricks from removed openings and below external benching.
- ⑤ Fully compliant Part M Doc WC.
- ⑥ Serving counter.
- ⑦ Open existing wall to create connection between seating area and kitchen.
- ⑧ Fixed Glazing
- ⑨ Security shutters concealed within structure.
- ⑩ New opening and door to access WC.
- ⑪ New pass door.

01 PROPOSED GROUND FLOOR PLAN
09 Scale 1:100

Planning Application



01 EXISTING SITE PHOTO 1
12



02 EXISTING SITE PHOTO 2
12



03 EXISTING SITE PHOTO 3
12



04 EXISTING SITE PHOTO 4
12



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Bethnal Green Gardens Shelter Conversion Design, Access and Impact Statement

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1.0 Design Statement

2.0 Project Brief

The Architects of London Borough of Tower Hamlets Building and Technical Services have been appointed by LBTH Parks and Play to plan the renovation and conversion of an existing Art deco style pavilion situated within Bethnal Green museum gardens from a park shelter into a café facility.

The proposal is intended to rejuvenate the building and contribute to the continued improvement of Bethnal Green Museum Gardens and the local area. With the building's location near to the Bethnal Green underground station, the conversion into a café will look to increase use of the park and be a generally positive addition to the local environment.

3.0 Use

The new design incorporates the following:

- An internal closed café area with flexibility for all year round operation. In the summer months, glazed bi-fold doors can be opened up to allow for a blurred inside/outside space transition. When not in use, security shutters can close off the facility
- A kitchen area for the preparation of food for the café plus internal serving hatch
- A dry store accessed from the kitchen for the storage of café supplies and equipment
- A fully accessible DDA compliant WC accessed externally

The existing building, believed to have been built in the 1930's was originally constructed to house a vent for the London underground. This infrastructure requirement was incorporated into a pavilion with open, sheltered benching plus a kiosk facility (now redundant). The pavilion has decayed over a number of years and is rarely used as originally intended.

4.0 Amount

The existing building will be retained with additions being made within the existing footprint. The existing GIA of 44.4m² will be increased to 53.3m² with the additional café internal area (Refer **PA-04**).

5.0 Layout

The Pavilion is located in the North East corner of Bethnal Green Museum Gardens which is in turn situated on the corner of Roman Road and Cambridge Heath Road. The proposed layout is for a café facility primarily that can be opened all year round; the London Underground vent will be retained. The space could also be utilised for community facilities though this would need arranging with the tenant and LBTH. The facility will also provide an externally accessed fully accessible WC (to be managed by the facility).

6.0 Scale

Please refer to planning drawings generally to consider scale. As mentioned, the buildings mass is not being altered apart from the addition of glazed screens to create increased internal area.

7.0 Landscaping

Existing landscaping and trees in the park will be retained and any vegetation near the works will be protected during construction. As shown on drawing **PA-09**, it is proposed to increase paving area externally to create a defined area for café seating during the summer. The paving and installation detailing will be of robust construction to allow for park vehicles to pass over without it's degradation over time.

8.0 Appearance

Particularly considering the buildings' situation within the Bethnal Green Gardens conservation area, the proposed appearance is intended to sensitively work with the existing building fabric whilst also positively responding to the striking art deco style of the existing building, plus giving the building a contemporary and regenerated aesthetic. It is proposed that the existing style remains dominant with the additions providing a subtle change to the building's outward appearance. This intention is in combination with the building being converted to uses that will benefit the park and local area far more than is currently in-place.

Where the doors at the southern end of the building are being closed off and filled in, it is proposed that bricks being removed for the creation of the café serving hatch and below existing benching can be reclaimed and reused to enable a seamless and matched aesthetic to the existing. The over sailing slender concrete roof will remain with the proposed glazed screens being recessed to allow this light and elegant feature to be read. Where the kitchen facility is being created, a white render infill is proposed with high level timber framed windows. This largely responds to the practical requirements of the new kitchen and need for internal wall space for operations. Also and importantly, security of the facility is dealt with whilst still allowing natural light into the internal area. As illustrated in the proposed drawings, these additions are designed in such a way that they enhance the appearance of the building by giving a clean updated aesthetic whilst not conflicting with the existing art deco design style.

Timber framed doors and windows are proposed throughout to reflect the intended use and human scale of building.

9.0 Access Statement

The site being located in the heart of the Bethnal Green area is surrounded by several public facilities and the position provides a natural hub for community use. The site is easily accessible via several bus routes along Bethnal Green Road, Roman Road and Cambridge Heath Road as well as Bethnal Green underground station approximately 50 metres away.

The design responds to the growing needs of the local community by offering an easily accessible facility which aims to enhance the local environment and has the added intention of creating a destination within the park to encourage use of the museum gardens area and locality.

10.0 Vehicular and Transport Links

As noted previously, the sites location is well located with numerous transport links in easy distance as well as roads for vehicular accessibility.

During the short construction period, the park has ample area to provide a small enclosed contractor's compound. Access to the site for construction vehicles is easily achievable though strategies would need careful consideration and management to allow for separation from the public.

11.0 Inclusive Access

The proposal is to maintain the single storey building with level access and circulation. External landscaping will provide level access to the building fully compliant with DDA requirements.

12.0 Security

Due to the pavilion's relatively vulnerable position in a public park, particularly during night periods when the park is closed, security provisions have undergone careful consideration. The proposed extents of glazing will have roller shutters installed to allow the areas to be completely sealed when the building is not in use. These shutters will be concealed discreetly within the lintel detail proposed to the external face of the timber windows (Refer **PA-10 and PA-11**). The windows at high level in the kitchen area will be securely lockable with use of toughened glass.

13.0 Consultation

The design team has held informal discussions with the London Borough of Tower Hamlets parks staff to discuss the security threats and any potential issues with local neighbours.

The highways and parking departments will be notified of the construction works date to suspend any residential parking bays that may cause conflicts with material deliveries.

14.0 Impact Statement

Largely because of the buildings' location within a park, the area surrounding the building is generally a mix of trees, grass, tarmac and vegetation. Directly to the East of the site is Swinburne House (approx 20m away) which is residential in use and separated by a private road, park fence and trees/vegetation.

The existing walls and roof will be upgraded to incorporate insulation to increase the thermal and acoustic performance of the building to ensure a sustainable design solution. As the proposal is to rejuvenate and re-use an existing building, the impact on the neighbourhood and environment will be positive.

The general impact on the surrounding area is intended to be very positive with the proposed use installing a facility that will look to further regenerate the local area and create a place where the general public will meet, greet and see as a destination.



01 West Elevation



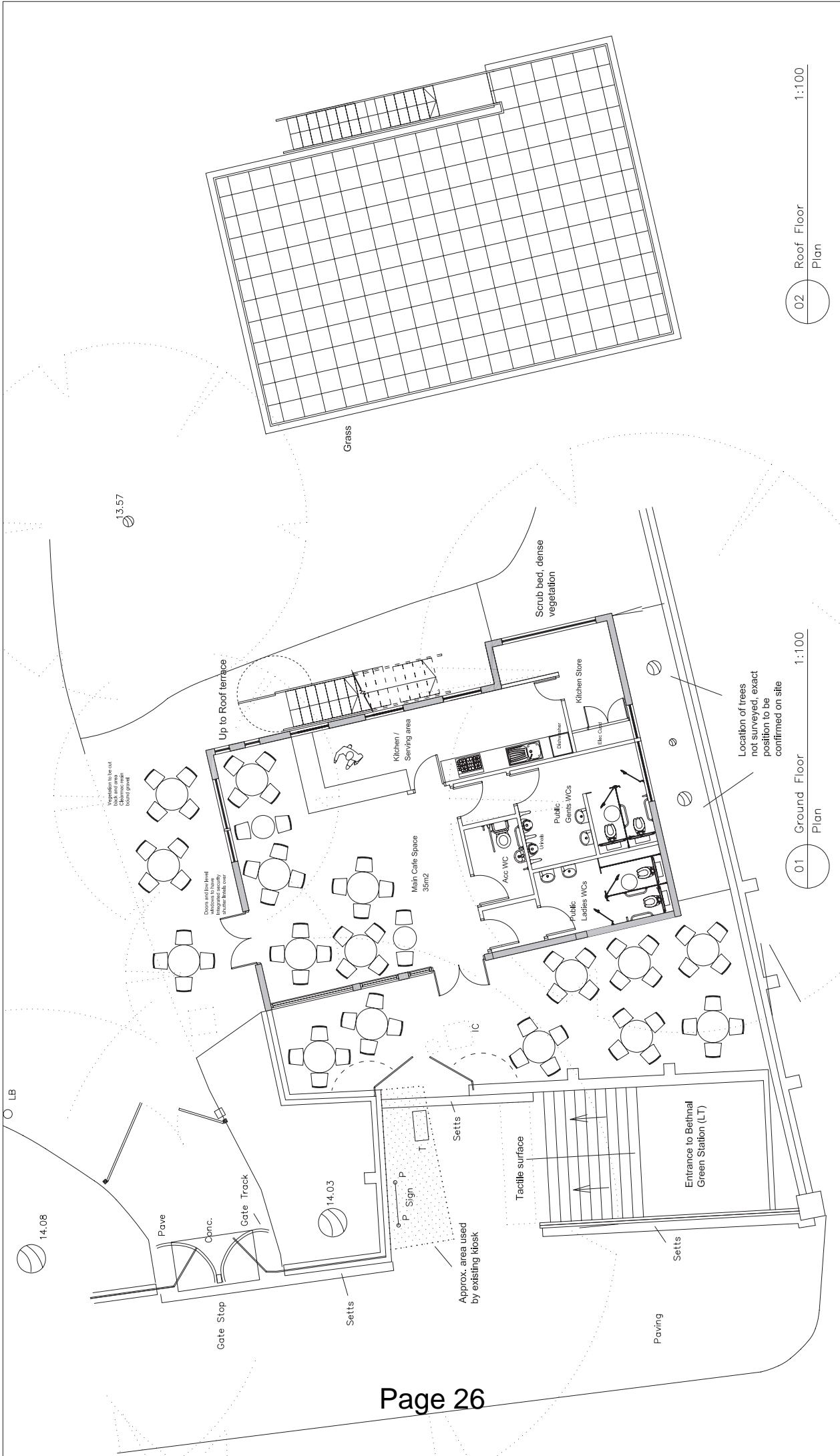
02 South Elevation



03 North Elevation

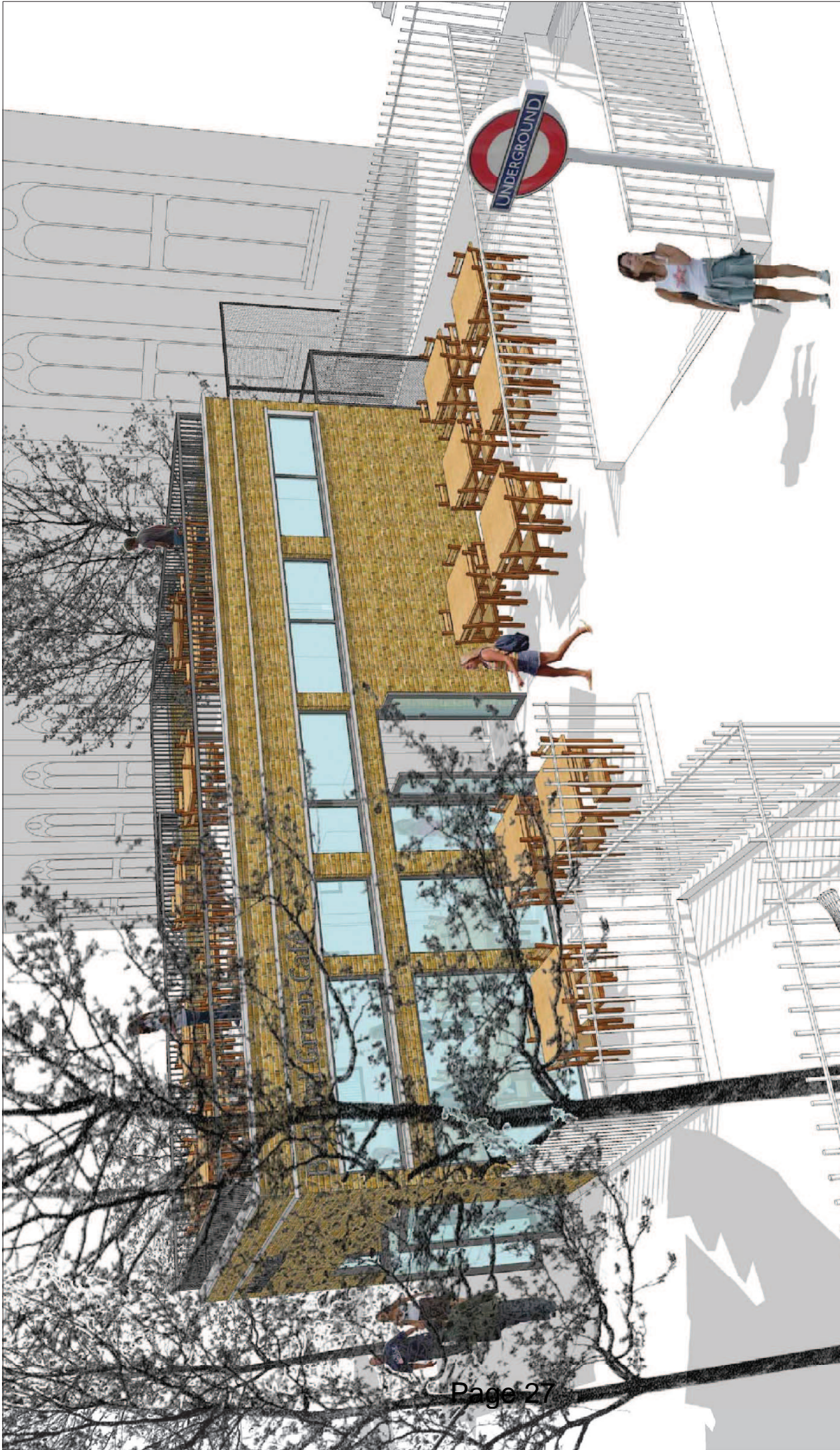


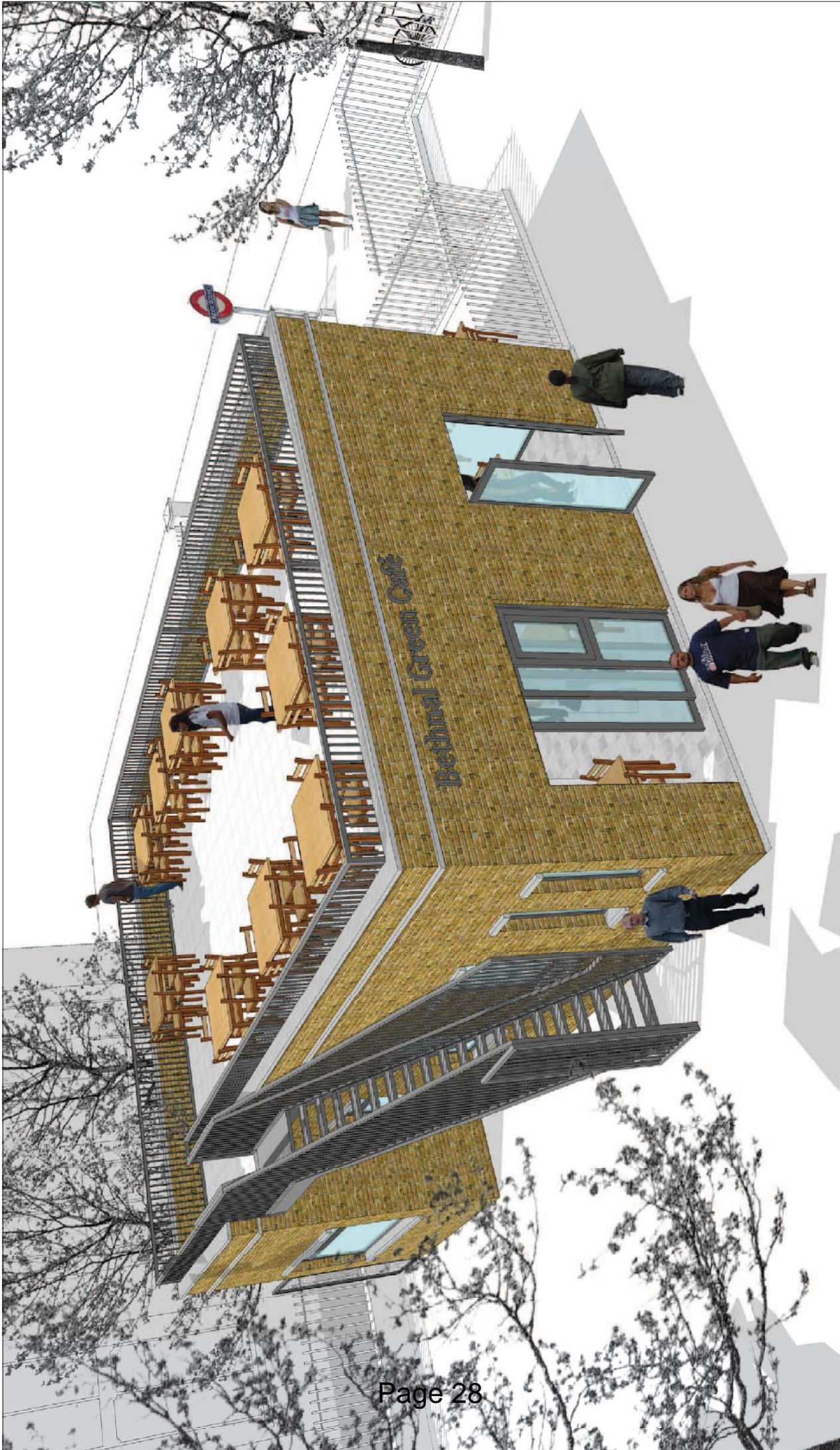
04 East Elevation




01 Ground Floor 1:100 Plan

02 Roof Floor 1:100 Plan





EQUALITY ANALYSIS QUALITY ASSURANCE CHECKLIST

Name of 'proposal' and how has it been implemented (proposal can be a policy, service, function, strategy, project, procedure, restructure/savings proposal)	Bethnal Green Gardens Shelter and Museum Gardens Toilet block
Directorate / Service	CLC, Arts, Parks and Events
Lead Officer	Steve Murray, Head of Arts, Parks and Events
Signed Off By (inc date)	Shazia Hussain, Service Head, Culture, Leisure and Learning
Summary – to be completed at the end of completing the QA (using Appendix A) (Please provide a summary of the findings of the Quality Assurance checklist. What has happened as a result of the QA? For example, based on the QA a Full EA will be undertaken or, based on the QA a Full EA will not be undertaken as due regard to the nine protected groups is embedded in the proposal and the proposal has low relevance to equalities)	<p>Proceed with implementation</p>  <p>As a result of performing the QA checklist, this proposal does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p> <p>The service will continue engaging stakeholders to discuss the use of the site throughout the process.</p>

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Stage	Checklist Area / Question	Yes / No / Unsure	Comment (If the answer is no/unsure, please ask the question to the SPP Service Manager or nominated equality lead to clarify)
1	Overview of Proposal		
a	Are the outcomes of the proposals clear?	Yes	This report asks MAB to consider the proposal to tender out:


			<p>1) a lease for the operation of a catering concession at the shelter in Bethnal Green Gardens</p> <p>2) a lease for a café concession at Museum Gardens toilet block.</p> <p>Both the shelter and the toilet block have been in poor condition.</p> <p>The leases will be granted on the bases that 100% of this investment is undertaken by lessees. It is estimated that the capital investment in the shelter will be approximately £180,000 and the one in the toilet block £250,000. Since the length of the leases needs to be long enough to justify the capital investment, 15 year leases are proposed for both projects. Both would bring annual rental income to the Council depending on the negotiation with bidders.</p>
b	Is it clear who will be or is likely to be affected by what is being proposed (inc service users and staff)? Is there information about the equality profile of those affected?	Yes	<p>If approved, both facilities, which have been in poor condition, will be refurbished by successful tenders. The refurbished facilities will be attended by the service providers. They will contribute to improve the local environment and benefit all visitors and residents through attracting more visitors and protecting the area from anti-social behaviour, which is currently witnessed around the facilities. The contracts will also require the operators to ensure that the service is open to all.</p> <p>All, including wheelchair users and parents with babies and buggies, will have benefit from these facilities and accessible toilets with baby changing stations. Both projects proposals are fully compliant with DDA requirements (re the toilet block, the ground floor only), including the routes to these facilities.</p> <p>The service has engaged residents to develop this proposal.</p>

			It will continue engaging stakeholders on the development of these sites to ensure equalities.
2	Monitoring / Collecting Evidence / Data and Consultation		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	Yes	The service has engaged a resident group to discuss the improvement of the Museum Gardens toilet block. In February 2013, the Council and the group agreed that the Council would explore a possibility of letting the facility commercially. If Cabinet agree with this proposal, the service will continue engaging and consulting residents to identify the projects' impact.
	Is there sufficient evidence of local/regional/national research that can inform the analysis?	Yes	As above, the service has engaged residents to develop this proposal. Both project proposals are fully compliant with DDA requirements (re the toilet block, the ground floor only).
b	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Yes	See above. The service has engaged residents to develop this proposal. Also, the following stakeholders are consulted through the design process: <u>Museum Gardens toilet</u> <ul style="list-style-type: none"> • the Council Parks service • Results of previous consultation carried out by the Council services including Transport and Highways, Community Safety and Operations (concerning CCTV in particular) and Conservation and Planning • Results of previous consultation with local area groups including 'Friends of Bethnal Green'. <u>Bethnal Green Gardens shelter</u> <ul style="list-style-type: none"> • The Council Parks service • Transport and Highways will be notified of the construction works date.
c	Is there clear evidence of consultation with	Yes	As above, the service has engaged residents to develop this

	stakeholders and users from groups affected by the proposal?		<p>proposal. Also, the following stakeholders are consulted through the design process:</p> <p><u>Museum Gardens toilet</u></p> <ul style="list-style-type: none"> • the Council Parks service • Results of previous consultation carried out by the Council services including Transport and Highways, Community Safety and Operations (concerning CCTV in particular) and Conservation and Planning • Results of previous consultation with local area groups including 'Friends of Bethnal Green'. <p><u>Bethnal Green Gardens shelter</u></p> <ul style="list-style-type: none"> • The Council Parks service • Transport and Highways will be notified of the construction works date. <p>If Cabinet agree with this proposal, the service will continue engaging and consulting stakeholders.</p>
3	Assessing Impact and Analysis		
a	Are there clear links between the sources of evidence (information, data etc) and the interpretation of impact amongst the nine protected characteristics?	Yes	If the projects take place, all users, including wheelchair users and parents with small children, will benefit from the facilities. Further consultation on the projects will inform the service about the impact of the facilities.
b	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?	Yes	Further consultation on the projects will inform the service about the impact of the facilities.
4	Mitigation and Improvement Action Plan		
a	Is there an agreed action plan?	Yes	An action plan will be included in tender process.
b	Have alternative options been explored	Yes	Alternative options were considered as outlined in the report.

5	Quality Assurance and Monitoring		
a	Are there arrangements in place to review or audit the implementation of the proposal?	Yes	The service will monitor the service provision by contractors.
b	Is it clear how the progress will be monitored to track impact across the protected characteristics??	Yes	The service will monitor the service provision by contractors.
6	Reporting Outcomes and Action Plan		
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	Yes	

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<p>Cabinet 23 June 2014</p>	 TOWER HAMLETS
<p>Report of: Aman Dalvi, Corporate Director of Development and Renewal</p>	<p>Classification: Unrestricted</p>
<p>CPO Resolution: Aberfeldy Estate Phase 2 and Burdett Estate, St Pauls Way Trust (Poplar HARCA):</p>	

Lead Member	Councillor Rabina Khan, Cabinet Member for Housing and Development
Originating Officer(s)	John Coker Niall McGowan
Wards affected	East India and Lansbury and Mile End East
Community Plan Theme	A Great Place to Live
Key Decision?	Yes

Executive Summary

This report seeks approval for delegated authority to make Resolutions for two Compulsory Purchase Orders (CPO's). These would include specific land interests (predominantly dwelling leaseholds) that need to be acquired to enable Poplar HARCA to deliver:

- Phase 2 of the ongoing Aberfeldy Estate housing regeneration programme, in compliance with commitments to the council and local residents.
- Redevelopment of two housing blocks on the Burdett Estate (Linton and Printon), to provide new homes for rent and sale, and essential new accommodation to enlarge the St Paul's Way Trust School - the proposed development will allow the school to expand by provision of 450 primary places.

The proposed CPO Resolutions will progress the Mayor's regeneration aims by enabling the Council's registered provider partner, Poplar HARCA, to undertake these important housing and school development projects.

The Burdett scheme is being developed in partnership with Poplar HARCA, which is the landowner of the proposed redevelopment site. Proposals for this redevelopment scheme have been jointly developed between Poplar HARCA and the council's Directorates of Education, Social Care and Wellbeing and Development and Renewal.

The CPO proposed for Aberfeldy Estate Phase 2 is envisaged to be the first of three CPOs that HARCA will ask to be made on its behalf over the next five years, to deliver the overall multi-phased renewal of Aberfeldy. Proposals for these further CPOs on Aberfeldy will be brought forward to the Mayor in Cabinet when HARCA advises that they are needed, to enable scheme Phases 3-6 to commence.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Consider and comment upon the proposal to bring a report to Cabinet to seek the following decisions -
 - (1) Agree the preparation of a Compulsory Purchase Order (CPO), which would include specific land interests that must be acquired to facilitate the delivery by Poplar HARCA of Phase 2 of its ongoing Aberfeldy Estate regeneration programme.
 - (2) Agree the preparation of a Compulsory Purchase Order (CPO), which would include specific land interests that must be acquired to facilitate the redevelopment by Poplar HARCA of Linton and Printon Houses on the Burdett Estate, to provide new housing and allow expansion of St Paul's Way Trust School.
 - (3) Delegate to the Corporate Director of Development and Renewal, together with the Service Head for Legal Services power to take all necessary steps including the making of these Compulsory Purchase Orders (CPO's), General Vesting Declarations or Notices to Treat in respect of the land shown edged red on the plans at Appendices 1 and 2, including existing interests affected by the scheme and new rights pursuant to Section 13 of the Local Government (Miscellaneous Provisions) Act 1976.
 - (4) Delegate to the Corporate Director of Development and Renewal in consultation with the Service Head for Legal Services the power to take all necessary procedural steps in the making and implementation of each CPO. This shall include the following:-
 - Appointing land referencing agents, making of each CPO as described in Recommendation 2.3, including the publication and service of notices and thereafter seeking confirmation of it by the Secretary of State (or, if permitted, by the Council pursuant to Section 14A of the Acquisition of Land Act 1981), including the preparation and presentation of the Council's case at any Public Inquiry which may be necessary.
 - Acquiring all known interests in land and any additional interests identified through the land referencing process within the CPO boundaries, shown at Appendix 1 and 2, either by private agreement or compulsorily. This will include those interests listed in Appendix 3.
 - Determination as to whether an individual Order shall be made under the provisions of Section 17 Housing Act 1985, or Section 226 Town and Country Planning Act 1990, should the Service Head for Legal Services consider this appropriate.

- Monitoring of negotiated agreements by Poplar HARCA with land owners or others as applicable, setting out the terms for withdrawal of objections to the CPO, including where appropriate seeking exclusion of land or new rights from the CPO.
 - Publication and service of notices of confirmation of the CPO and thereafter to execute and serve any general vesting declarations or notices to treat, and notices of entry, and to acquire those interests to secure the development proposals.
 - Referral and conduct of disputes, relating to compulsory purchase compensation, at the Upper Tribunal (Lands Chamber).
 - Transfer of any land interests compulsorily acquired by the Council to Poplar HARCA, for nil consideration, within a timescale to be agreed with Poplar HARCA, once vacant possession is achieved.
 - Entering into a CPO indemnity agreement to provide a framework for the respective roles of the Council and Poplar HARCA in the promotion and application of powers, and financial commitments to the Council to pay compensation costs and the council's costs for managing each CPO.
- (5) Determine that the use of CPO powers is exercised where this is recommended in the report, after balancing the rights of individual property owners with the requirement to obtain vacant possession of the site.
- (6) Determine that the interference with the human rights of the property owners affected by these proposals, and in particular their rights to a home and to the ownership of property, is proportionate, given the adequacy of their rights to object and to compensation, and the benefit to the economic, social and environmental well-being of the areas of Tower Hamlets affected by these proposals.
2. Note that the costs incurred by the council in managing the CPO processes will be reimbursed by Poplar HARCA.
3. Note that the proposed CPO for Aberfeldy Phase 2 (Recommendation 2.1) is the first of three CPOs which will be brought forward for Resolution over the next five years, at the appropriate time, to enable Poplar HARCA to obtain vacant possession of the key sites required to deliver its overall Aberfeldy regeneration programme.

1. REASONS FOR THE DECISIONS

- 1.1 The two proposed CPO Resolutions will progress the Mayor's regeneration aims by enabling the Council's registered provider partner, Poplar HARCA, to roll out Phase 2 of its ongoing housing regeneration programme on Aberfeldy; and to undertake an approved partnership project with the council on Burdett Estate, which will redevelop two existing housing blocks and provide new homes and a much needed expansion of St Paul's Way Trust School, expanding the school by 450 primary places.
- 1.2 These separate CPO processes would each be run in tandem alongside Poplar HARCA's continuing efforts to secure vacant possession voluntarily, helping to ensure that land interests can ultimately be acquired and that the redevelopment schemes can progress without indeterminate delays. The status of negotiations by HARCA with the affected land interests in each area is summarised later in this report. Negotiations will be reviewed regularly by Council officers, to ensure that HARCA continues to try to reach negotiated agreements with leaseholders and any other land interests, wherever possible, and that the CPO, once made, is enforced as the last resort.
- 1.3 **Proposed Aberfeldy CPO:** Poplar HARCA has obtained planning approval for a ten year programme of housing renewal, to benefit existing and future residents, and this is already well underway. HARCA confirms that Phase 2 of this regeneration programme cannot be delivered without the promotion and use of CPO powers by the council.
- 1.4 The Mayor is also asked to note that two further CPO Resolutions are likely to be requested in due course, in respect of future Aberfeldy scheme phases (3-6). Poplar HARCA's multi-phased approach, with the commitment of the council to utilise its CPO powers, gives its Joint Venture partners the confidence and security to underpin their future investment strategy and to demonstrate the financial viability of their proposals at each stage. It also allows time to continue negotiations to secure acquisitions voluntarily where possible.
- 1.5 **Proposed Burdett CPO:** The need for the CPO of specific land interests on Burdett Estate arises from a partnership proposal that has been developed by the council, Poplar HARCA and St Paul's Way Trust School. This builds on existing local regeneration work in which the partners have worked together. In September 2013 Cabinet agreed a recommendation to support the proposed expansion of St Paul's Way Trust School and a capital estimate was adopted to include the project in the ESCW capital programme. (Cabinet 11 September 2013, Planning for School Places, 2013/14 Review; ESCW Capital Programme 2013/16). The capital estimate was adjusted to £9.73m following a recommendation to Cabinet on 2 April 2014.
- 1.6 Poplar HARCA has agreed proposals for this regeneration scheme with the Council and with the school. Based on the need for additional school provision in the locality, a scheme has been developed for which it is anticipated a planning application will be submitted in September 2014. The

Council is funding the capital costs of the school-related elements of the overall scheme. This is funded from specific capital grant from the DfE for additional school places. Part of the Council's costs will include a proportion of costs attributable to site assembly, i.e. decant of existing residents.

- 1.7 The proposal is for the demolition of existing flats in Printon and Linton Houses (HARCA-owned blocks) and a mixed-use redevelopment, to include accommodation for the school on the ground floor, with mixed tenure housing above. This is a form of development which has been successfully implemented elsewhere. The site is approximately 200m from St Paul's Way Trust School. The scheme will also include nursery provision, and a retail space.
- 1.8 There is a steeply rising need for more school places in Tower Hamlets. Over the next 10 years approximately 8,000 more primary school places will be required. The Council has a statutory duty to provide school places. In recent years the Council has created more capacity from within its own assets.
- 1.9 The St Paul's Way Trust School proposal allows a partnership approach to create additional capacity as well as provide new homes. The Council will fund the school elements of the capital costs of the redevelopment. The proposed development will allow the school to expand by adding 450 primary places. By this expansion the school will become an all-through school for 1650 children aged 4-18 years. It allows the expansion of an outstanding and popular school to create places that the Council would not otherwise be able to create on the existing site of the school.
- 1.10 The school is in a priority area of the borough where there is considerable pressure on the available school places. The Council has limited options for expanding schools in the area. New residential developments have taken place and are proposed in this area of the borough. Where there are not enough local primary school places, children are not able to gain a place at their local school and will have to travel further to access a place. The school is expanding from September 2014 and is opening in temporary accommodation in the Burdett Centre.
- 1.11 The request to commence with a CPO resolution at this early stage is to facilitate clearance of the site so that the permanent school provision can be in place, if possible, for the beginning of the 2016/17 school year in September 2016.

2. ALTERNATIVE OPTIONS

- 2.1 The alternative option is to NOT make the recommended Resolutions for one or both of the proposed CPOs. In this instance negotiations by Poplar HARCA with individual land interests would continue, but the absence of a back-up CPO process could potentially have negative impacts as follows:

2.2 **Aberfeldy Regeneration Scheme**

- Risk to the land assembly and to the implementation of the development, which would jeopardise key performance targets and housing outputs.
- Risk that future scheme phases would not be deliverable, as the regeneration scheme approach has been developed for the whole estate, and Phase 2 provides part of the rolling decant accommodation.
- Uncertainty for tenants and leaseholders in both Phase 2 and future phases as to whether the scheme will progress, which would make it harder for them to make informed decisions about their future.
- Without a statutory CPO there would be no obligation on Poplar HARCA to reimburse leaseholders' costs associated e.g. surveyors and legal fees.
- Potentially higher costs for Poplar HARCA, i.e. to achieve voluntary acquisitions at a higher than market value, which in turn could reduce scheme funding or overall financial viability. HARCA advises that due to the way the scheme funding is structured, this could have a negative impact on the overall level of affordable housing to be provided.
- Risk of non-delivery on commitments by Poplar HARCA to provide *comprehensive* regeneration across the wider area, including:
 - New affordable homes for people in housing need.
 - Community, faith and health provision.
 - New retail area of increased size.
 - Public realm and general neighbourhood regeneration.
 - Loss of planned investment in training academy.

2.3 **Burdett / St Pauls Way Trust School**

- Risk to the land assembly and to the development of the proposed new homes and the school extension. HARCA has stated that without a commitment from the council to use CPO powers to support the delivery of the land assembly, it will not be able to progress the scheme, as the cost risk will be too high.
- Potentially higher costs for Poplar HARCA, i.e. to achieve voluntary acquisitions at a higher than market value, which in turn could reduce scheme funding or overall financial viability. A proportion of such additional costs would fall to the Council for the school-related element of the overall project.
- Uncertainty for tenants and leaseholders as to whether the scheme will progress, which will make it harder for them to make informed decisions about their future, or to get alternative accommodation which meets their requirements.

- Without a statutory CPO there would be no obligation on Poplar HARCA to reimburse leaseholders' costs for reaching voluntary settlements, such as surveying and legal fees.
- The proposed expansion of St Paul's Way Trust School has been identified as a key scheme to provide additional, high quality school capacity in this area of the borough to meet the needs of local residents.
- There would be a risk that the much needed school places could not be provided on this site: the need for additional school places in Tower Hamlets is significant and will continue for the foreseeable future.
- Many schools have been expanded on their existing sites but the opportunities for more such expansions are now very limited due to the restricted sites of many inner city schools.
- Other options might include securing site allocations through the strategic planning process and other agreements with developers. However because of the scale of the need for additional places (8,000 primary school places over the next 10 years), the Council has to keep several options under review and in progress in order to keep pace with the projected number of pupils requiring a school place each year.
- This includes working with partners on the potential for mixed-use development, as in this case. This scheme is an ideal opportunity to address key regeneration aims to improve housing and school provision.

3. DETAILS OF REPORT

3.1 Meeting the Council's requirements to make a CPO

The Council has previously made CPOs to support its own, or its Registered Provider (RP) partners' regeneration projects. The need for this provision arises where acquisition of land interests (i.e. residential dwellings, shops, rights of way etc) is necessary to fulfil commitments to deliver new affordable homes and/or to achieve wider regeneration benefits, such as the provision of related infrastructure, community facilities or new school premises.

3.2 This report seeks the Board's input to the proposal to make two CPOs in due course. For the reasons set out in Sections 3 and 4 of this report, it is important to commence the CPO processes for all the land interests included in, or affected by the CPO land within the red-line boundaries shown in Appendices 1 and 2. The report explains why each proposed CPO is needed to support the housing and wider regeneration work currently underway by Poplar HARCA, i.e. on Aberfeldy Estate, and to enable a proposed partnership scheme with the council on Burdett Estate, which will provide new homes and crucially a new school building to expand the nearby St Paul's Way Trust School.

- 3.3 Circular 06/04 provides best practice in the making of a CPO. In accordance with the guidance, the Council needs to demonstrate that compulsory purchase is used as a measure of the last resort and, once made, is enforced after all efforts to acquire by agreement have been exhausted.
- 3.4 Before making a CPO (which can only happen after the recommendations in this report are approved by Cabinet), officers require that the council's RP partner demonstrates that it is (and will continue to be) vigorously seeking voluntary negotiated settlements with all the home owners, or with others whose interests will be acquired, offering the full market value applicable and compensation compatible with statutory requirements. For example, if the council makes a CPO, dwelling owners will be reimbursed for independent valuation and legal support; paid full market value for their property interest; and be entitled to a compensation package to meet statutory requirements.
- 3.5 It is emphasized that the CPO is the solution of last resort. Council officers will regularly meet Poplar HARCA's representatives to monitor progress in securing vacant possession through voluntary negotiation. Poplar HARCA's approach to voluntary negotiations with land interests is described in the sections below, in respect of each scheme for which a CPO is being requested.

4. ABERFELDY ESTATE REGENERATION SCHEME

- 4.1 Aberfeldy Estate is located in East India and Lansbury Ward – see **Appendix 4, location map**. It was transferred to Poplar HARCA in two tranches, one in 1998 and another in 2007 following positive outcomes from ballots of residents. The transfer took place with the specific intention of securing significant improvement to the quality of the homes and environment. At transfer, the parts of the estate to be regenerated comprised 297 homes. The areas of the estate that are to be demolished and rebuilt in a phased programme, contain 211 tenanted homes and 86 leasehold homes.
- 4.2 Poplar HARCA is comprehensively regenerating the estate. This regeneration will take place over 6 phases, lasting approximately 10 years, and HARCA's Joint Venture Partnership will be investing over £250M in improvements to the area.
- 4.3 The overall Aberfeldy scheme has outline planning permission, and detailed planning permission is in place for Phases 1 and 2. Delivery of Phase 1 is well underway. The Decision Notice which approved the "Reserved Matters" for Phase 2 was issued by the council on the 27th March 2014.
- 4.4 The full scheme will: entail demolition of a considerable number of blocks; provide 1176 new homes; create vastly improved living conditions for the estate's residents; impact positively on the quality of the surrounding area and provide community, faith, retail and health facilities that will build on and extend the community offer to local residents.

- 4.5 The Aberfeldy scheme requires considerable demolition over a number of phases as well as making better use of existing space, to provide the new homes, a new neighbourhood centre and new community facilities. It guarantees to replace all of the social rented habitable rooms lost through demolition and to provide a minimum of 5% additional habitable rooms, split 60/40 between rent and intermediate tenures.
- 4.6 At least 45% of all replacement social rented homes and additional affordable rented homes will be family sized (3+ bed). All homes provided as affordable housing will be let at social rents.
- 4.7 This current mix is supported by a detailed viability appraisal, which will be re-run prior to the development of each phase and, where possible, the amount of affordable habitable rooms will be increased up to a maximum of 35% affordable overall.
- 4.8 As indicated above, the regeneration of the Aberfeldy Estate is a complex multi-phase scheme over a 10-year period, which will comprehensively regenerate the heart of the Aberfeldy area, providing significant well-being benefits. HARCA advises there are a number of reasons for the phased approach:
- 4.8.1 Phasing the scheme maximises the opportunity for internal decants from existing properties to the new affordable homes and provides the opportunity for leaseholders to acquire new properties within the redeveloped parts of the estate. This has positive benefits in that those people that wish to remain part of the community will be able to do so, which in turn has a positive benefit on maintaining and building community cohesion.
- 4.8.2 It is important to ensure that the scheme works financially. The scheme relies upon achieving land value and profits from the sale of properties from initial phases. These resources are then cash-flowed into funding subsequent leaseholder buy-outs and decant costs in subsequent phases. There is a comprehensive S106 agreement, which facilitates a review of the level of affordable housing to be provided on a phase-by-phase basis to maximise provision.
- 4.8.3 The phased approach to the regeneration scheme has been developed to:
- provide the most efficient build programme
 - create the new community, faith, health and retail space in advance of existing spaces being removed; and
 - minimize disruption to other residents in the demolition and build processes.
- 4.9 **Rehousing Offer – Aberfeldy Scheme**
Poplar HARCA has made the following commitment to its Aberfeldy Phase 2 decant tenants:

- Awarded decant priority status
- Relocation to a suitable home
- Help with the cost of moving
- Home Loss payment
- Option to return to the new scheme where appropriate

4.10 Poplar HARCA has made the following commitments to the Aberfeldy Phase 2 resident leaseholders:

- Market value for property
- Home loss payment along with reasonable costs of relocation and legal fees, SDLT etc
- For resident leaseholders (in situ) that cannot afford an alternative home, the following options are available:
 - Shared ownership
 - Shared equity arrangement
 - Lease swap

4.11 HARCA has undertaken a number of regeneration schemes where land assembly has been achieved without the need to resort to the full implementation of CPO powers. Hitherto they have successfully negotiated appropriate settlements by being flexible in their approach. For example, on the Aberfeldy scheme, the leaseholders in Phase 2 have been offered the option to return to the Phase 1A scheme currently under development, subject to affordability.

4.12 In the past four years, Poplar HARCA, in conjunction with the council, has embarked upon an extensive programme of place-making called Reshaping Poplar. In addition to providing new homes, this programme seeks to transform the quality of the environment and the quality of life in Poplar, with new and improved health facilities, schools, leisure facilities, retail and commercial workspace, green spaces and physical infrastructure. On Aberfeldy Estate this will involve improvements to the quality of the environment, new and improved health facilities, an enhanced retail area, improved and more useable public spaces, public art and redevelopment of the physical infrastructure to enhance the quality of life.

4.13 Investment is also aimed at delivering future employment opportunities, with the development of a construction academy, supported by Willmott Dixon.

4.14 However, enabling the scheme to progress, without hindrance to deliver these significant improvements to the local area, requires the acquisition of all land interests on a phased basis. It is essential that the Title to the land is clear. Poplar HARCA will continue to seek to acquire all interests through voluntary negotiations, but the CPO process for Phase 2 is an important element in order to ensure that vacant possession and clean title to this phase of the scheme can be secured and to allow the development programme to commence in 2014.

4.15 This report requests the use of the Council's CPO powers in relation to Phase 2 of the regeneration scheme, as illustrated in the plan shown at Appendix 1. It also notes that future CPO resolutions for later phases will come forward during the next five years.

4.16 **Purpose of the decant and acquisition of land interests on Aberfeldy Estate**

HARCA's programme for phase 2 of the scheme entails the demolition and redevelopment of 72 properties at:

- Jervis Bay House
- Gaze House
- Ritchie House
- Helen Mackay House

4.17 The following table sets out the current use of these properties:

Block	No of Properties	Leasehold	Tenants	Void
Jervis Bay House	18	4	7	7
Gaze House	12	7	2	3
Ritchie House	18	4	7	7
Helen Mackay House	24	3	5	16
Total	72	18	21	33

Of the 18 remaining Leaseholders, 8 are non-resident. The purpose of the decant and acquisition of land interests, is to secure vacant possession of the site, ideally to enable demolition to commence later in 2014. In turn this allows the development of Phase 2 to commence, which delivers 200 new homes (including those earmarked for decants of residents in later phases).

4.18 Poplar HARCA advises it has consulted residents and local stakeholders extensively about the Aberfeldy regeneration scheme. The support of the council in progressing a CPO on Phase 2 of Aberfeldy Estate will help deliver a successful conclusion to the decant and leasehold acquisitions programme. The Aberfeldy CPO would run in tandem with Poplar HARCA's ongoing negotiations with the remaining dwelling owners (mixture of resident and non-resident), to seek voluntary settlements where possible.

5. BURDETT ESTATE – REDEVELOPMENT OF HOUSING AND SCHOOL ACCOMMODATION

5.1 Burdett Estate is located in Mile End East ward – see **Appendix 5, location map**. This former council estate was transferred to Poplar HARCA in 1998.

Substantial housing and environmental regeneration work has been carried out, prior to the scheme which is now proposed.

5.2 Poplar HARCA's new development will take place in a single phase and will include:

- A new housing development with school accommodation below, as part of St Paul's Way Trust School, fronting onto St Paul's Way – this will allow the school to expand by adding 450 new primary places.
- New multi-use games play space.
- New school playground.
- A new housing development, with an indicative provision of 107 new flats of mixed tenure, based on the Mayor's London Housing Design Guide space standard.
- Design is at an early stage but indicatively will comprise:
 - 82 for private sale
 - 12 for social rent
 - 13 intermediate
 - The split is 70% private and 30% social & intermediate by habitable rooms
- Replacement mosque building, for that which currently occupies the Burdett Centre.
- A new retail space, potentially located on the St Paul's Way frontage.
- The design of the school accommodation and its recreation area will allow community use out of school hours. The school and Poplar HARCA are committed to working together on the use of the school accommodation by the community.

5.3 The scheme requires the demolition of Linton and Printon Houses and the relocation of the current residents. Poplar HARCA had previously commenced a tenant decant programme and has now started the dialogue with leaseholders, to endeavour to secure vacant possession of the various properties through voluntary acquisitions wherever possible.

5.4 The existing housing provision is as follows:

5.4.1 Printon House has 30 flats in the block of which 18 are tenanted, 8 are leasehold and 4 are void. Current occupancy is:

4	Void/short life
18	Tenants
3	resident Leaseholders
5	non-resident Leaseholders

5.4.2 Linton House has 24 flats in the block of which 6 are tenanted, 11 are leasehold and 7 are void. Current occupancy is:

7	Void/short life
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6	Tenants
4	resident Leaseholders
7	non-resident Leaseholders

5.5 Rehousing Offer – Burdett Scheme

Poplar HARCA will need to complete its decant of all the occupied properties before any of the development can commence. Because this is likely to be a smaller, single phase project, delivering fewer replacement homes on-site, HARCA cannot offer a guaranteed option for existing tenants to relocate within the redevelopment area.

Poplar HARCA has made the following commitment to its tenants:

- Awarded decant priority status
- Relocation to a suitable home
- Help with the cost of moving
- Home Loss payment
- Poplar HARCA is only able to provide a qualified option to return to the new scheme as the number of new affordable homes to be built within the scheme will be less than the number of homes to be demolished.

Poplar HARCA will make the following commitments to resident leaseholders in the affected blocks:

- Market value for property
- Home loss payment along with reasonable costs of relocation and conveyancing fees, SDLT etc
- For leaseholders that cannot afford an alternative home in the open market the following options are available
 - Shared ownership
 - Shared equity arrangement
 - Lease swap

5.6 Through its drop in sessions and home visits, Poplar HARCA will gather information about the personal and financial circumstances of the resident leaseholders, to identify any hardship considerations and to develop options that fit with these leaseholders' financial circumstances. This information will be shared with council officers monitoring the decant programme so that they can be assured that Poplar HARCA are providing robust options that meet the needs of the leaseholders.

5.7 As indicated above for Aberfeldy, Poplar HARCA is expected to be as flexible as possible in its efforts to negotiate with resident home-owners. However the CPO is necessary to ensure that the land earmarked for development is secured as quickly as possible, to enable the development to begin by 2015, once planning approval for the scheme is obtained.

5.8 **Purpose of the decant and acquisition of land interests on Burdett Estate**

HARCA's programme for the scheme entails the demolition and redevelopment of 54 properties at:

- Linton House.
- Printon House.
- The demolition of the current Burdett Centre community hall.
- The demolition and re-provision of the Mosque, which currently occupies part of the Burdett Centre.

5.9 The purpose of decant and acquisition of land interests is to secure vacant possession of the site, ideally to enable demolition by January 2015. In turn this allows the development to commence which should provide the new school provision for the commencement of the school year in September 2016.

5.10 Residents and local stakeholders are being consulted by Poplar HARCA about the decant options and about the regeneration proposals, en route to making a planning submission. The support of the council in progressing a CPO for the land interests identified in Appendices 2 and 3 will help deliver a successful conclusion to the decant and leasehold acquisitions programme. The CPO would run in tandem with Poplar HARCA's ongoing negotiations with the remaining dwelling owners (mixture of resident and non-resident), to seek voluntary settlements where possible.

6. **NEGOTIATING SETTLEMENTS**

6.1 The proposal for two CPOs, to include property interests listed in Appendix 3 - and which may be identified within the red-line boundaries illustrated in Appendices 1 and 2 - is a measure to help ensure overall delivery of each regeneration scheme. Poplar HARCA will be required to continue negotiations with the remaining land interests, to seek to achieve a complete decant and acquire where possible all interests by agreement without having to implement the CPO unless this is absolutely necessary. Approving the CPO Resolutions now, and the subsequent making of the CPOs under delegated authority, will not result in any reduction in efforts to continue negotiations to achieve vacant possession by voluntary agreement. The CPOs are, however, an important step to confirm the council's continued and formal support for each scheme, which together will provide significant new housing, community and educational benefits to the borough.

6.2 **Residential acquisitions**

Poplar HARCA is engaging to acquire leasehold premises and has so far been successful in preliminary discussions to communicate with the affected leaseholders and to offer settlements.

6.3 On Aberfeldy this process has been underway for some time. Some 2 leaseholders have been acquired to date and 18 remain, of whom all but 2 are actively in negotiations. On Burdett (Linton and Printon Houses) the dialogue

to reach voluntary settlements to acquire 10 residential leasehold interests and 10 non-residential leasehold properties, is now underway.

- 6.4 Poplar HARCA will liaise closely and negotiate with all the owners and occupiers. The council's Housing Regeneration Team monitors the offers made by HARCA to ensure that this happens.
- 6.5 HARCA has adopted the CPO good practice approach used by the council. When a property is to be purchased the owner is encouraged to seek independent valuation advice to assist in negotiations with Poplar HARCA's Valuer, and reasonable costs for this are reimbursed. Owners are offered the full current market value of their property. Owners who occupy their properties as their 'principal' home (i.e. resident owners) receive an additional 10% of the final market value as a statutory Home Loss payment. Property Owners who do not occupy their homes (ie non-resident owners) may be eligible for an additional 7.5% of the acquisition price as a Basic Loss payment, if the property has been well maintained.
- 6.6 To help displaced property owners move to their new homes, their reasonable moving costs are paid, including legal and professional valuation fees, the hire of removal companies, disconnection and reconnection of cookers, washing machines and all associated domestic costs of moving from one property to another, including an allowance for carpets and curtains etc. Where a property owner makes their own arrangements to acquire alternative premises, the Registered Provider meets the reasonable cost of stamp duty.
- 6.7 In addition to the standard options set out above, which reflect the Council's approach to resident property owner buybacks, Poplar HARCA is offering further options such as lease swaps, conversion to shared equity or shared ownership options where there is insufficient capital in the existing property to enable the displaced leaseholder to purchase a new replacement home at current market values.

Other Land Interests

- 6.8 There are likely to be other non-residential land interests and rights, which will need to be extinguished or acquired by each proposed CPO. These may include for example:
 - Way-leaves
 - Easements
 - Rights of Way
 - Third Party rights
 - Rights to Light
 - Over-sailing rights
 - Electricity substation leases
- 6.9 All land interests will be established via a referencing process and where appropriate, negotiated settlements will be reached to allow the redevelopment to proceed unhindered.

7. **COMPULSORY PURCHASE**

- 7.1 Using compulsory purchase powers will facilitate the delivery of this regeneration project. The current known interests in the land are listed in Appendix 3, but other interests may emerge through land referencing across the red-line area for each of the proposed CPOs.
- 7.2 Circular 06/2004 Paragraph 1 (Compulsory Purchase and the Crichel Down Rules) (“the Circular”) sets out guidance to acquiring authorities in England making CPO’s.
- 7.3 The Circular states that “Ministers believe that compulsory purchase powers are an important tool for local authorities and other public bodies to use as a means of assembling the land needed to help deliver social and economic change. Used properly, they can contribute toward effective and efficient urban and rural regeneration, the revitalisation of communities, and the promotion of business – leading to improvements in quality of life. Bodies possessing compulsory purchase powers – whether at local, regional or national level – are therefore encouraged to consider using them pro-actively wherever appropriate to ensure real gains are brought to residents and the business community without delay.”
- 7.4 The Circular, para 24, sets out that “acquiring authorities should seek to acquire land by negotiation wherever practicable. The compulsory purchase of land is intended as a last resort in the event that attempts to acquire by agreement fail.”
- 7.5 The Circular also sets out (para 24) that acquiring authorities “should plan a compulsory purchase timetable at the same time as conducting negotiations.” This is to reflect the amount of time that needs to be allowed to complete the compulsory purchase process. The guidance goes on to state “it may often be sensible for the acquiring authority to initiate the formal procedures in parallel with such negotiations. This will help to make the seriousness of the authority’s intentions clear from the outset, which in turn might encourage those whose land is affected to enter more readily into meaningful negotiations.”
- 7.6 Paragraph 17 of The Circular refers to the balance that has to be struck between ensuring a compelling case in the public interest and that the regeneration project sufficiently justifies interfering with the human rights of those with an interest in the land affected. It reads as follows:

"A compulsory purchase order should only be made where there is a compelling case in the public interest. An acquiring authority should be sure that the purposes for which it is making a compulsory purchase order sufficiently justify interfering with the human rights of those with an interest in the land affected."

7.7 Appendix E of the Circular provides guidance to local authorities considering using compulsory purchase powers under the Housing Acts. Paragraph 2 of Appendix E states that orders should not be made unless there is a compelling case in the public interest for making them.

7.8 Paragraph 19 of Circular 06/04 states –

“If an acquiring authority does not have a clear idea of how it intends to use the land which it is proposing to acquire, and cannot show that all the necessary resources are likely to be available to achieve that end within a reasonable time-scale it will be difficult to show conclusively that the compulsory acquisition of the land included in the order is justified in the public interest... Parliament has always taken the view that land should only be taken compulsorily where there is clear evidence that the public benefit will outweigh the private loss.”

7.9 Consideration is given to the human rights implications of the decision to make a CPO in section 11 below.

8. WHEN COMPULSORY PURCHASE IS TO BE USED

8.1 An example of the circumstances in which CPO may be used by relevant authorities is summarised as follows:

- To unlock situations where a scheme is being blocked by an owner (or owners) unwilling to dispose of property either at all or only at a price considerably in excess of market value a ransom situation.
- To ensure effective negotiations for land assembly where there is a multiplicity of ownerships and absent landlords.
- Where there are unknown owners.

8.2 The use of CPO in the case of the Aberfeldy Estate Phase 2, and Burdett Estate, accords with the first two of these circumstances.

9. FINANCIAL IMPLICATIONS

9.1 This report explains Poplar HARCA's progress on the acquisition of land and properties on the Aberfeldy Estate and Burdett Estate. Approval is sought for CPO proceedings to be implemented, should efforts to acquire all of the appropriate property and any other land interests by agreement fail. Arranging for these back-up procedures to be put in place now, will reduce any subsequent delays in the regeneration programme that may arise if agreements cannot be reached with individual owners.

9.2 There are no direct financial implications for the Authority in terms of the management of the CPO processes - the costs of officer time involved in the

CPOs will be recharged to Poplar HARCA, as will any specific administrative costs incurred.

- 9.3 The costs of the purchases and associated compensation are borne exclusively by Poplar HARCA in respect of the Aberfeldy scheme.
- 9.4 In relation to the Burdett scheme however, in September 2013 Cabinet agreed a recommendation to support the proposed expansion of St Paul's Way Trust School and a capital estimate was adopted to include the project within the ESCW capital programme. (Cabinet 11 September 2013 – 'Planning for School Places, 2013/14 Review; ESCW Capital Programme 2013/16'. The capital estimate was adjusted to £9.73m following a recommendation to Cabinet on 2 April 2014.). The Council is funding the capital costs of the school-related elements of the overall scheme through the specific capital grant that it receives from the DfE. The Council's capital expenditure will include an element of costs attributable to the site assembly for the scheme, i.e. the decant of existing residents from Linton and Printon Houses. These costs must be contained within the overall capital budget adopted for the project, however it should be noted that they are not within the direct control of the Authority and therefore close financial monitoring of the scheme will be essential in order that any additional cost pressures can be addressed as they emerge.

10. LEGAL IMPLICATIONS

- 10.1 The Council is empowered by Part 2 of the Housing Act 1985 to provide housing accommodation. The Council may acquire land for the purposes of its Part 2 housing functions, which includes acquiring land to be used as a site for building housing (Housing Act 1985, section 17). The Council's power to acquire land includes the power to acquire land for the purpose of disposing of that land to a person who intends to provide housing accommodation on it or facilities which serve a beneficial purpose in connection with the requirements of persons for whom housing accommodation is provided.
- 10.2 The Council may compulsorily acquire land for these housing purposes if it is authorised to do so by the Secretary of State (Housing Act 1985, section 17(3)). The Secretary of State may not authorise such an acquisition unless it appears likely the land will be required within the date on which the Secretary of State confirms the compulsory purchase order for the purposes of section 17 of the Housing Act 1985. The Acquisition of Land Act 1981 ("**the 1981 Act**") governs the procedures which apply to such an acquisition, the Compulsory Purchase Act 1965 ("**the 1965 Act**") governs post-confirmation procedures and the Land Compensation Act 1961 ("**the 1961 Act**") governs the amount and assessment of compensation. Those statutes provide the general position, which is subject to some particular modification by Part 17 of the Housing Act 1985.
- 10.3 The Council's power to acquire land for housing purposes may arguably be insufficient to support a purchase for the provision of school facilities, given

that these would not necessarily benefit persons who live in the housing accommodation provided. Under section 226 of the Town and Country Planning Act 1990 ("**TCPA**"), the Council has power to compulsorily acquire land in its area. The Council requires authorisation from the Secretary of State to make a compulsory acquisition under section 226 of the TCPA and the 1981 Act applies to such an acquisition.

- 10.4 The Council may make a compulsory acquisition under section 226 of the TCPA (a) if it thinks the acquisition will facilitate the carrying out of development or redevelopment or improvement on or in relation to the land or (b) which is required for a purpose which it is necessary to achieve in the interests of the proper planning of an area in which the land is situated. In order to make an acquisition under (a), the Council must also consider that the development, redevelopment or improvement will contribute to the promotion or improvement of the economic social or environmental well-being of Tower Hamlets.
- 10.5 The Council may dispose of the land under section 233 of the TCPA for the purpose of bringing it forward for development or otherwise facilitating development. Any such disposal must be for the best consideration that can reasonably be obtained, unless the Secretary of State's consent is obtained. By a combination of sections 226 and 233 of the TCPA, it is open to the Council to compulsorily acquire land for planning purposes and then transfer it to a developer.
- 10.6 The 1981 Act provides that the authorisation of a compulsory purchase is to be conferred by an order, called a compulsory purchase order ("**CPO**"). A CPO is required to be made in a prescribed form and must describe by reference to a map the land to which it applies. If the Council makes a CPO, it must submit the CPO to the Secretary of State for confirmation. Prior to submission to the Secretary of State, the Council must publish notice of the making of the CPO specifying that the order has been made, describing the land and the purpose for which it is required, naming a place where the order and map may be inspected and specifying a time which (and the manner in which) objections may be made. The Council must also serve a notice in prescribed form on affected owners, lessees, tenants or occupiers of the land allowing them the opportunity to object. The procedure for confirmation is specified in the 1981 Act and may require the conduct of a public inquiry if there are objections.
- 10.7 As an acquisition will extinguish third party rights, the Council will need to take care that it does not contravene the rights of individuals under the European Convention on Human Rights ("**ECHR**"). Section 6 of the Human Rights Act 1998 makes it unlawful for the Council to act in any way which is incompatible with a right under the ECHR. Pursuant to Article 1 of the First Protocol to the ECHR, every person is entitled to the peaceful enjoyment of his or her possessions and no one shall be deprived of those possessions except in the public interest and subject to the conditions provided for by law and by the general principles of international law. In order to avoid contravening individual human rights by making a CPO, it must be demonstrated that the

CPO is in the public interest and that it is necessary and proportionate to make the CPO.

- 10.8 In order to meet these requirements, the making of a CPO should be a last resort and should be preceded by vigorous attempts to buy the land by agreement. There should be evidence of intransigence on the part of owners such that the development is put at risk. It must be clear that the development offers public benefits, such as improved housing and amenities for the estate. The balance of interests between the protection of individual rights and the public benefits to be obtained must be considered and there should be a compelling case in the public interest for the CPO. In doing so it may be noted that the impact on individual rights is lessened by the existence of rights of objection and a statutory compensation regime which includes payments above the market price to compensate for the involuntary nature of the process.
- 10.9 The Government Circular 06/2004, which was issued on 31 October 2004, provides guidance to acquiring authorities in England on the use of compulsory acquisition powers. The guidance has been referred to, as appropriate, in the preparation of this report.
- 10.10 Before making a CPO, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't. Some form of equality analysis will be required which is proportionate to the potential impact of the CPO on individuals or communities.
- 10.11 The making of a CPO is an executive function, by virtue of section 9D of the Local Government Act 2000 and the Local Authorities (Functions and Responsibilities) (England) Regulations 2000. Pursuant to section 9E(2) of the Local Government Act 2000, the Mayor may arrange for the discharge of an executive function by an officer of the authority.

11. HUMAN RIGHTS IMPLICATIONS

- 11.1. Section 6 of the Human Rights Act 1998 prohibits public authorities from acting in a way that is incompatible with the European Convention on Human Rights. Various convention rights are likely to be relevant to the Order, including:
- Entitlement to a fair and public hearing in the determination of a person's civil and political rights (Convention Article 6). This includes property rights and can include opportunities to be heard in the consultation process.
 - Peaceful enjoyment of possessions (First Protocol Article 1). This right includes the right to peaceful enjoyment of property and is subject to the State's right to enforce such laws as it

deems necessary to control the use of property in accordance with the general interest.

- Right to life, in respect of which the likely health impacts of the proposals will need to be taken into account in evaluating the scheme (Conversion Article 2).

11.2 The European Court has recognised that "regard must be had to the fair balance that has to be struck between the competing interests of the individual and of the community as a whole". Both public and private interests are to be taken into account in the exercise of the Council's powers and duties as a local planning authority. Any interference with a Convention right must be necessary and proportionate.

11.3 The Council is therefore required to consider whether its actions would infringe the human rights of anyone affected by the making of the CPO. The Council must carefully consider the balance to be struck between individual rights and the wider public interest. It is considered that any interference with the Convention rights caused by the CPO will be justified in order to secure the social, physical and environmental regeneration that the project will bring. Appropriate compensation will be available to those entitled to claim it under the relevant provisions of the national Compensation Code.

12. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

12.1 The housing stock transferred from the Council to Poplar HARCA was designed to an environmental performance consistent with standards for build in place at the time the properties were built (mid 1900's). The performance standards will have been improved in the social; housing properties through investment to bring them to the Decent Homes standard, but these improvements will not have been applied to all of the leasehold properties.

12.2 The proposed new scheme will provide homes built to a far higher standard of environmental performance, which will mean they are far more cost effective to run, thereby reducing the potential for fuel poverty amongst low income households that are expected to occupy the new affordable homes within the scheme.

13. CRIME AND DISORDER REDUCTION IMPLICATIONS

13.1 Aberfeldy Estate has experienced significant issues of anti-social behaviour (ASB). These ASB issues are exacerbated by the design and isolated nature of the estate, caused by being surrounded by major roads. These major roads and the associated underpasses and bridges provide easy access to other local estates as well as fast 'getaway' routes. This enables those committing ASB to easily evade police and other enforcement activities.

13.2 The nature of the ASB largely relates to so called 'postcode gangs' but there are recent developments of further incursions into the area by a gang known to be introducing a drug culture and engaging local teenagers to further

develop this culture. This particular gang is known to be violent and all gang members are armed with knives.

- 13.3 Further physical factors that contribute to ASB by gangs are the poor estate lighting and lack of CCTV in the locality.
- 13.4 The proposed redevelopments are applying the following principles to address the ASB issues:
- The Masterplan seeks to achieve the development of a vibrant core to the new neighbourhood. This is achieved by relocating the existing retail core south along Aberfeldy Street, The position of the new hub is designed to be an anchor to draw footfall through the site, via the new A13 crossing.
 - This will ensure that the public realm of the scheme is truly public with people walking through to go to the commercial/community uses.
 - Aberfeldy Gateway is a key arrival point into this new community, the new pedestrian crossing traversing the busy East India Dock Road connects this area to the East India Dock DLR reinforcing this as a primary location for retail and community uses.
 - The widening of Aberfeldy Street at this location creates long sightlines from the south; the scale of the adjacent blocks reinforces the urban nature of this shared surface public space. The eastern block marks the arrival point and brings the commercial uses into clear visibility from the A13.
 - The new shared surface street encourages people to use the shops which is in line with the desires of residents
 - The commercial hub includes the potential for a small amount of A3 space to accommodate a cafe/bar or restaurant. This will be of a relatively small scale and will service the occupants of Aberfeldy and the immediate environs.
 - The facilities are grouped around a new public space featuring dancing water jets that offer children opportunities to play at the point where the new East India Green interfaces with the space. The aim is to create a lively space, a new focus for the residents of Aberfeldy and visitors alike.
 - The A12 transformed into boulevard faced with active frontages, widened
 - edges to incorporate avenues of trees, dedicated cycle ways, roads and
 - parking to serve local movement
 - Provision of new community and faith space
 - Delivering the principles and requirements of the Secured by Design application and Checklist
 - *[To follow: similar improvements in relation to the proposed Burdett scheme]*

14. EFFICIENCY STATEMENT

- 14.1 All expenditure to be incurred in managing and delivering the proposed CPO processes, including costs arising from work by the council's Legal and Housing Regeneration Teams, will be reimbursed by Poplar HARCA.

15. ONE TOWER HAMLETS CONSIDERATIONS

- 15.1 The council has a statutory duty to provide sufficient school places for local residents. Education is key to ensuring economic prosperity for the individual and for the community. The council has to plan for the overall social infrastructure to meet the needs of the rising local population. The proposal for the expansion of St Paul's Way Trust School supports these requirements.

16. RISK IMPLICATIONS

- 16.1 The risks associated with not agreeing the CPO resolutions for each project are set out in Section 4 of the report. Failure to acquire the land interests through negotiation could jeopardize both the Aberfeldy and Burdett regeneration proposals unless this risk is off-set by taking steps to make a precautionary CPO in each area, to acquire the land interests identified in this report.
- 16.2 The council is working with Poplar HARCA on the redevelopment proposal for the school. The programme bears some time risks due to the need to vacate Printon and Linton Houses. The programme is being monitored closely. The CPO resolution for Burdett will support the programme delivery if the need arises.

Linked Reports, Appendices and Background Documents

Linked Report

- None.

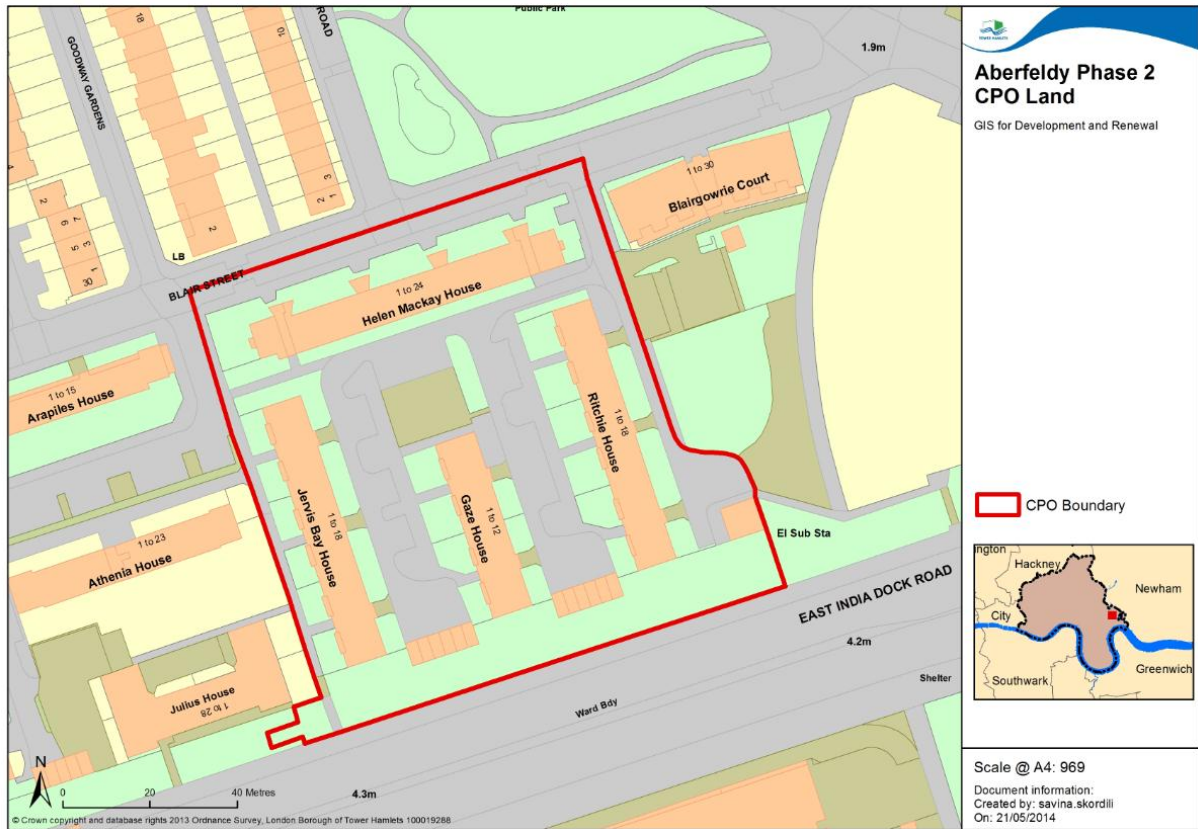
Appendices

- Appendix 1: Aberfeldy Estate – Phase 2 CPO Land
- Appendix 2: Burdett Estate – CPO Land
- Appendix 3: Schedule of leasehold interests to be purchased on Aberfeldy Estate & Burdett Estate
- Appendix 4: Site Location Map – Aberfeldy Estate
- Appendix 5: Site Location Map – Burdett Estate
- Appendix 6: Aberfeldy Estate Renewal Phasing Plan

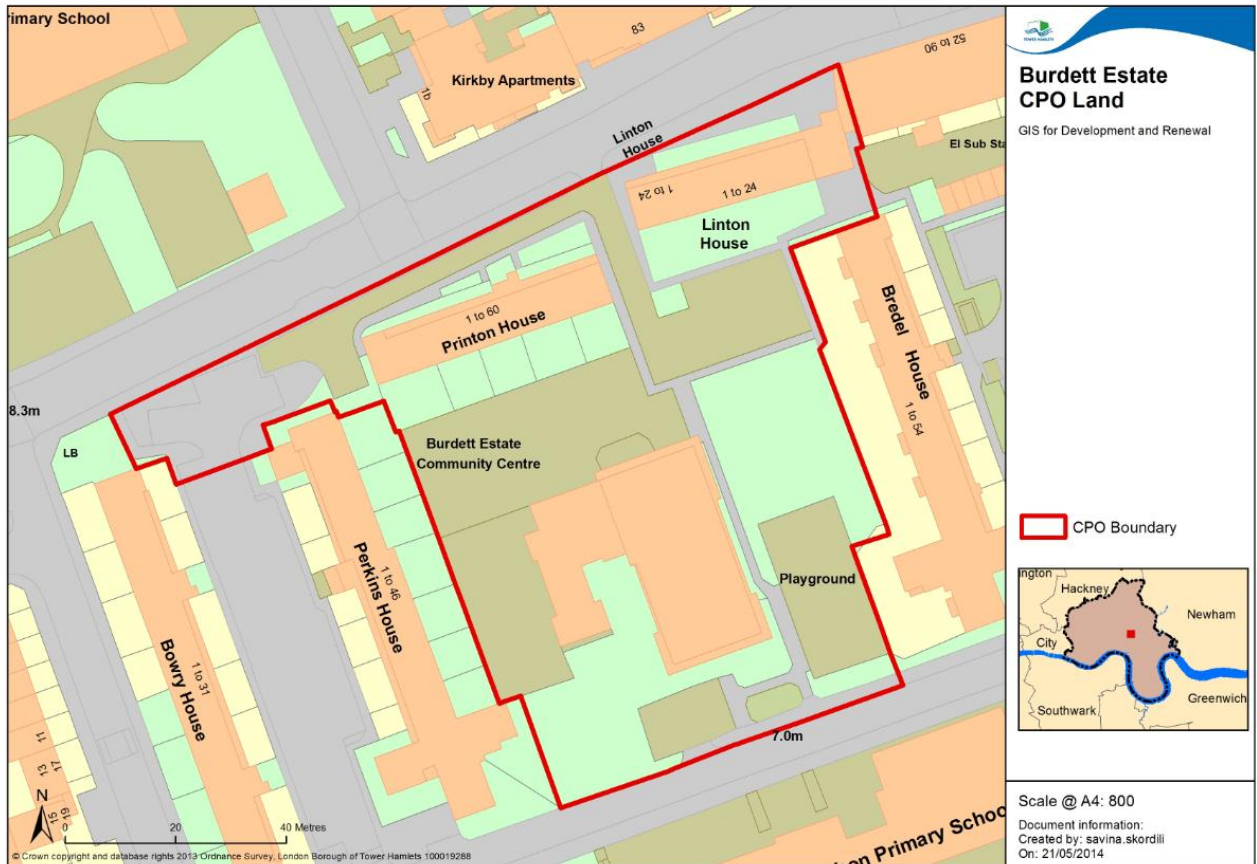
Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

- None.

Appendix 1: Aberfeldy Estate – Phase 2 CPO Land



Appendix 2: Burdett Estate – CPO Land



Appendix 3: Schedule of leasehold interests to be purchased on Aberfeldy Estate / Burdett Estate

Land Interests to be purchased: listed for inclusion in the proposed Compulsory Purchase Order

Aberfeldy Estate: Poplar HARCA Phase 2

Residential Properties

The leasehold properties known as:-

- 2 Gaze House, Blair Street, LONDON, E14 0PR – Terms agreed to acquire
- 3 Gaze House, Blair Street, LONDON, E14 0PR – Terms agreed to acquire
- 4 Gaze House, Blair Street, LONDON, E14 0PR
- 5 Gaze House, Blair Street, LONDON, E14 0PR
- 7 Gaze House, Blair Street, LONDON, E14 0PR
- 10 Gaze House, Blair Street, LONDON, E14 0PR – Terms agreed to acquire
- 11 Gaze House, Blair Street, LONDON, E14 0PR – Terms agreed to acquire

- 7 Helen Mackay House, **Blair Street, LONDON, E14 0PW**
- 19 Helen Mackay House, **Blair Street, LONDON, E14 0PW**
- 21 Helen Mackay House, **Blair Street, LONDON, E14 0PW**

- 4 **Jervis Bay House, Blair Street, LONDON, E14 0PP**
- 10 **Jervis Bay House, Blair Street, LONDON, E14 0PP**
- 14 **Jervis Bay House, Blair Street, LONDON, E14 0PP**
- 16 **Jervis Bay House, Blair Street, LONDON, E14 0PP** – Terms agreed to acquire

- 3 **Ritchie House, Blair Street, LONDON, E14 0PS**
- 11 **Ritchie House, Blair Street, LONDON, E14 0PS** – Terms agreed to acquire
- 12 **Ritchie House, Blair Street, LONDON, E14 0PS** – Terms agreed to acquire
- 13 **Ritchie House, Blair Street, LONDON, E14 0PS**

The tenanted properties known as:-

- 9 Gaze House, Blair Street, London E14 0PR
- 12 Gaze House, Blair Street, London E14 0PR

4 Helen Mackay House, Blair Street, London E14 0PW – accepted offer – tenancy date 9/6/14

10 Helen Mackay House, Blair Street, London E14 0PW

16 Helen Mackay House, Blair Street, London E14 0PW –
accepted offer – tenancy date 16/6/14

23 Helen Mackay House, Blair Street, London E14 0PW
24 Helen Mackay House, Blair Street, London E14 0PW

2 Jervis Bay House, Blair Street, London E14 0PP
3 Jervis Bay House, Blair Street, London E14 0PP

8 Jervis Bay House, Blair Street, London E14 0PP –
accepted offer – tenancy date 9/6/14

11 Jervis Bay House, Blair Street, London E14 0PP –
accepted offer – tenancy date 9/6/14

13 Jervis Bay House, Blair Street, London E14 0PP
15 Jervis Bay House, Blair Street, London E14 0PP
17 Jervis Bay House, Blair Street, London E14 0PP

4 Ritchie House, Blair Street, London E14 0PS

8 Ritchie House, Blair Street, London E14 0PS
9 Ritchie House, Blair Street, London E14 0PS
10 Ritchie House, Blair Street, London E14 0PS
14 Ritchie House, Blair Street, London E14 0PS

16 Ritchie House, Blair Street, London E14 0PS
17 Ritchie House, Blair Street, London E14 0PS – accepted
offer – tenancy date 9/6/14

Other Land Interests

Electricity Sub Station

Rights of way

Way-leaves

Telecommunication equipment

Other non residential interests as identified during the land referencing within the red line
boundary shown on the plan in Appendix 1.

Land Interests to be purchased: listed for inclusion in the proposed Compulsory Purchase Order

Burdett Estate: Poplar HARCA

Residential Properties

The leasehold properties known as:-

1 Linton House, St Pauls Way
4 Linton House, St Pauls Way
6 Linton House, St Pauls Way
10 Linton House, St Pauls Way
12 Linton House, St Pauls Way
19 Linton House, St Pauls Way
20 Linton House, St Pauls Way
21 Linton House, St Pauls Way
22 Linton House, St Pauls Way
23 Linton House, St Pauls Way
24 Linton House, St Pauls Way

7 Printon House, Wallwood Street
10 Printon House, Wallwood Street
20 Printon House, Wallwood Street
26 Printon House, Wallwood Street
30 Printon House, Wallwood Street
36 Printon House, Wallwood Street
50 Printon House, Wallwood Street
56 Printon House, Wallwood Street

The tenanted properties known as:-

3 Linton House, St Pauls Way
7 Linton House, St Pauls Way
14 Linton House, St Pauls Way
15 Linton House, St Pauls Way
18 Linton House, St Pauls Way

6 Printon House, Wallwood Street
8 Printon House, Wallwood Street
16 Printon House, Wallwood Street
17 Printon House, Wallwood Street
18 Printon House, Wallwood Street
19 Printon House, Wallwood Street
27 Printon House, Wallwood Street
28 Printon House, Wallwood Street
37 Printon House, Wallwood Street
38 Printon House, Wallwood Street
39 Printon House, Wallwood Street
40 Printon House, Wallwood Street
48 Printon House, Wallwood Street
49 Printon House, Wallwood Street
58 Printon House, Wallwood Street
59 Printon House, Wallwood Street
60 Printon House, Wallwood Street

Other Land Interests

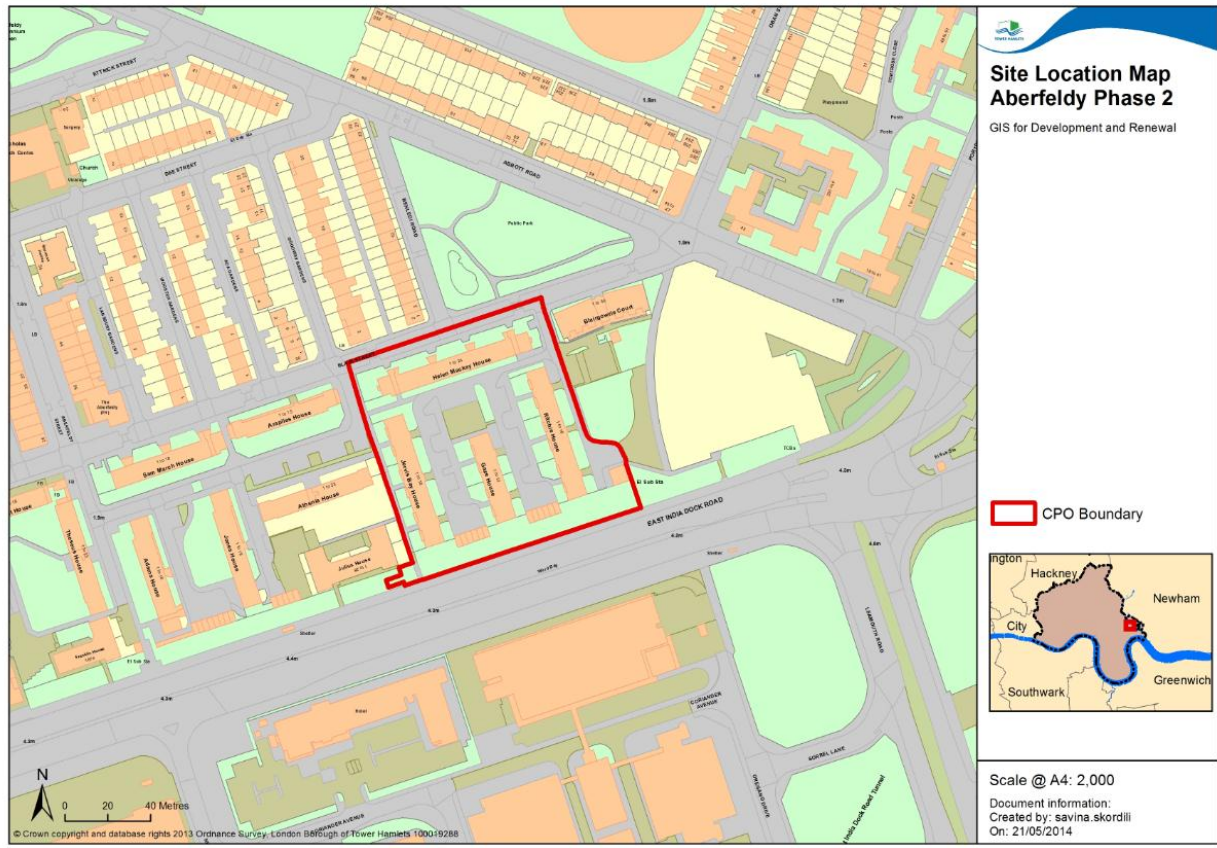
Rights of way

Way-leaves

Telecommunication equipment

Other non residential interests to be identified during the land referencing within the red line boundary shown on the plan in Appendix 1.

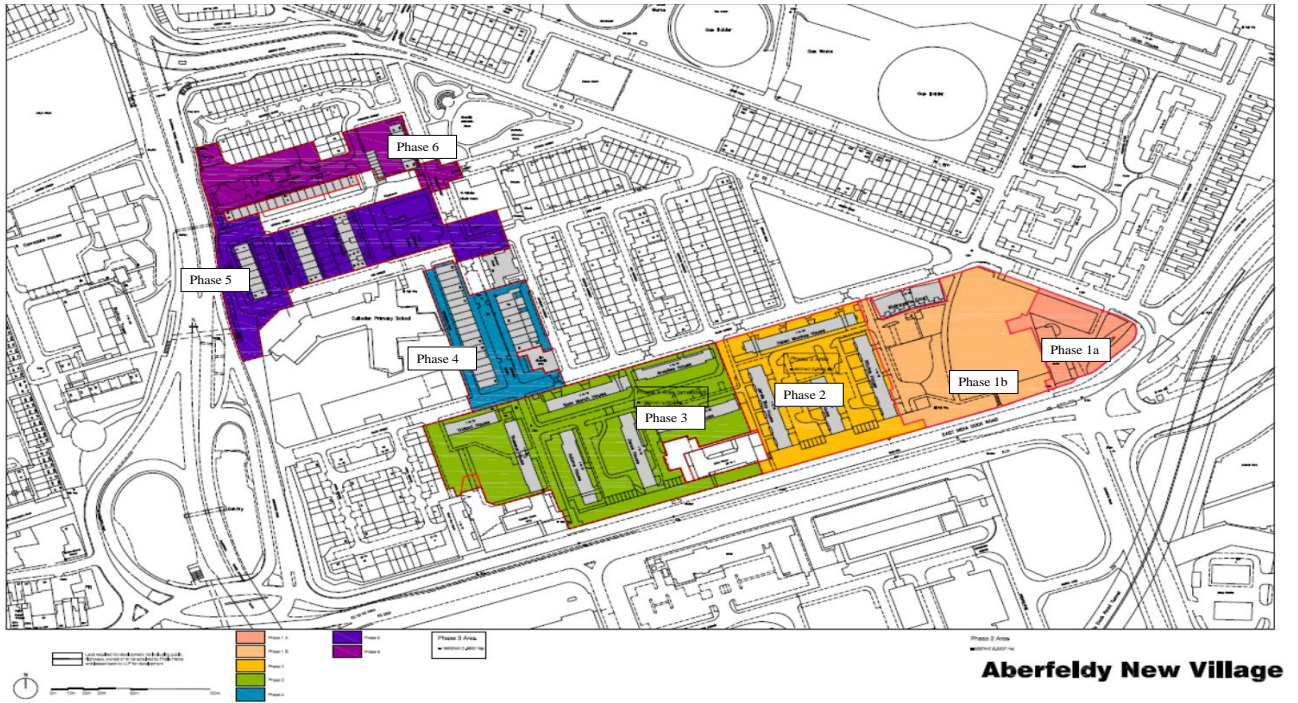
Appendix 4: Site Location Map – Aberfeldy Estate




Appendix 5: Site Location Map – Burdett Estate



Appendix 6: Aberfeldy Estate Renewal Phasing Plan



Cabinet 23 July 2014	 TOWER HAMLETS
Report of: Overview and Scrutiny Committee	Classification: Unrestricted
Tackling the School Places Gap: pupil place planning and the impact of academies and free schools – scrutiny challenge session	

Lead Member	Councillor Gulam Robbani, Cabinet Member for Children’s Services
Originating Officer(s)	Vicky Allen, Corporate Strategy and Equality
Wards affected	All Wards
Community Plan Theme	A Great Place to Live: Improve educational aspiration and attainment
Key Decision?	No

Executive Summary

The report submits the report and action plan in response to the review recommendation so the scrutiny challenge session on tackling the school places gap: pupil place planning and the impact of academies and free schools.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Consider this report of the scrutiny working group and agree the action plan in response to the review recommendations.

1. REASONS FOR THE DECISIONS

- 1.1 The lack of future school places has featured heavily in the news recently. While this is a London-wide issue, it is particularly significant in Tower Hamlets, as our borough has one of the fastest growing young populations in the country. Members are also acutely aware of parents' concerns about the growing school places gap.
- 1.2 As such, Overview and Scrutiny wanted to investigate how the council is currently managing school places in the borough and whether more needs to be done to both meet the growing gap and enable parents to navigate the system appropriately. Members wanted to understand the key national and local pressures on school places, relevant policy levers and restrictions, what steps the local authority has already taken and what other opportunities are available to expand school provision.

2. ALTERNATIVE OPTIONS

- 2.1 To take no action. This is not recommended as the proposed recommendations are strategic, measurable and attainable, and clearly address the council's need to better communicate its decision making with residents and Members. A timetable for delivering the recommendations has also been agreed by officers at the most senior levels of the organisation. The action plan is outlined in appendix 1.
- 2.2 To agree some, but not all recommendations. As outlined above all of the recommendations are achievable at little additional cost to the organisation. Although the scrutiny review group is confident all the recommendations will be addressed, there may be reasons for not accepting all of them.

3. DETAILS OF REPORT

- 3.1 The challenge session was held in November 2013 to investigate whether the council's pupil place planning arrangements are effective and what more can be done to meet the school places gap. This issue was identified as a priority piece of work by OSC in light of parents concerns to Members about the growing problem.
- 3.2 The objectives of the challenge session were therefore to answer the following questions:
- What measures has the local authority put in place to plan for school places?
 - How is national policy impacting on the options open to the local authority?
 - How do we work with schools which are their own admissions authorities to improve accessibility of school places?
 - What more can the council do to ensure the pupil place planning arrangements are effective to meet the gap in school places?

- 3.3 Members concentrated on finding out about provision of school places in three main respects: provision of a sufficient number of places; ensuring places are in the right place geographically; and giving families appropriate choice of different types of places.
- 3.4 The review acknowledged that local authorities faced a number of tensions in meeting the school places gap which make short and long term planning pupil place planning very challenging. The five recommendations arising from the challenge session concentrate on improving information for both parents and Members, continuing to seize opportunities for expansion and procurement of new sites and proactively engaging with new schools that are approved in the borough.
- 3.5 The report with recommendations and the action plan response from the directorate is attached as **Appendix One**.
- 3.6 Once agreed, the Working Groups report will be submitted to Cabinet for a response to the recommendations.
- 3.7 The report is attached as Appendix A. The review makes eight recommendations to improve this area of council work:

Recommendation 1

Continue to identify options for expansion of existing schools, whilst retaining existing standards about quality and space.

Recommendation 2

Prioritise the continuation of procuring and developing sites in the borough for schools, the delivery of which can be supported by funding mechanisms which could include S106 or (in future) the Community Infrastructure Levy. Explore all options for retaining site allocations for community schools maintained by the local authority, as far as possible

Recommendation 3

Review the provision of information to parents, about the schools admissions process and allocation of places, to ensure it is flexible, user-friendly and understandable

- Consult with parents via the Parents Advice Centre project about the current information provided
- Explore alternative methods and formats, including digital options
- Re-assess user satisfaction with the information provided after each admissions round.

Recommendation 4

Provide more information and in a timelier fashion to Members about pupil places and admissions criteria to support them in dealing with residents' queries, especially on the day school places are announced.

- Provide information at ward level and borough-wide
- Provide information about the process at application time

- Provide summary information about the process and information on outcomes at decision time (for both secondary and primary places)

Recommendation 5

Pursue efforts to bring free schools and academies within the strong family of community schools, supported by the local authority:

- Prioritise the development of a formal agreement with free schools and academies, to ensure they deliver education in line with the council's values around admissions, curriculum and standards
- Seek Members' input to the draft 'Working with Academies and Free Schools protocol' prior to publication
- Where new schools are agreed, continue to build positive relationships with them at the Member and officer level and sell the benefits of the family of schools, including council services on offer

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 Meeting the Authority's statutory duty with regard to providing sufficient school places will require significant additional resources. The cost of a form of entry (fe) for primary will range from £4.5m - £5m (the latest report to Cabinet in September 2013 suggested that an additional 20 primary fe would be needed over the next ten years) and a secondary fe will range from £3.5m to £4m (with an expected 30 fe required over the next ten years). This pointed to a ball-park range of £195m - £220m to fund the additional capital costs over the next ten years.
- 4.2 Capital funding from the Department for Education will assist, as will the creation of additional places through the establishment of free schools. Nonetheless, DfE capital does not necessarily cover London costs, nor does it cover site acquisition costs.
- 4.3 The recommendations in the report have no direct financial implications, but will assist in the strategy for resourcing the required additional places, each of which will have different circumstances and costs.
- 4.4 The revenue consequences of additional pupils will in most cases be met from additional Dedicated Schools Budget, which varies according to pupil numbers. At present there are General Fund costs in the region of £1m associated with transporting (or providing travel support) for individual pupils where school places are not nearby. Changes to the admissions arrangements will ease that pressure, as will any efforts to provide additional school places.

5. LEGALCOMMENTS

- 5.1 The Council is required by section 9F of the Local Government Act 2000 to have an Overview and Scrutiny Committee and to have executive arrangements that ensure the committee has specified powers. Consistent with this obligation, Article 6 of the Council's Constitution provides that the Overview and Scrutiny Committee may consider any matter affecting the area

or its inhabitants and may make reports and recommendations to the Full Council or the Executive in connection with the discharge of any functions. It is consistent with the Constitution and the statutory framework for the Executive to provide a response.

- 5.2 The recommendations addressed in the action plan appear capable of being carried out within the Council's statutory functions.
- 5.3 Section 14 of the Education Act 1996 places a general duty on local authorities to secure sufficient primary and secondary schools in their area. Schools will be regarded as sufficient if they are sufficient in number, character and equipment to provide for all pupils the opportunity of appropriate education. Appropriate education means education which offers such variety of instruction and training in view of pupils' different ages, abilities and aptitudes and the different periods for which they may be expected to remain at school, including practical instruction and training appropriate to their different needs.
- 5.4 Section 14(3A) of the Education Act 1996 requires the Council to secure diversity of provision of schools and increasing opportunities for parental choice. The Council must consider and respond appropriately to parental representations about school provision in relation to its functions under section 14 of the Education Act. The Council should give reasonable consideration to parental representations regarding the provision of schools in their area including outlining any proposed action to meet concerns raised about such provision.
- 5.5 The Council is the admission authority for all community and voluntary controlled schools in Tower Hamlets. Section 88C of the School Standards and Framework Act 1998 requires the Council in its role as admission authority to determine the admission arrangements that will apply in line with regulations and the mandatory requirements of the School Admissions Code. The Council administers a co-ordinated scheme for all Tower Hamlets schools, including academies and free schools and the recommendations in the action plan for further work with academies and free schools seem consistent with this.
- 5.6 There does not seem to be an obstacle to the Council seeking better ways to inform parents and members about the admission arrangements as recommended. The School Standards and Framework Act 1998 places a duty on the Council to provide advice and assistance to parents when deciding on a school place and allow parents to express a preference. For each school year the local authority must publish prescribed information about the admission arrangements for each of the maintained schools in its area.
- 5.7 The observations in Appendix 1 correctly reflect the limitations on the Council in seeking to bring free schools and academies within the family of schools supported by the Council.

- 5.8 When considering the recommendations in Appendix 1, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 Tower Hamlets is the fastest growing local authority in the country so ensure there are enough school places remains a key challenge. With approximately 263,000 residents, the borough's population has increased by around 25% over the last 10 years. The borough also has a higher than average young population, and growth in demand for school place is anticipated to grow at a faster rate than was previously projected. Current projections suggest that demand for reception places will increase by 23% over the next 10 years and by 44% for secondary school places.
- 6.2 Whilst councils retain the duty to ensure that all pupils living within the local authority are guaranteed a school place, their ability to influence the number of suitable school places available has become more restricted due to Government legislation.
- 6.3 A key objective of the challenge session is to explore how the council engages own-admissions schools in order to ensure it can meet this statutory duty. Members were pleased to hear about the work the service does with Free Schools and Academies to get them to support some key joint principles for educating pupils in the borough, with the majority of Free Schools and Academies following the council's admissions policy. This has ensured that the admission arrangements are fair and accessible as well as serving the needs of local residents.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

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

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 There are no direct risk management implications arising from the report or recommendations. Risks relating to the recommendations will be monitored through the council's corporate risk register and directorate risk registers. Risks are assessed for likelihood and impact, and will have responsible owners and programmes of mitigating actions.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

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

10. EFFICIENCY STATEMENT

10.1. The scrutiny review group met with council officers to ask them what the council should concentrate on to add value to the pupil place planning agenda. Through the challenge session, it became clear that the local authority is operating within a very restricted framework, as national policy prevents councils from setting up new community schools, while local policy opposes the development of academies and free schools. Members identified a number of recommendations:

- proactively identifying new sites for schools;
- reviewing and improving information available to parents and Members; and
- working with schools to encourage them to work closely with the council.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Appendix 1: Tackling the School Places Gap: pupil place planning and the impact of academies and free schools – report of the scrutiny working group and action plan.

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

- None

Officer contact details for documents:

-

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SUMMARY REPORT

**Tackling the school places gap:
Pupil place planning and the impact of academies and free
schools**

Scrutiny Challenge Session Report



**London Borough of Tower Hamlets
November 2013**

Chair's Foreword

Councillor Amy Whitelock Gibbs

Chair of the review panel, Scrutiny Lead for education

The lack of future school places has featured heavily in the news recently. While this is a London-wide issue, it is particularly significant in Tower Hamlets, as our borough has one of the fastest growing young populations in the country. Members are also acutely aware of parents' concerns about the growing school places gap.

As such, Overview and Scrutiny wanted to investigate how the council is currently managing school places in the borough and whether more needs to be done to both meet the growing gap and enable parents to navigate the system appropriately. Members wanted to understand the key national and local pressures on school places, relevant policy levers and restrictions, what steps the local authority has already taken and what other opportunities are available to expand school provision.

I am pleased to present this report which outlines the key challenges facing the borough and makes a number of practical recommendations for the council.

It became clear through the challenge session that the local authority is operating within a very restricted framework, as national policy prevents councils from setting up new community schools, while local policy opposes the development of academies and free schools. There is a strong tension between local authorities' statutory duty to provide sufficient school places and their inability to set up their own community schools, which is compounded by insufficient funding to meet need.

Nevertheless, Members identified a number of recommendations to address the three key challenges facing the borough – providing the right number of places, in the right place geographically, which offer sufficient choice for families. The recommendations focus on school expansion, proactively identifying new sites for schools, reviewing and improving information available to parents and Members, and prioritising measures to bring new schools into the family of community schools.

I would like to thank the officers and external speakers that contributed to the challenge session, especially Anne Canning, Service Head Learning and Achievement – early years, Pat Watson, Head of Building Development; and Terry Bryan, Head of Pupil Admissions and Exclusions. I am also grateful to my colleagues on the challenge session – both Members and co-opted parent governors – for their support, advice and insights.

Summary of recommendations

Recommendation 1

Continue to identify options for expansion of existing schools, whilst retaining existing standards about quality and space.

Recommendation 2

Prioritise the continuation of procuring and developing sites in the borough for schools, the delivery of which can be supported by funding mechanisms which could include S106 or (in future) the Community Infrastructure Levy. Explore all options for retaining site allocations for community schools maintained by the local authority, as far as possible

Recommendation 3

Review the provision of information to parents, about the schools admissions process and allocation of places, to ensure it is flexible, user-friendly and understandable

- Consult with parents via the Parents Advice Centre project about the current information provided
- Explore alternative methods and formats, including digital options
- Re-assess user satisfaction with the information provided after each admissions round.

Recommendation 4

Provide more information and in a timelier fashion to Members about pupil places and admissions criteria to support them in dealing with residents' queries, especially on the day school places are announced.

- Provide information at ward level and borough-wide
- Provide information about the process at application time
- Provide summary information about the process and information on outcomes at decision time (for both secondary and primary places)

Recommendation 5

Pursue efforts to bring free schools and academies within the strong family of community schools, supported by the local authority:

- Prioritise the development of a formal agreement with free schools and academies, to ensure they deliver education in line with the council's values around admissions, curriculum and standards
- Seek Members' input to the draft 'Working with Academies and Free Schools protocol' prior to publication
- Where new schools are agreed, continue to build positive relationships with them at the Member and officer level and sell the benefits of the family of schools, including council services on offer

1. INTRODUCTION

- 1.1 Tower Hamlets is the fastest growing local authority in the country so ensuring there are enough school places remains a key challenge. With approximately 263,000 residents, the borough's population has increased by around 25% over the last 10 years. The borough also has a higher than average young population and growth in demand for school places is anticipated to grow at a faster rate than was previously projected. Current projections suggest that demand for reception places will increase by 23% over the next 10 years and by 44% for secondary school places.
- 1.2 The aim of the challenge session was to investigate whether the council's pupil place planning arrangements are effective and what more can be done to meet the school places gap. The need for the session arose in light of parents' concerns about the growing problem.
- 1.3 The objectives of the challenge session were therefore to answer the following questions:
- What measures has the local authority put in place to plan for school places?
 - How is national policy impacting on the options open to the local authority?
 - How do we work with schools which are their own admissions authorities to improve accessibility of school places?
 - What more can the council do to ensure the pupil place planning arrangements are effective to meet the gap in school places?
- 1.4 The session was facilitated by Cllr Amy Whitelock Gibbs, Scrutiny Lead for Children, Schools and Families. It took place on Tuesday 26th November 2013.
- 1.5 The session was attended by:
- | | |
|--------------------------|---|
| Cllr Amy Whitelock Gibbs | Scrutiny lead for Education |
| Cllr Josh Peck | Councillor |
| Cllr Carlo Gibbs | Councillor |
| Cllr Lesley Pavitt | Councillor |
| Memory Kampiyawo | Parent Co-optee |
| Nozrul Mustafa | Parent Co-optee |
| Clive Grimshaw | Head of Children's Services, London Councils |
| James Hodgson | LB Barking & Dagenham, BSF Project Director |
| Anne Canning | Service Head Learning and Achievement |
| Pat Watson | Head of Building Development |
| Terry Bryan | Head of Pupil Admissions and Exclusions |
| Frances Jones | One Tower Hamlets Service Manager |
| Vicky Allen | Strategy, Policy and Performance Officer, Corporate Strategy & Equality |

2. BACKGROUND

School types in England

- 2.1 There has been a drive by the Coalition Government towards the establishment of Free Schools and Academies, which are independent of local authority control, and a reduction of schools maintained by the local authority. This creates a tension, as whilst councils retain responsibility for ensuring that all school aged children have access to an appropriate school place, it has become more difficult to influence the location and type of school within their jurisdiction. The urgent need for additional school places leaves the local authority with the option of expanding the size of existing schools or relying on providers to operate a school which responds to the needs of the residents in its locality.
- 2.2 There are several types of publicly-funded schools in England with the majority of pupils attending either a maintained school or an academy. Maintained schools are maintained and funded by the local authority; they follow the national curriculum, national pay and conditions, and are overseen by the local authority. Maintained schools include:
- Community schools – responsibility of the local authority
 - Foundation Trust schools – responsibility of their trust and governing body
 - Voluntary Aided schools – mainly faith schools and supported by a trust
 - Voluntary Controlled schools – as above but responsibility of the local authority
- 2.3 Academies, Free Schools and Academy converters all have the same status in law, they are all 'academies' which means that they are all funded directly by the Department for Education (DfE) and are independent of local authority control. They are funded and held accountable through a legally binding funding agreement with the DfE. School land and property is transferred to Academy converters on a long lease at nil cost. Free Schools and Academies do not have to follow the national curriculum although teaching must be 'broad and balanced' and teach a range of subjects including English, maths and science.
- 2.4 The Government has both encouraged existing schools to convert to Academy status and interested parties to establish new Free Schools. They sell the benefit of the Free School and Academy route as a way of enabling schools to have greater autonomy over their curriculum, budget and staff in order to raise standards of education.

Legislation

- 2.5 The Education Act 2011 made changes to the arrangements for the establishment of new schools by introducing a presumption that when local authorities identify the need for a new school it will be established as an Academy (or free school).
- 2.6 The Act also made changes to the legislation relating to school land, to increase the Secretary of State's ability to make land available for free schools. There is no longer a requirement for Academies to have a specialism, and there have been changes to the requirements around consultation on the set up of an Academy. In addition, the DfE have recently published revised accommodation standards which reduce the standard areas for a school from the current requirements.
- 2.7 Local authorities have a statutory duty to provide sufficient school places for children of school age. These include the academic standards of maintained schools, the coordination of admissions arrangements, the education of permanently excluded pupils, and paying for additional support needed for individual statemented pupils with high needs.
- 2.8 As of 1st November 2013, 3,444¹ academies have been established in England, 382 of which are in London. 93 new free schools opened in in England in September 2013. With London having around 2,200 schools, this equates to over 17% of all London schools in comparison to 15% in England as a whole. There are 78² academy conversions in the pipeline in London with 47 of those approved to open and 31 awaiting approval.
- 2.9 London Councils³ predicts that around 101,000 additional primary school places and 16,800 additional secondary school places will be required in London by 2016/17. As most new schools will be established as Academies and Free Schools, it is inevitable that the proportion of children attending a maintained school will decrease substantially.

¹<http://www.education.gov.uk/schools/leadership/typesofschools/academies/b00208569/open-academies>

²<http://www.education.gov.uk/schools/leadership/typesofschools/academies/b00208569/open-academies>

³ London Councils delivering school capacity, November 2013

Local context:

Population and projections

2.10 The census 2011 shows that 8% of the borough's population are aged under 5 years old, compared to the London average of 7% and England average of 6%. Information relating to the projected need for additional primary and secondary school places is in section 3.5-3.7 below.

Council's stance on academies and free schools

2.11 The Mayor and Full Council have pledged to oppose the development of academies and free schools. There has been a long-standing commitment by the council to protecting the family of community schools, given the diverse needs in Tower Hamlets, to ensure every child has equal access to good quality education and prevent a two-tier system developing.

2.12 A range of reasons why the Cabinet opposes academy and free schools include the following:

- A network of local authority schools supported by the local authority is the best way to ensure that all our schools and young people get the support and resources they require to achieve the best level of education;
- The reduced level of funding for the local authority limits its ability to work with schools to improve practice, support schools that are failing, and maintain the fabric of schools to a decent standard;
- Support services will need to be procured either from the local authority or arranged independently by individual schools;
- Reduced local democratic accountability to parents;
- Pupils excluded by academies will impact on neighbouring maintained schools that the local authority will have to place them in;
- Difficulty for the local authority to plan for future pupil places;
- Schools with their own admissions' policies may mean pupils have less access to a school of their choice and if they do not sign up to the 'fair access protocol' this could mean reduced community cohesion;
- Transferring land and assets to academies will make it more difficult for the council to co-locate services

Academies and Free Schools in Tower Hamlets

2.13 Tower Hamlets currently has 8 Free Schools and Academies, five of these are primary schools, two are secondary schools and one provides education to 14-19 year olds. There are further schools in the pipeline subject to finding sites or receiving DfE approval.

Current Academies and Free Schools

Age range	Name	Type	Date operational
Primary	Canary Wharf College 1	Free School	Sept 2011
Primary	Constable Education Trust (CET) primary school Tower Hamlets	Free school	Sept 2012
Primary	Culloden	Academy converter	Conversion in September 2013
Primary	Old Ford	Academy converter	Conversion in September 2013
Primary	Sir William Burrough	Academy converter	Conversion in December 2011
Secondary (11-19)	Bethnal Green Academy	Academy converter	Conversion in January 2012
Secondary (11-18)	Wapping High School	Free school	Sept 2012
14-19	City Gateway	Free School	Sept 2012

Approved by the DfE to open

Age range	Name	Type	Date operational
16-19	East London Academy of Music	Free school	Sept 2014
Primary	Canary Wharf College 2	Free school	Sept 2014
Secondary (11-16)	London Enterprise Academy	Free school	Sept 2014

Known proposed Free School applications to the DfE (but not yet approved)

Age range	Name	Type	Date operational
4-18	Canary Wharf College 3	Free school	Not yet determined
Primary	Constable Education Trust (CET) 2	Free school	Not yet determined
5-16	Tower Science Academy	Free school	Not yet determined
14-19	The Aldridge Centre for Entrepreneurship	Free school	Not yet determined

3. KEY FINDINGS AND RECOMMENDATIONS

Insufficient capital funding for school places

- 3.1 Members heard from Clive Grimshaw, the head of children's services at London Councils, about the Government's allocation of capital grants for funding new school places. He advised there is a significant mismatch between the funding the Government provides for school places – which has remained fixed – and the demand for school places, which has been rising. This has left a substantial gap in the funding settlement.
- 3.2 London Councils also reported that there is an issue with the methodology used to calculate the capacity required. The Government uses an average cost of £11,000 per new pupil place and bases capital funding allocations on this. However, conditions are different in London, compared to the rest of England, and especially difficult in a growth area such as Tower Hamlets. London-specific factors include rapid population growth, operating at a high capacity within school historically, most of the straightforward options for expansion of capacity having been delivered already and local cost drivers. London Councils estimate that an average cost per place of £20,000 would be more appropriate in London.
- 3.3 Members were very concerned that the average rate disproportionately disadvantaged Tower Hamlets and London as a whole. London Councils are currently lobbying Government on behalf of London local authorities about the problems with the funding methodology and the challenge local authorities face given their lack of control over new schools. There has been constructive dialogue with the Department for Education about the need to address the mismatch in the funding methodology for London, and the overall tension between local authorities' duties and lack of direct control, but further lobbying by London Councils is needed.

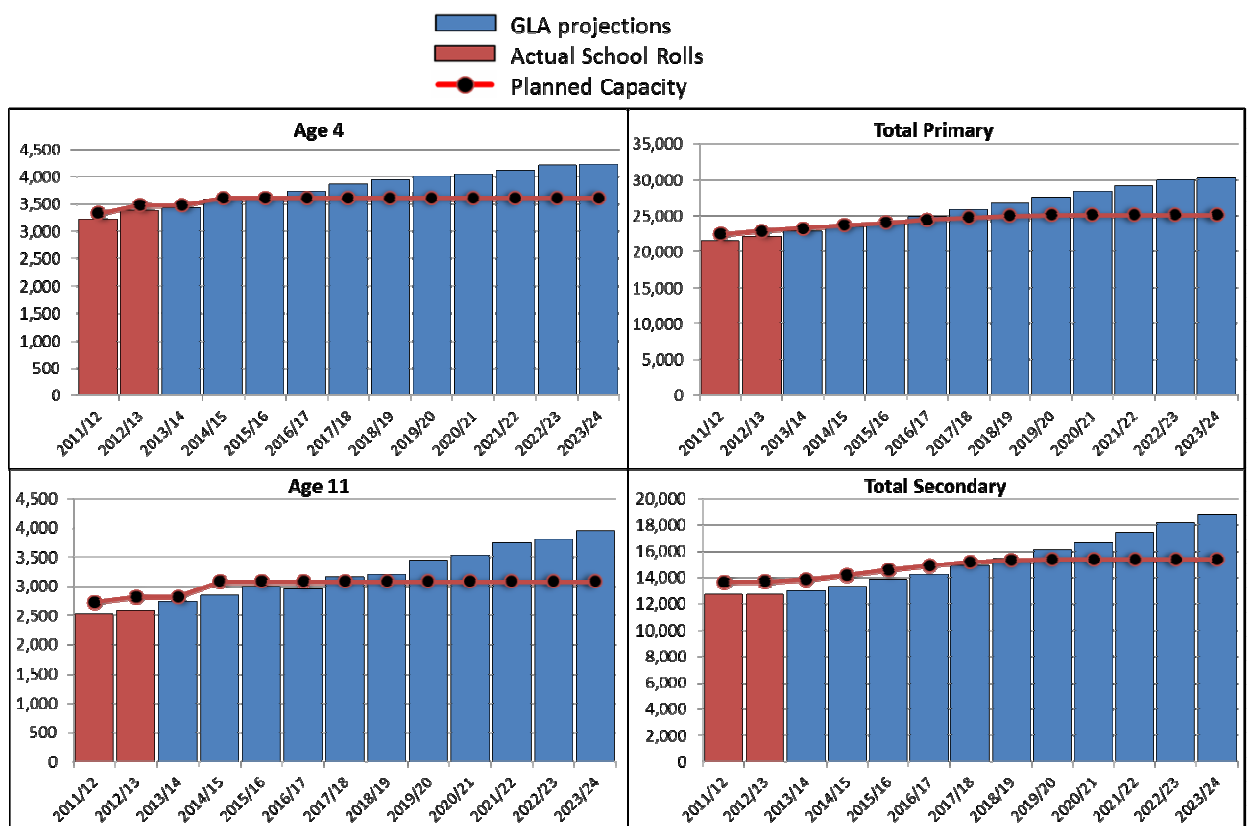
Rising school place capacity need

- 3.4 London Councils also reported that the population growth of young people in London is growing faster than any other region in England. Between the 2001 and 2011 censuses, the birth rate in London rose by around 27%. In the same period, there has been a rise in the number of young people aged 0-19 of around 12% in London compared to 3% in England as a whole. By 2016/17 it is projected that the number of additional primary school places needed in London will be approximately 101,000 and 17,000 for secondary. This means 42% of the additional primary school places required for the whole of England will be needed in the London, and 52% of all secondary school capacity needed.
- 3.5 Members heard that this significant demand for school places in London was partly due to London being an employment hub for young people who then go on to have families. Added pressure comes from the fact that while traditionally families have moved out to the suburbs, this is not as simple an option now because of rising housing costs. London

Councils also reported that there is some evidence that families come to London because education is often perceived as of a higher standard.

3.6 For Tower Hamlets, Members were advised that the rising need for school places was due both to the impact of new housing developments in the borough and the birth rate⁴ which is higher than the inner-London average. The births figure for 2011 was 25% higher than the number of births in 2001 (an additional 911 births). This trend is projected to continue, meaning increasing pressure on school places into the future. Officers confirmed that meeting the need for school places is one of the biggest risks facing the Education, Social Care & Wellbeing Directorate.

GLA School roll projections for Tower Hamlets



3.7 Members analysed the graphs above which show that by 2016/17, there will be more primary aged pupils, and by 2017/18 more secondary aged pupils, than there are currently school places within the borough. 800 additional primary school places and 1,200 additional secondary school places are needed in the next 10 years. A total of 6 extra forms of entry for primary places are required on top of those already planned by 2016/17, rising to a further 9 extra forms of entry by 2022. For secondary schools, there is projected to be a need for a further 4 extra forms of entry by 2015/16 rising to 27 extra forms of entry by 2022.

⁴ ONS Births by area of usual residence of mother 2012, released September 2013.

Meeting the need

- 3.8 Members asked what measures are taken to meet the need for additional school places. Members were concerned about provision of school places in three main respects:
- Provision of a sufficient number of places
 - Ensuring places are in the right place geographically
 - Giving families appropriate choice of different types of places
- Members asked officers to outline how the council's pupil place planning meets these three pressures to ensure both need and choice are met.
- 3.9 Officers confirmed that two main principles underpin their approach for managing the demand for school places: guaranteeing equitable admissions and good quality schools. These drivers mean some options for meeting the need – for example, further expansion of already large schools – are rejected, as they would compromise quality.

Identifying the gaps

- 3.10 The maps below shows where the existing schools are located in the borough, compared to where the greatest need is for school places. The darker the shading the higher the percentage of population increase in the area, and therefore need for school places. The diagram shows that there is greater need for school places in the Isle of Dogs and to the East of the borough than in the West. The rapid and extensive expansion in the East of the borough and on the Isle of Dogs has resulted in insufficient school places for families in these areas and means they often have to travel further for to access a school. The map also identifies which schools have potential for expansion, which have already been expanded and which have no site capacity for expansion.
- 3.11 Clear conclusions are that there is limited further scope for expansion on existing sites, in order to meet the rising demand for school places – though there are still a limited number of schools with potential site capacity, which should be pursued. Members also noted the geographical gaps in terms of where current schools are and where new developments are in progress or planned.

Percentage Increase in the Number of Children 2012/13 - 2022/23

Reception Age Pupils

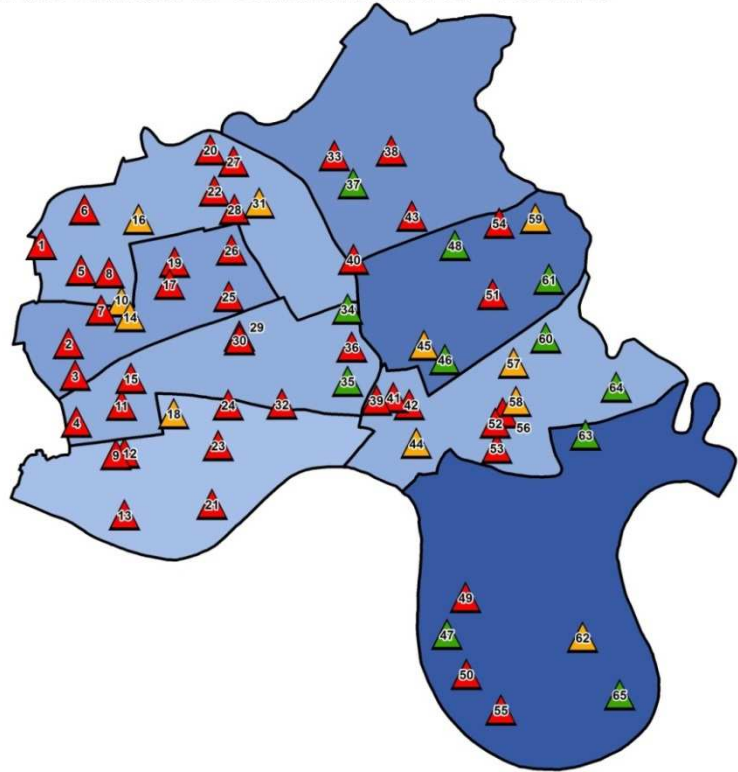
Source: GLA School Roll Projections 2013

Legend

- ▲ Expansion implemented / in progress
- ▲ Potential site capacity
- ▲ No site capacity

Percentage Increase 2012/13 to 2022/23

- 4.4% - 10%
- 10.1% - 20%
- 20.1% - 30%
- 30.1% - 40%
- 40.1% - 50%
- 50.1% - 60%
- 60.1% - 70%
- 70.1% - 80%



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Percentage Increase in the Number of Children 2012 - 2022

Children Aged 11

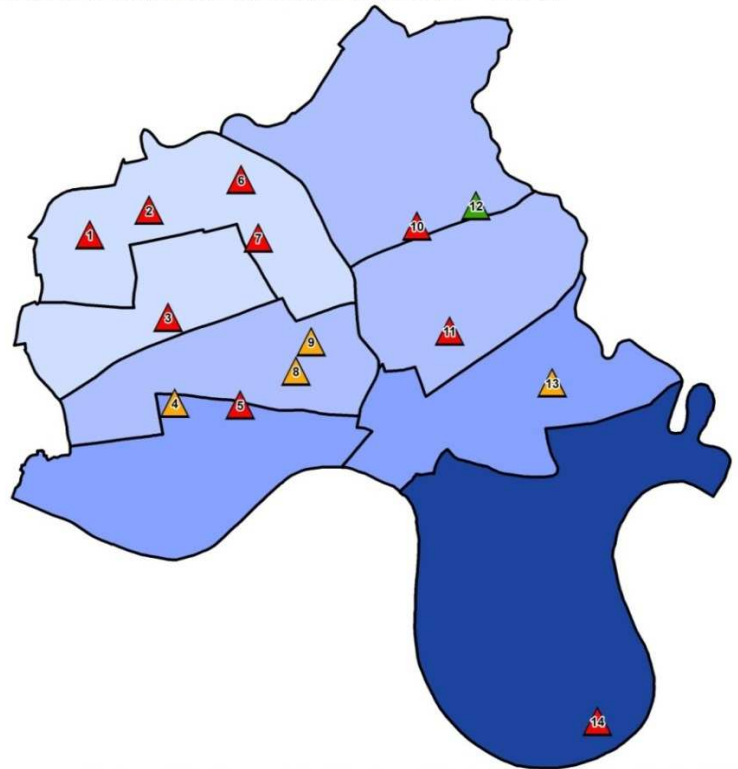
Source: GLA Population Projections 2012

Legend

- ▲ Expansion implemented / in progress
- ▲ Potential site capacity
- ▲ No site capacity

Percentage Increase 2012 to 2022

- 0% - 10%
- 10.1% - 20%
- 20.1% - 30%
- 30.1% - 40%
- 40.1% - 50%
- 50.1% - 60%
- 60.1% - 70%
- 70.1% - 80%
- 80.1% - 90%



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- 3.12 Additional pressures come from changes to the school leaving age. Members heard how the Pupil Place Planning group have started to look at finding additional school places to accommodate an increased need due to the 'Raising the Participation Age' agenda – which requires all young people up to the age of 18 to be either in education, training or employment. They also welcomed the work the group has planned on reviewing provision for children with special educational needs (SEN) to ensure that there are proportionate additional places for pupils with SEN who require places in special schools.
- 13.3 Officers reported that the council also cannot control the arrival of new free schools in the borough or of new housing developments (subject to planning approvals), both of which impact on pressures around where and how many places are needed.

The right numbers of places – Expanding existing schools

- 3.13 Members heard that given the council's position on free schools and academies, the main option available is to expand schools – either providing more forms in each year, or expanding the school into new age ranges. Officers reported that the more straightforward options for expanding primary schools within their existing sites had generally been implemented. Officers stated that further options are likely to be more difficult or costly to achieve. A number of primary schools have already been expanded and this has provided 9.5 extra forms of entry up to September 2013. In addition, a further 7 extra forms of entry are being provided in September 2014: 3 for primary and four for secondary.
- 3.14 For primary schools, options for further potential capacity have been identified and are being explored. For secondary schools, expansion has been implemented or is in progress in one school, there is potential site capacity which is being explored at 4 schools and for the remaining 9 schools, there is no site capacity.
- 3.15 Officers explained that tackling the school places gap may mean investigating options that would not normally be considered including:
- mixed use development with housing above school accommodation;
 - reducing the standard for external recreation areas, particularly where there is a public open space adjacent to the school which could be used by pupils;
 - the use of non-traditional buildings such as former office or retail premises;
 - whether schools and other services could be co-located.
- 3.16 The Service Head for Learning and Achievement spoke about the innovative plans that are in place to provide additional capacity for St. Paul's Way School, by expanding to accommodate a wider age range of pupils. The new building will include residential properties above the school.

3.17 Members and Officers alike agreed that consideration to expand a school could not be taken lightly, especially if there was a chance that educational standards may be affected. In addition, they did not want the council to reduce the high specifications already adhered to for school buildings and play grounds. They considered these standards essential for young people whose own living conditions may be overcrowded and lacking access to outdoor space.

RECOMMENDATION 1:

Continue to identify options for expansion of existing schools, whilst retaining existing standards about quality and space.

Schools in the right place – Identifying and predicting potential sites

3.18 Members asked whether the council was doing enough to predict potential sites for Free Schools and Academies that may be secured by the DfE for new schools, as this could help proactively manage the council's pupil place planning duty. Officers reported that knowledge is shared through the Pupil Place Planning Group but it is becoming increasingly more challenging as standards relating to school buildings have been reduced and the DfE is allowing schools to consider sites which the local authority would not have identified or agreed as being acceptable in terms of space, location, size etc.

3.19 Members heard that as a response to the need for more school places, the council now places high priority on the procurement of sites for schools, as it does for affordable homes through the planning application process. Long term planning has achieved several site allocations for new schools. The site allocations would potentially provide for two secondary schools and four primary schools at London Dock, Westferry Printworks, Fish Island, Neptune Wharf, Bow Common and Leven Road Gas Works. Members were advised that the council will develop these sites which may then be operated by a Free School or Academy provider. However the council will not be in a position to control the timing of potential implementation, which will be driven by the site owners coming forward with planning applications.

3.20 Members were concerned to hear that the council may not be aware of a Free School or Academy's intention to set up in the borough until the DfE approves the application. Moreover, there is significant uncertainty about whether the school will go ahead and be developed at all, or be subject to site changes and shifting timescales. This all makes planning for pupil places more challenging and the council invests significant time in responding to the implications of new schools: waiting to hear if they are approved or have a site; managing the pressure on the admissions process; and trying to bring them under the council's admissions criteria.

3.21 Members were also worried that Free Schools and Academies opening without sufficient regard for location could lead to maintained community

schools becoming less viable because of the proximity of the new schools. Pupils may be drawn away from these maintained schools causing a strain on the school's funding. There was also a discussion about the pressure on the schools' admissions process, as the council offers school places to pupils who then may be drawn to a new Free School or Academy. Conversely, if Free Schools and Academies fail, this puts pressure on the admissions system as the council will have to belatedly find places for the pupils affected. Both scenarios destabilise the admissions process in the short-term, as well as impacting on the council's ability to plan for the long-term.

RECOMMENDATION 2:

Prioritise the continuation of procuring and developing sites in the borough for schools, the delivery of which can be supported by funding mechanisms which could include S106 or (in future) the Community Infrastructure Levy. Explore all options for retaining site allocations for community schools maintained by the local authority, as far as possible.

The right choice of schools – Meeting the needs of the local community

- 3.22 Members welcomed the work that Officers were doing to plan for school places in the borough as far as possible, but they were concerned that the ability of a Free School or Academy to open within the borough without much regard for the wider community's needs could undermine short and long-term planning and, in the future, lead to a two-tier system of education. It was noted that recent improvements in attainment, particularly at GCSE, were achieved through the community of maintained schools, led by the local authority. Members were concerned that free schools had the freedoms to choose their own admissions criteria or curriculum specialisms – or even proactive policies – to recruit only from certain groups or abilities which would undermine social cohesion and undermine the principle that all children should have equal access to a good education.
- 3.23 Members expressed their constituents' concerns about ensuring that the schools in the borough met the diverse needs of local residents. With regard to single sex schools, the Service Head for Learning and Achievement confirmed that there was no policy to reduce the number of single sex schools. She explained that the decision to extend provision in Bow School to girls was because there was a shortage of provision for girls in the East of the borough. It was discussed that Free Schools and Academies brought additional parental choice which could be both positive and negative depending on perspective. The tension facing the council is between providing choice and meeting the needs of all pupils.
- 3.24 Members reported that there is confusion amongst many parents about both the types of schools available locally and the admissions process, particularly around the catchment area system for primary schools.
- 3.25 Members heard about the work being done within Children's Centres and other under-five services on raising awareness of the admissions

process. They felt however that communications could still be made clearer, and expanded to other childcare establishments such as non-maintained or private nurseries who are less aware of the system, and proactively provided to parents online and via social media networks. Members reported that they had been approached by some parents who said that they found the information about the system complicated and often had difficulty understanding the best way to make their choices about preferences for schools. Members also reported that some parents had found it difficult to access the information they needed or to get responses to queries they raised, and others found it difficult to understand why certain decisions had been made about which school their child was placed in.

RECOMMENDATION 3:

Review the provision of information to parents about the schools admissions process and allocation of places, to ensure it is flexible, user-friendly and understandable

- Consult with parents via the Parents Advice Centre project about the current information provided
- Explore alternative methods and formats, including digital options
- Re-assess user satisfaction with the information provided after each admissions round

3.26 There was a brief discussion about the catchment area system. Members reported that they had received enquiries from some parents who had lived close by to several schools but didn't get a place at any of them, because of the catchment area system. Members felt that residents have insufficient information to understand the system including knowing whether or not a school was likely to be over-subscribed before they moved into an area. Members also felt that they had insufficient information in order to support their constituents both before and after admissions decisions had been made. Officers reported that information on oversubscribed schools is included in the brochures parents receive when applying for a school place. There is also a dedicated website: www.towerhamlets.gov.uk/equalchance, which explains how the catchment area system works, together with a virtual map to enable parents to see which primary schools were in the catchment area for their address. It was acknowledged though that some parents still experienced challenges using the information to guide their decisions and preferences.

3.27 Clive Grimshaw from London Councils also advised Members of the London Schools Atlas hosted by the GLA. The website provides information about the projected need for school places in London. It shows details of schools across London, including the distribution of home addresses for pupils on roll. This indicates whether a school has a very local catchment area or recruits from a wider area <http://www.london.gov.uk/webmaps/lisa/>. It was agreed that this should be publicised to parents as part of the improved information package.

- 3.28 Officers explained that the Tower Hamlets catchment area model for primary schools was designed to improve accessibility for pupils to a school near to them, as schools are not distributed evenly around the borough. It has helped to significantly reduce the number of children having to travel to a school over two miles away. In terms of choice, officers reported that over 93%⁵ of pupils got a place in their top three choices of schools, with nearly 84% getting their first choice school. This compares favourably to the London average of 82% gaining a place in their first choice school. As more school places become available, it might be appropriate to revise the catchment areas in order to ensure fairness in accessibility. To this end, there is currently a proposal to change the geographical area for priority admission to community schools by removing the catchment area currently known as Area 3 (Bow South) and replace it by expanding both of the catchment areas currently known as Area 2 (Bow North) and Area 4 (Poplar).⁶
- 3.29 Members acknowledged the figures to show the majority of children are given their first choice of school, but were clear that nevertheless some still do not receive any of their top three choices. Members also reported that regardless of the statistics, there was still a perception of unfairness amongst some parents.

RECOMMENDATION 4:

Provide more information and in a timelier fashion to Members about pupil places and admissions criteria to support them in dealing with residents' queries, especially on the day school places are announced.

- Provide information at ward level and borough-wide
- Provide information about the process at application time
- Provide summary information about the process and information on outcomes at decision time (for both secondary and primary places).

Working with schools which are their own admissions authorities

- 3.30 Despite the Cabinet's stance to oppose Free Schools and Academies, it was recognised that there was a real need for the school places and given the restrictions the Government has imposed on local authorities opening maintained schools, they may have to be part of the solution. In particular, free schools sometimes arise due to concerns from parents about a lack of sufficient school places locally or absence of the specific type of schooling they want for their children in their local area.
- 3.31 Members heard how Barking and Dagenham manages its pupil place planning. The borough decided to proactively support proposed free schools and academies, as the Department for Education prefers to allow schools with Local Authority assent, meaning it gives the council a

⁵ London Councils: <http://www.londoncouncils.gov.uk/news/current/pressdetail.htm?pk=1478>

⁶ http://www.towerhamlets.gov.uk/lgs/851-900/867_consultation/school_admissions_for_2015.aspx?lang=en-gb

stronger negotiating position when talking to potential schools. As a result, Barking and Dagenham have secured agreement from all of the borough's free schools and academies that they have to use the LA's admissions policy. Free schools in particular have access to other capital that the Local Authority cannot lever in, so the borough feels it's stance is a pragmatic way to deal with the growing need for school places.

- 3.31 The Service Head for Learning and Achievement advised Members of the work the service already does with Free Schools and Academies to secure support for some key joint principles for educating pupils in the borough. The Head of Pupil Admissions and Exclusions reported that the majority of Free Schools and Academies do follow the council's admissions policy. This is because the LA has worked with academies and free schools to seek to ensure that their admission arrangements are fair, accessible and serve the needs of local residents. This is a key provision in the Protocol the LA is devising for its work with Free Schools and Academies. Members agreed that given the context of legislation around opening new schools, it was important the council seeks to bring free schools and academies into the family of schools, to adhere to the council's standards and help meet the demand for school places.

RECOMMENDATION 5:

Pursue efforts to bring free schools and academies within the strong family of community schools, supported by the local authority:

- Prioritise the development of a formal agreement with free schools and academies, to ensure they deliver education in line with the council's values around admissions, curriculum and standards.
- Seek Members' input to the draft 'Working with Academies and Free Schools protocol' prior to publication.
- Where new schools are agreed, continue to build positive relationships with them at the Member and officer level and sell the benefits of the family of schools, including council services on offer.

4. CONCLUSIONS

- 4.1 Local authorities, particularly in rapidly growing boroughs like Tower Hamlets, face a number of tensions in meeting the school places gap:
- Balancing the need for a sufficient number of places, in the right geographical areas, and providing the right types of schools to meet diverse community needs and parental choice
 - The mismatch between Government funding for school capacity and the realities of rapid population growth that outstrips resources
 - The legal responsibility to deliver a school place for every child versus the lack of control local authorities have to open new schools themselves, in the areas where they are needed
 - The unpredictability of supply and demand, given new academies and free schools can open without regard to local need or plans, and the timing of new housing developments cannot be controlled

- 4.2 Members acknowledge that these factors make short and long-term pupil place planning very challenging, but the recommendations seek to alleviate the growing problem, so that families better understand the system and can be assured there will be a place available for their child, at a good local school. By improving information for both parents and Members, seizing opportunities for expansion and procurement of new sites and proactively engaging with new schools that are approved in the borough, the council can more effectively meet the significant need for school places in future.

SCRUTINY REVIEW ACTION PLAN: Tackling the school places gap – pupil place planning and the impact of academies and free schools			
Comment	Action	Responsibility	Date
R1. Continue to identify options for expansion of existing schools, whilst retaining existing standards about quality and space			
This is a priority for the ESCW capital programme to ensure the continuing supply of places. However, the number of suitable sites with capacity for expansion is now very limited. Options for expansion of secondary schools are very limited.	<ul style="list-style-type: none"> • Continue to review expansion options for schools and consider for inclusion in the ESCW capital programme • Design briefs for school expansions to continue to include working to BB 98 and 99 standards (i.e. standards applicable before DfE introduced lower standards) wherever possible • Implementation of school expansions to consider the priority location of schools to meet needs, the management capacity of the school to implement expansion successfully and the site capacity to deliver a cost-effective and good quality school environment 	<p>ESCW Resources</p> <p>D&R Capital Delivery</p>	<p>Ongoing to meet need for places</p> <p>Progress and review of need and capacity reported annually to Cabinet (September)</p>
R2. Prioritise the continuation of procuring and developing sites in the borough for schools, the delivery of which can be supported			

SCRUTINY REVIEW ACTION PLAN: Tackling the school places gap – pupil place planning and the impact of academies and free schools			
Comment	Action	Responsibility	Date
by funding mechanisms which could include S106 or (in future) the Community Infrastructure Levy. Explore all options for retaining site allocations for community schools maintained by the local authority, as far as possible			
<p>Site allocations for new schools have been achieved, but availability of sites will depend on developers' timetables. The need for seeking additional sites through the strategic planning process will be kept under review. The need for school capacity is included in the Council's IDP (Infrastructure Delivery Plan) which is kept under review. CIL/s. 106 contributions are sought from new residential development and funds used in the ESCW capital programme to provide school places. Operation of any new schools will be considered in accordance with the applicable legislation.</p>	<ul style="list-style-type: none"> • Work with developers to ensure that the LA secures the ability to develop the allocated sites • Ensure IDP reviews include updated school requirements • Develop funding strategies for sites to establish delivery programmes • Establish operation of new school sites to meet programmes for opening, taking into account where possible the options for expansion of community schools 	<p>ESCW Resources</p> <p>D&R Strategic Planning</p>	<p>Ongoing to meet programme needs</p> <p>Progress reported to Cabinet annually, as above. Cabinet decisions sought as required.</p>

SCRUTINY REVIEW ACTION PLAN: Tackling the school places gap – pupil place planning and the impact of academies and free schools			
Comment	Action	Responsibility	Date
R3. Review the provision of information to parents, about the schools admissions process and allocation of places, to ensure it is flexible, user-friendly and understandable			
This has been included as a key priority in the 2014-15 Pupil Admissions and Exclusions Team Plan. The Team is in the process of reviewing the provision of information available to parents and preliminary work has taken place to revise the various publications, including information on the Tower Hamlets website.	<ul style="list-style-type: none"> • A review of existing publications and online information was introduced to parents at the Parent Carer Council (PCC) meeting held by the Parent & Family Support Team, on 8th March 2014. • The PCC agreed to review the Primary and Secondary brochures and were asked to comment on the following: <ul style="list-style-type: none"> - Whether the policy was clearly set out? - Were the brochures easy to follow? - Language, style and content. - The use of pictures/visual charts to aid understanding of policy. - What other methods and formats of communication would parents find useful. - Using digital options and online facilities for communication and 	Pupil Admissions and Exclusions	By Sept 2014.

SCRUTINY REVIEW ACTION PLAN: Tackling the school places gap – pupil place planning and the impact of academies and free schools

Comment	Action	Responsibility	Date
	<p>completing applications.</p> <ul style="list-style-type: none"> - Views on the Tower Hamlets Website; - Other suggestions for improvement. <ul style="list-style-type: none"> • Additional workshops will be held to ensure there is wider engagement from parents to capture their views. • The outcome of this exercise and other planned meetings will be used to make improvements on the publications and information available to parents to ensure that information is clear; user friendly and offers clarity on policy and procedures. 		

SCRUTINY REVIEW ACTION PLAN: Tackling the school places gap – pupil place planning and the impact of academies and free schools			
Comment	Action	Responsibility	Date
<ul style="list-style-type: none"> Consult with parents via the Parents Advice Centre project about the current information provided 			
There is ongoing consultation and work with various agencies, including the PAC , Parent & Family Support team and School Admission Forum . A series of scheduled meetings; workshops and surveys will be used to capture parents' views.	<ul style="list-style-type: none"> Planning meetings taking place with PAC. Clear action plan including further meetings with parents; running workshops; and undertaking parent surveys will be devised. 	Pupil Admissions and Exclusions	31 st May 2014
<ul style="list-style-type: none"> Explore alternative methods and formats, including digital options 			
It is recognised that online and digital options are a more efficient and secure method for sharing of information. Consultation is taking place with parents and representative groups to collate views on current methods and how they could be better facilitated for families	<ul style="list-style-type: none"> Carryout consultation with parents to gather views on using online facilities to access information and complete applications for school admission. Explore new methods and ways to encourage more families to access online 	Pupil Admissions and Exclusions	December 2014

SCRUTINY REVIEW ACTION PLAN: Tackling the school places gap – pupil place planning and the impact of academies and free schools			
Comment	Action	Responsibility	Date
<p>who have limited access to ICT.</p> <p>Pupil Admissions has seen increased requests for information via online methods, as well as an increase in the number of families applying for school places using the online facility. The LA will need to give serious consideration to the provision of significant additional funding to encourage and enable families to use the online facility to access information and complete applications across all pupil services functions. This will bring greater efficiency and enable officers to provide better support.</p>	<p>facilities, with the aim of providing a wider range of online facilities that are user friendly and accessible.</p> <ul style="list-style-type: none"> • Provide clear guidance on using digital and online facilities and ensure support from Pupil Admissions staff is readily available. • Carry-out an equalities impact assessment and explore ideas for Pupil Admissions to provide surgeries for parents on a regular basis • Provide a position paper for DMT and members to consider. • Plan ahead with implementation strategies to ensure maximum effect. • Inform parents of any planned changes on the process. 		September 2015


SCRUTINY REVIEW ACTION PLAN: Tackling the school places gap – pupil place planning and the impact of academies and free schools			
Comment	Action	Responsibility	Date
<ul style="list-style-type: none"> Re-assess user satisfaction with the information provided after each admissions round. 			
<p>Pupils Admissions will undertake surveys on user satisfaction following the completion of the 2014 Primary and Secondary admissions rounds. Outcomes and recommendations will be incorporated in the process to further improve service delivery.</p>	<ul style="list-style-type: none"> Carry out user survey Head of Section and Service Head to consider the findings and incorporate into the procedure/planning for service delivery Monitor impact on service users. 	Pupil Admissions and Exclusions	To start in June 2014 – complete by August 2014.
<p>R4. Provide more information and in a timelier fashion to Members about pupil places and admissions criteria to support them in dealing with residents' queries, especially on the day school places are announced.</p>			
<p>The policies for Primary and Secondary admissions have already been presented to Members. The paper included information on the application procedure and how offers of places are determined.</p>	<ul style="list-style-type: none"> Information provided in September 2014. 	Pupil Admissions and Exclusions Team.	This action is already in place and will be ongoing.

SCRUTINY REVIEW ACTION PLAN: Tackling the school places gap – pupil place planning and the impact of academies and free schools			
Comment	Action	Responsibility	Date
<ul style="list-style-type: none"> • Provide information at ward level and borough-wide 			
<p>Information on the breakdown of offers by Council ward and borough wide is provided to Council Members after each admissions round. This includes information on parental preference outcomes and the planned arrangements for children who have not been offered places at the preferred school(s).</p>	<ul style="list-style-type: none"> • A breakdown of outcomes by council ward and parental preference for the Secondary Transfer exercise was provided to Members in March 2014. • Similar information for Primary admissions will be provided to Members following the initial outcome in April 2014. • Ongoing information on school admission policy and any changes to the arrangements is provided to Members via the Members Bulletin and in response to Member's Enquiries. • Periodic impact assessments are carried out and the findings presented will be alerted to members through the Members Bulletin and cabinet reports. 	Pupil Admissions and Exclusions	March and April 2014. Ongoing.

<ul style="list-style-type: none"> Provide information about the process at application time 			
Information on the policy and process will be provided to Council Members before the start of each admissions process.	<ul style="list-style-type: none"> Provide information for both Secondary Transfer and Primary co-ordination at the start of each Autumn term, to enable Members to be fully informed of the school admissions process and timetable. Primary and Secondary admissions brochures will now be provided to Members at the start of each school year. 	Pupil Admissions and Exclusions.	September 2014
<ul style="list-style-type: none"> Provide summary information about the process and information on outcomes at decision time (for both secondary and primary places)a 			
Reports with a breakdown of how places were offered, clearly explaining the policy and tie-break used to make offers will be presented to Members.	<ul style="list-style-type: none"> This information will be presented after decisions have been made and outcomes finalised. 	Pupil Admissions and Exclusions	May 2014 and ongoing.

R5. Pursue efforts to bring free schools and academies within the strong family of community schools, supported by the local authority			
<p>The Council facilitates network meetings for headteachers to ensure they are kept up-to-date with policy and other developments in Tower Hamlets. All headteachers, including those from academies and free schools, are invited to these meetings. In addition, the Council provides a weekly e-bulletin during term time to heads and academy and free school heads are invited to subscribe to this.</p> <p>In addition to the free support the Council can provide a range of support services to academies and free schools on a traded basis and there are a fair amount of services which are already bought in by these schools. The Council also provides a named link for each academy/free school from its school improvement team.</p>	<ul style="list-style-type: none"> Continue to promote engagement among new academy and free school heads in the headteacher network meetings and encourage subscription to the weekly e-bulletin Further promote traded services to existing academies and free schools and publicise our traded services offer with heads of any new academies and free schools 	<p>ESCW Learning and Achievement</p> <p>ESCW Resources and Transformation</p>	Ongoing
<ul style="list-style-type: none"> Prioritise the development of a formal agreement with free schools and academies, to ensure they deliver education in line with the council's values around admissions, curriculum and standards 			
	<ul style="list-style-type: none"> Hold early discussions with any new 	ESCW Learning and	Ongoing

Operationally we have a draft protocol which we look to adopt with academies and free schools. This sets out both sides' responsibilities and the Council's expectations about how these schools will work with us in relation to admissions, safeguarding, data sharing etc. However, we cannot enforce sign up to the principles in the draft document.	academy or free school about responsibilities and expectations and encourage them to sign up to the principles in our draft protocol	Achievement and ESCW Resources	
<ul style="list-style-type: none"> Seek Members' input to the draft 'Working with Academies and Free Schools protocol' prior to publication 			
This is a draft document which guides us operationally. It could become more formalised with Member input.	<ul style="list-style-type: none"> Engage the Lead Member and Scrutiny Lead for children in the draft protocol 	ESCW Learning and Achievement and ESCW Resources	September 2014
<ul style="list-style-type: none"> Where new schools are agreed, continue to build positive relationships with them at the Member and officer level and sell the benefits of the family of schools, including council services on offer 			
The intention through the draft Working with Academies and Free Schools protocol is to do exactly this. In addition, these schools are invited to be part of the borough's family of schools through attendance at termly heads meetings and subscription to the e-bulletin etc.	<ul style="list-style-type: none"> Hold early discussions with any new academy or free school about the support the Council can provide and how they can be part of the family of schools 	ESCW Learning and Achievement and ESCW Resources	Ongoing

Cabinet Decision 23/07/14	 TOWER HAMLETS
Report of: Stephen Halsey, Corporate Director CLC and Head of Paid Services	Classification: Unrestricted
Drug and Alcohol Action Team (DAAT) Commissioning Intentions	

Lead Member	Cllr Ohid Ahmed
Originating Officer(s)	Andy Bamber, Rachael Sadegh
Wards affected	All wards
Community Plan Theme	Safe and Cohesive, Healthy and Supportive
Key Decision?	Yes

Executive Summary

The Drug and Alcohol Action Team (DAAT), within CLC, currently commissions drug / alcohol treatment interventions via 23 individual contracts with statutory and third sector providers. There is now an urgent need to re-procure this provision for three reasons:

- i) Most services have not been subject to a competitive tender for a number of years.
- ii) Current performance is declining across many providers
- iii) There is now a request from ESCW to reduce the amount of Public Health Grant allocated to drug / alcohol services by £1.06m (from £8.8m to £7.74m, including £865k for in-house Drug Intervention Programme provision).

The need to re-procure drug/alcohol treatment services presents an opportunity to procure a more recovery-orientated service delivering improved performance and better value for money. Options for re-procurement have been developed, including a standstill option, and have been reviewed by the DAAT Board, ESCW and CLC DMTs and CMT. It should be noted that this report is only concerned with contracts commissioned via the DAAT.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Agree to the re-procurement of drug / alcohol treatment services in Tower Hamlets
2. Agree a preferred option for re-procurement
3. Agree the timescales detailed in the report
4. Note the risks detailed in the report and the mitigating actions.

1. REASONS FOR THE DECISIONS

The Treatment system must be re-procured for three reasons:

- 1.1 Most services have not been subject to a competitive tender for a number of years.
- 1.2 Current performance is declining across many providers
- 1.3 There is a request to reduce the amount of Public Health Grant allocated to drug / alcohol services by £1.06m

2. ALTERNATIVE OPTIONS

- 2.1 Current recommendations from DAAT Board, CLC / ESCW DMTs and CMT suggest option 3 is the preferred option of the four options presented.

3. DETAILS OF REPORT

- 3.1 Prior to the implementation of the Health and Social Care Act, most drug / alcohol contracts were funded via NHS held monies. Funding was provided directly to services or via Section 256 agreements specifying the services to be contracted by LBTH. In 2012, a project was initiated to redesign the treatment system to ensure fitness for purpose and better value for money. Unfortunately this was delayed due to the impending implementation of the Health and Social Care Act and transfer of Public Health responsibilities to Local Authorities. On 1st April 2013 Public Health responsibilities were transferred and since that date, LBTH have been responsible for delivering a number of public health interventions which include drug / alcohol interventions.
- 3.2 The drug / alcohol treatment service contracts previously funded via the Primary Care Trust were transferred from the NHS to the DAAT in April 2013. Contracts were given for the period up until 31.03.13 (following Cabinet agreement to extend the PCT contracts for a year). As previously reported the small number of contracts held directly by LBTH expired some time ago (with these services operating longer than the original contract term). As such, TH Legal Services advised that all DAAT contracts should not be extended any further and be re-commissioned to be legally compliant.
- 3.3 However, due to the legal and technical complexity of the process, and the lack of national guidance until quite late in the process, numerous delays materialised. This resulted in the original re-procurement deadline being unachievable. As a consequence, the DAAT sought Mayoral Executive Approval (January 2014) to extend the contract renewal timeline to January 2015 to enable resources to focus on the re-commissioning process. This opportunity to re-procure all drug / alcohol treatment services presents an opportunity to align service configuration to local need.
- 3.4 The extension of current provision was approved on the basis that a robust DAAT procurement plan be developed to:

- Mitigate the risk due to possible legal challenge
- Enhance performance
- Improve value for money
- Ensure better service alignment to need
- Improve the capability of partnership and providers
- Facilitate a review of resource across the whole system and deliver local economic benefits

3.5 Procurement plans began immediately but a proportion of the activity could not take place during the pre-election period due to the decisions required, hence the current timetable.

3.6 Current contractual arrangements have been extended until the end of December 2014 as there is a commitment within the Mayor's Decision paper to agreeing mobilisation dates for new contracts by that date. There is now an immediate need to begin procuring/re-procuring drug/alcohol treatment services.

Need for Re-procurement

3.7 There has been a corporate request for 10% savings to be generated from the Public Health Grant in 2015/16. Public health have specified that £1m of these savings should come from the adult drug/alcohol commissioning budget and £60k from DAAT salaries and savings proposals will be presented to the Mayor. It would not be possible to re-procure the current model of provision with such a budget reduction.

3.8 This presents an opportunity to examine what is currently procured and procure an integrated treatment system which will deliver improved recovery outcomes. The case for changing the provision currently procured is outlined below.

Future service options

3.9 The need to re-procure all adult substance misuse provision is now unavoidable. However the decision regarding exactly what to procure has yet to be made.

4.10 Following Mayoral Approval key workstreams were initiated to serve as the evidence base for the future treatment system – these included:

- A Needs Assessment to identify local needs (Appendix 1)
- An independent Service Review (to assess the extent to which the borough treatment system currently addresses need and identify any gaps)

This work identified a number of pressing priorities for the Tower Hamlets treatment system which have largely stemmed from an organic growth of the treatment system over many years – resulting in a highly complex arrangement. As such, the borough system has evolved, rather than being

holistically planned, and is a treatment system that is focused on Opiate substitution therapy and addressing presentation through the Criminal Justice System. The key priorities highlighted through the needs assessment and the service reviews were to:

- Maintain Opiate priorities within the system
- Expand non-Opiate and alcohol provision
- Integrate drugs and alcohol services
- Rationalise and reduce the number of service contracts
- Regularly review and scrutinise substitute prescribing
- Increase psychosocial interventions
- Build stronger recovery capital of clients
- Reduce client key worker ratios and support the role of key workers
- Increase 1-1 and group counselling/work
- Increase client readiness for structured treatment and maximise the outcomes from inpatient detox (drugs and alcohol) and residential rehabilitation
- Review information management systems to better understand how best they serve strategic and service level needs
- Maintain a client focused services fit for purpose that encompasses strong client involvement and peer led recovery outcomes

A previous attempt to reconfigure the treatment system and address the same issues was started in 2011 but this work was terminated due to the announcement that all substance misuse services and the associated funding streams would transfer to the Council in April 2013.

- 3.11 The Home Office Drugs Strategy 2010 moved the focus of treatment towards long term goals of recovery and reintegration for drug users, whilst maintaining provision that minimises harm to both the individual and the community. This is now measured within the Public Health Outcomes Framework (PHOF2.15) as the number of drug users who successfully leave treatment and do not re-present to services within 6 months. Whilst the treatment system in Tower Hamlets has been successful in engaging large numbers of clients in effective treatment, successful completions of treatment are low and decreasing, and re-presentations are increasing. There have been numerous strategies for improving this performance over recent years and a new action plan will be implemented for 2014/15. However, significant improvements within the same treatment system structure are unlikely.
- 3.12 An Options Appraisal has been developed to establish which potential future service arrangements could best meet the identified local needs. In total, four structural options have been considered reflecting the key points in the treatment journey from treatment entry, through various treatment interventions and ultimately successfully exiting treatment (a structural diagram of each option is presented in Appendix 2). The four potential options developed are as follows:

OptionOne: Standstill (23 contracts) (leave the treatment system largely as it is) but with a single point of system entry, triage and comprehensive assessment with onward referral to provider services.

Option Two: Main treatment provider for Tier 3 treatment (all drugs and alcohol) with separate recovery/support contracts (10-15 contracts). Therefore combine the main treatment provision for tier 3 treatment (opiate, non-opiate and alcohol) into one contract including treatment entry, assessment, pharmacological and psychosocial interventions. This would work with targeted access points into treatment and additional recovery providers offering the full menu of recovery support.

OptionThree: Two drug + alcohol treatment contracts; one for treatment and one for recovery (2 contracts). Single drug treatment provider for all Tiers 2-3 treatment, this option should coexist with a separate commissioned recovery agency, targeting their work solely on recovery activity.

Option Four: Single integrated drugs and alcohol service contract. (1contract).

Alongside all of these options would be a referral/outreach contract to focus on engaging targeted groups into treatment and re-engaging individuals who have dropped out of treatment. There is also an ongoing need for an element of (re-specified) shared care provision and a service at Health E1 (homeless GP practice).

- 3.13 On 8th April 2014 these options were presented to the DAAT Board who unanimously recommended Option 3 as the most appropriate borough service arrangement to take forward – given it addressed the key concerns and requirements highlighted in both the Needs Assessment and Service Review while also offering the potential to deliver improved performance efficiencies.

Procurement plan

- 3.14 It is intended that all borough substance misuse services will be re-procured and be fully mobilised in April 2015.

- 3.15 The procurement approach will be guided by the seven imperatives outlined by LBTH and will incorporate these imperatives within the tender process and the final service specifications. In particular we will be keen to deliver budget efficiencies, value for money and local employment and training opportunities within the context of a highly specialised service.

- 3.16 To mitigate the risk of a successful procurement challenge a robust project plan has been developed (see appendix 3). The plan highlights the timeline

for the various phases of re-procurement process including contract initiation, planning, re-procurement and mobilisation to replace all the DAAT contracts over the next 8 months or so. Key dates are listed below:

- Consultation (June)
- EQIA (June)
- Spec and tender material development (Apr-June)
- Decisions prior to tender (July-Sep)
- Tendering and Evaluation (July-Nov)
- Decision ratification (Oct-Dec/Jan)
- Contract sign off and mobilisation dates set (Jan/Feb)

3.17 There has been extensive consultation undertaken regarding treatment provision in Tower Hamlets with commissioners, providers, service users and other stakeholders. This has been in conjunction with previous plans for remodelling as well as the recent needs assessment and service review. When a proposed model for procurement is agreed, there will be further consultation as well as an equality assessment.

3.18 Following discussion of these proposals at MAB on 18th June, service specifications for contracts to be procured will be shared with the Mayor prior to publication.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

4.1. There is currently budget provision of £8.8m from the Public Health allocation. This currently commissions £7.9m drug and alcohol treatment interventions (DAAT) including salaries. The balance of the provision supports the £865k in-house Drugs Intervention Programme (DIP).

4.2. A savings reduction of 10% has been specified from the Public Health grant for 2015/16. A savings target of £1.06m has been requested from the DAAT budget. There is the expectation that £1m of the savings target will be delivered from the drug /alcohol commissioning budget of £7.4m reducing the commissioning provision to £6.4m. The remaining savings of £60k is to come from a reduction in the staffing budget of £566k reducing to £506k.

4.3. The report provides four options for consideration. Option 1 provides a standstill position and does not relinquish any savings. The other three options all provide an element of restructuring and consolidation, Option 2 (10-15 contracts), Option 3 (2 Contracts) and Option 4 a single contract. The recommendation of the DAAT board is that Option 3 be considered as the most appropriate borough service arrangement. The reduction in the Public Health allocation suggest that Option 3 and 4 are the most likely options that would deliver the £1.06m reduction and provide for sufficient resources to commission contracts.

4.4. The procurement strategy detailed within this paper is aimed at the Option agreed being fully mobilised April 2015. It is likely that an extension would be required to the current contracts post January 2015. There is sufficient

provision within the existing budget envelope to manage any contracts extension.

5. LEGAL COMMENTS

- 5.1. Following the passing of the Health and Social Care Act 2012 by parliament the Council received both the power and the obligation to provide services from 1 April 2013 of the types detailed in the body of this report.
- 5.2. The Council has a duty under the Local Government Act 1999 to ensure that it achieves Best Value in the purchases it makes and therefore must subject these purchases to competition. This is to ensure that the expenditure secures “continuous improvement in the way in which the Council’s functions are exercised”.
- 5.3. As the level of spend is above the OJEU threshold, the Public Contracts Regulations 2006 will apply to this procurement exercise. The extent of their application is limited because of the services being ‘Part B’ in nature, though it does include the requirement to undertake a “reasonable” level of advertising and place a final award notice in OJEU.
- 5.4. Due to the application of the Public Contracts Regulations 2006, the Public Services (Social Value) Act 2012 requires the Council to consider:
 - i. How what is proposed to be procured might improve the economic, social and environmental well-being of the area in which it exercises its functions and to which the proposal relates; and
 - ii. How, in conducting the process of procurement, it might act with a view to securing that improvement.

The Council will also need to consider whether consultation on these issues is required. The requirements of the Act apply to the pre-procurement stage which, in this case, is the period up to the publishing of an advert.

- 5.5. If local benefits are being sought as part of this procurement exercise, these may account for up to a maximum of 5% of the evaluation criteria for quality (in line with Counsel’s opinion) and will then form part of the contractual obligations to which winning bidder(s) are committed.
- 5.6. The current contracts have been extended up to 31 December 2014 by mayoral decision and arrangements will therefore need to be made in due course to further extend the contracts on an interim basis in order for the procurement exercise to be undertaken and contract award in accordance with the procurement plan proposed.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1. The current treatment system within Tower Hamlets has been successful in attracting a wide range of individuals into treatment across the equality strands. Within the large number of services commissioned there are

specialist services for BME clients (with a focus on Bangladeshi and Somali individuals), female clients, pregnant clients and clients with mental health issues. Commissioning a simplified structure would mean fewer specialist provisions. However, within the procurement process there will be requirements for providers to determine how best they will incorporate the needs of such populations. Providers will be encouraged to form consortia or sub-contract with other providers and provide services in a flexible manner from a wide range of venues to ensure specialism is incorporated into their service offer. Once contracts are awarded there will be performance targets for engaging targeted populations based upon the equality strand data that has been collected over the last three years.

- 6.2. Whilst the current treatment system has been successful in engaging known populations of drug / alcohol users, there are still a number of groups not engaging in treatment. For example, it is well documented that problematic drug / alcohol use is more prevalent within populations such as homosexual men, Chinese, Eastern Europeans, students / young adults, high earning individuals, than the demand presented to our current services. In the current financial situation, it will not be possible to initiate specialist services for each new population that demonstrates a demand for treatment services and therefore a more flexible approach should be developed to target emerging population needs.
- 6.3. A full equality analysis is underway now that the election is over and we may fully engage stakeholders in consultation.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 7.1 There are no major environmental implications within this proposal but bidders for services will be requested to demonstrate their commitment to contributing to a sustainable environment.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1. As mentioned earlier in the report, there is now an urgent need to re-procure to avoid legal challenge with regards to current contracts. Hence the procurement project necessary to mitigate that risk.
- 8.2. If option 1 is pursued and the treatment system remains broadly the same as its current configuration, there are risks to future affordability and performance. An element of payment by results would be implemented as an additional contract management tool but this would not greatly change the client experience. This option would not relinquish any savings for this year or future years and required savings would need to be met elsewhere.
- 8.3. Options 2-4 would involve an element of restructure. A large scale restructure of any system will bring a risk of destabilisation. Potential ramifications within the treatment system are a temporary drop in numbers of individuals accessing treatment and potential risks to effective ongoing management of individual clients. In order to mitigate against this risk, a comprehensive

implementation plan will be developed to ensure handovers between services are as smooth as possible, including data, premises, client handover, communications, records transfer etc. It is highly likely that a number of staff currently engaged in services will continue to be part of the treatment system via TUPE arrangements and as many of the leases for premises are held by LBTH, many of the current service premises will be available for use in a new system.

- 8.4. There is a significant risk that the re-procurement of treatment services across the borough may not be completed prior to the end of December 2014. A timetable has been developed to complete the tender process and make recommendations for contract award by the first week in October, allowing presentation to Cabinet in December (subject to meeting schedule). However, this tight schedule requires a smooth process with no meeting cancellations and is not sufficiently robust to withstand any unforeseen issues that may delay the process. Therefore, it is highly likely that the delivery timeline will extend beyond 1st January 2015 – requiring a further extension in the later part of the re-procurement process. Legal have advised this approach would be defensible against challenge on the basis that the procurement process was being undertaken.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 9.1 Problematic drug / alcohol use within the borough contributes significantly to crime and anti-social behaviour across the borough. Treatment interventions are funded on the basis that they prevent further health harm and costs associated with crime. In Tower Hamlets, it is estimated that every £1 spent on drug treatment saves £2.82 in health and crime costs. This is based upon current performance of the treatment system and a more effective system with improved outcomes would increase this cost benefit. Latest data shows that 23% of referrals into the treatment system are via criminal justice agencies (police, probation, prison).

10. EFFICIENCY STATEMENT

- 10.1 The current treatment system configuration does not offer good value for money. Options for re-procurement have been developed and all four options presented have currently been developed within the same commissioning budget envelope (£7.4m) to allow direct comparison of spend and maintain the integrity of the treatment system. If spend is retained and merely distributed differently, options 2,3 and 4 would facilitate progressively lower management / admin costs which may be re-invested in frontline staff and recovery focussed services resulting in lower case loads and facilitating improved performance.
- 10.2 Options 2-4 have also been developed to demonstrate the effects of budget reductions of between 5% and 20%. Whilst this modelling gives an idea of the budgets available for individual elements of the service, there is further work to be completed on the frontline staffing impact within individual services.

- 10.3 The DAAT team is currently carrying a number of vacant posts. A restructure of the team will be carried out once the model of treatment provision to be procured is determined. A team can then be built around the requirements of the service and will generate savings of at least 10% against current establishment costs.
-

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Appendix 1: Needs assessment executive summary
- Appendix 2: Treatment System Options
- Appendix 3: Project timeline
- Appendix 4: Equalities Analysis Quality Assurance Checklist

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

- Options Appraisal.

Officer contact details for documents:

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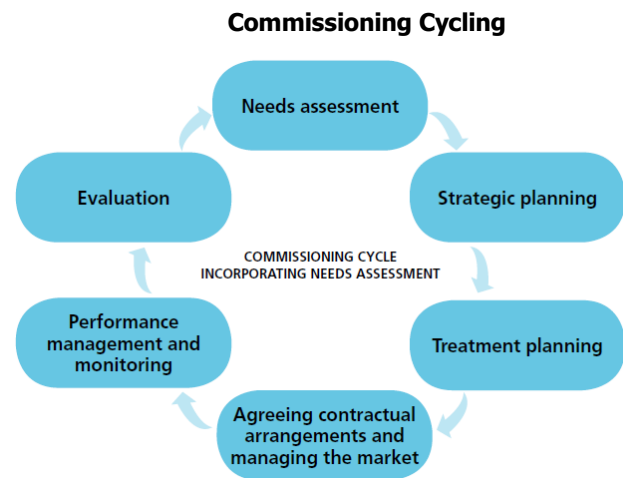
London Borough of Tower Hamlets Substance Misuse Needs Assessment 2013/14

Executive Summary
February 2014



Introduction

1. Conducting a Substance Misuse Needs Assessment is essential to treatment planning and commissioning (see below, commissioning cycle) as it reviews service demand, offers comparison to relevant regional and national baselines and assesses local partnership performance over time. This needs assessment has reviewed the needs of the Tower Hamlets' substance misusing population to support the Drug and Alcohol Action Team (DAAT) and its wider partnership to respond to future treatment demand.



2. The Tower Hamlet's Substance Misuse treatment system has developed over time and is now one of the largest treatment systems in London. Its performance has historically been strong although in recent years there has been a decline in outcomes. Presentations to borough treatment services are heavily opiate and crack focused, with much of the resources targeted to a complex and high need client group which needs to be managed through the treatment care pathway to effective recovery.

Approach

3. This needs assessment has been based on a range of desk research and data analysis, primary and secondary research and an assessment of service provision across the borough. The core data used to support the needs assessment was derived from the National Drug Treatment Monitoring System (NDTMS), which is critical to assessing both service need and performance and supports an

understanding of treatment demand to inform substance misuse intervention priorities for local partnerships.

4. Additional operational data was available through Mi-Case and directly provided by services across the DAAT. Partnership data was also gathered and analysed that has supported the findings of this assessment.
5. Primary quantitative and qualitative research included:
 - 200 Service Users surveys
 - 45 interviews with practitioners and stakeholders
 - 4 focus groups with 36 participants
 - 64 stakeholders engaged in workshops and presentations
6. All emerging findings were also scrutinised by an independent steering group with representatives from the project team, Public Health England (PHE), Home Office (HO) and a DAAT Coordinator from an external authority.

Resources

7. In 2012/13 Tower Hamlets spent £9.5m on community based substance misuse treatment in the borough. All borough substance misuse services are commissioned and/or delivered by LBTH via the DAAT, the Drug Interventions Programme (DIP) and Children's Commissioning with annual funds for the DAAT (and DIP) in the region of £9.5m for 2013/14 which is derived from the PH Grant (£8.8m) and the Mayor's Office for Policing and Crime (£613k for DIP). This funding commissions 25 services to address the treatment needs of local drug users.

Impact of commissioned services

8. There are a range of performance highlights which have emerged from the borough's treatment system. The key impacts of commissioned services are:

Drugs

- The Borough's treatment penetration rate for opiate and/or crack users (OCU) is 34% (down 3% on the previous year). This is set

against an estimated OCU population of 3,027. The 2012/13 penetration rates are set out in the table below.

OCU Penetration Rates 2012/13

Tower Hamlets Glasgow Estimates	Tower Hamlets	London	National
2010/11 Estimated OCU Population	3,027	52,623	298,752
Number of OCUs in Treatment 2012/13	1,037	16,276	119,763
Penetration Rate 2012/13	34%	31%	40%

- Women are under-represented in treatment in the community (at 20%) and are below the London and national rates of presentation.
- In 2012/13 there were 833 new entries into treatment, 2,154 people in treatment and 611 people exiting the treatment system
- Treatment providers with the highest volume of clients were Lifeline CDT with 857 (40%) clients, Tower Hamlets Specialist Addictions Unit (SAU) 339 (16%), Health E1 with 257 (12%) and NAFAS 149 (7%).
- Just over a third, 217 (36%) left treatment in a planned way, successfully completing treatment (accounting for 20% of the drug treatment budget) and 233 (38%) left in an unplanned way, majority of which dropped out of treatment.
- As a percentage of the numbers in treatment 9.3% opiate clients successfully completed treatment (compared to 9.8% London and 8.7% national average). However, in September 2013 this dropped to 5.1% (compared to cluster top quartile performance range, 8% to 10%).
- Thirty-four percent of non-opiate clients successfully completed treatment (compared to cluster top quartile performance range, 49% to 63%). In September 2012/13 this dropped further to 29.5%.
- Tower Hamlets has a prevalence rate of 17 per 1,000 aged between 18 and 64 OCUs, 15 for opiate users, 16 for crack users and 4 for injecting drug users (opiate use is twice as prevalent compared to London and national averages, whilst crack use is more than three times the national rate).
- OCUs in effective treatment make up almost

the entire treatment population in Tower Hamlets which has ranged between 96% and 93% since 2008/09.

- North West Health Observatory figures indicate 30,810 at risk drinkers, with 9,168 consuming alcohol at higher risk and 16,382 binge drinkers.

Alcohol

- Alcohol admissions to the treatment system are growing in Tower Hamlets (with 470 alcohol referrals, 738 in treatment amongst providers and 432 treatment exits).
- Tower Hamlets is hitting a 50% successful completion rate for alcohol users with around half (46%) reporting unplanned exits.
- Alcohol related hospital admissions have risen from 986 in 2002/03 to 2,577 in 2012/13 almost tripling over this period.
- Alcohol is an increasing concern locally and one which the treatment system needs to address.

The Performance of the Partnership

9. In Tower Hamlets one in four clients in treatment (opiate and non-opiate) have very high complex needs (442), this is almost twice as many very high complex need clients compared to the national average.
10. Tower Hamlets opiate treatment population falls into cluster E and non-opiate treatment population into cluster D. Clusters range from A to E, with A representing the least complex treatment populations and E the most complex. Therefore the borough’s cluster comparators are the most complex opiate and the second most complex non-opiate Local Authority areas.

Opiate Clients

11. In September 2013 Tower Hamlets had 1,456 opiate clients in treatment, which is below cluster average placing Tower Hamlets mid-table for the size of its opiate treatment population. There has been a significant reduction in the number of opiate clients successfully completing treatment since October 2012, this means Tower Hamlets is ranked 6th lowest for the number of opiate successful from

a position of 14th highest at the 2012/13 baseline.

12. In 2012/13 one in four opiate clients had a drug using career length that spanned over 21 years, similar to cluster average. However a high proportion (43%), have been in treatment for less than one year, higher compared to cluster average of 22% and the proportion of opiate clients that have had more than four previous treatment journeys is equal to 24% (higher compared to 19% cluster and national average) which has increased from one in five in the previous year.

13. Whilst completion rates are broadly consistent with cluster average, this suggests a significant number of opiate clients are engaging and disengaging in treatment and as the number of previous attempts at treatment increase they are less likely to complete the next time they are in treatment.

14. The outcomes data suggests, in the past six months, there have been 46% less clients successfully completing treatment (138, 2012/13 baseline and 74, September 2013). The proportion of opiate clients re-presenting to treatment has fluctuated between 37% and 19% since 2010/11, with September 2013 showing 34% re-presentations.

Non-Opiate Clients

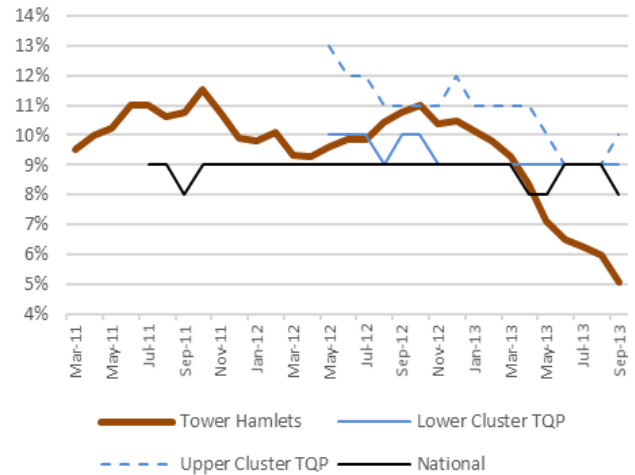
15. In September 2013 Tower Hamlets had 224 non-opiate clients in treatment, which is below cluster average and ranks Tower Hamlets 8th lowest for the size of its non-opiate treatment population. Non-opiate clients account for 13% of the total treatment population. In the past 6 months, 6% less non-opiate clients successfully completed treatment (70, 2012/13 baseline and 66, September 2013). In the latest reporting period there have been no re-presentations to treatment.

16. The distribution of non-opiate clients in treatment is broadly similar to cluster and national average, with the majority (59%) in treatment with no previous treatment journeys, however completion rates are much lower at

37%, compared to 47% cluster and 43% national average.

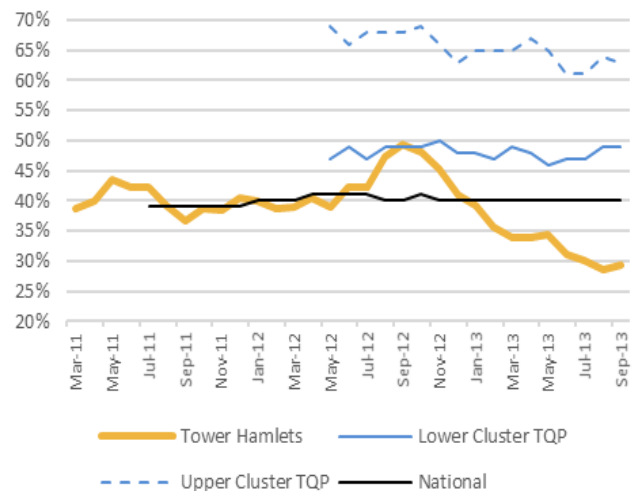
17. As a proportion of the numbers in treatment 5.1% opiate clients successfully completed treatment in September 2013, the chart below maps this trend from 2010/11 baseline against cluster and national performance.

Partnership: Opiate % Successful Completions, Cluster and National Comparators



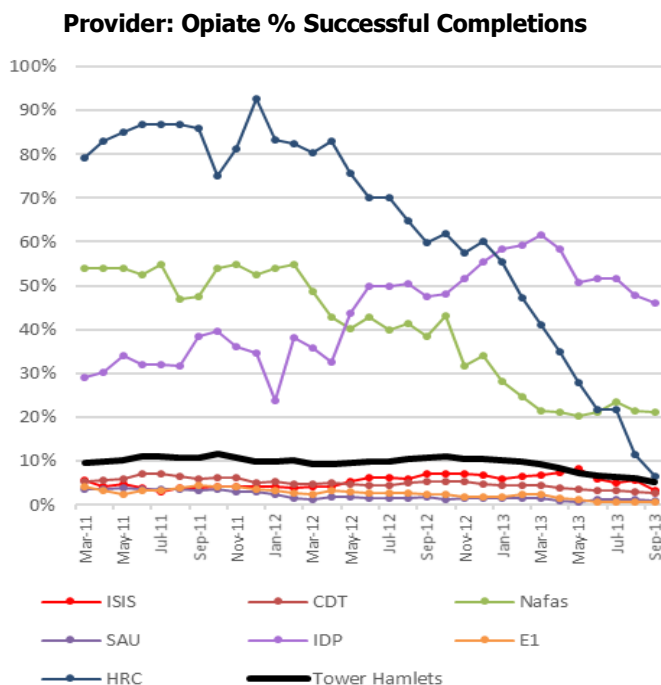
18. For the non-opiate clients, 29.5% successfully completing treatment in September 2013.

Partnership: Non-opiate % Successful Completions, Cluster and National Comparators



The Performance of substance misuse treatment providers

19. Tower Hamlets has numerous providers reporting into NDTMS, however the bulk of opiate clients are distributed amongst seven main treatment providers and non-opiate clients amongst five.
20. In September 2013 the number of opiate clients in treatment across the main providers ranged from 745 to 63, Lifeline CDT having the highest number of opiate clients in treatment and RAPT Day Programme the least. Compared to 2012/13 baseline the number of opiate clients in treatment has fallen with the majority of providers. Fewer opiate clients have been successfully completing treatment at each baseline period for all providers. The reduction in the number of opiate clients in treatment was proportionately less than the reduction in the numbers successfully completing, as a result successful completions as a proportion of the numbers in treatment show a stark decline in performance, as set out in the chart below,.



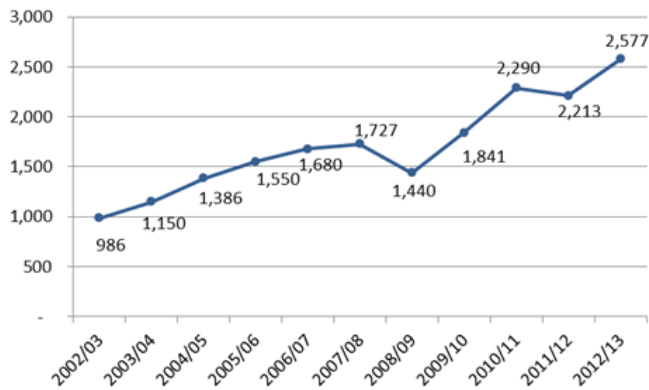
21. In addition a high proportion of clients re-presented to treatment, one third of completions resulted in client re-presentations for Lifeline CDT and NAFAS and 28% for the Harbour Recovery Centre.

22. In the first 6 months of 2012/13 treatment exit outcomes show opiate clients dropping out of treatment far outweigh those successfully completing treatment. Collectively 11% left treatment in a planned way (successfully completing treatment). For all providers, with the exception of NAFAS, this ranged from 0% to 18%. NAFAS however achieved 72% planned exits. The proportion of unplanned exits resulted in almost 50% opiate clients dropping out of treatment; this is equal to 111 clients collectively.
23. Non-opiate clients ranged from 54 to 19, NAFAS having the highest and SAU the least. The number of non-opiate clients in treatment has increased slightly or remained the same across most providers. There were no re-presentations to treatment.
24. The treatment exit outcomes for non-opiate clients show higher proportion of planned exits with some providers, whilst equal for others in comparison to the proportions that dropped out of treatment. Overall the treatment outcomes for non-opiate clients are better compared with opiate clients with almost half leaving treatment having successfully completed.

The Impact of Drugs and Alcohol in the Community

25. A wider review of partnership data shows that drugs and alcohol has a significant impact on the borough in terms of health, crime, community safety. The borough has seen increasing levels of drugs and alcohol callouts made by the London Ambulance Service, the borough has also seen increasing levels for Alcohol related admissions to hospital 986 in 2002/03 rising to 2,577 in 2012/13 and almost tripling over this period, this trend can be seen below.

**Hospital Admissions for Alcohol Related Harm (NI39)
2002 to 2013**



26. There was an average of 256 drug offences per month in the borough, with peaks in the summer of 2012, there was a high spike of possession cases that resulted in convictions in June 2012, (associated with preparations for the Olympics). The numbers of drug trafficking offences (dealing) is lower and there has been a broadly consistent level of offences throughout this period with a spike in October 2012. The Borough Police have targeted a dealer a day as part of a local campaign and during this period there was an average of 16 arrests a month.

27. Tower Hamlets has a higher rate of recorded crime attributable to alcohol, greater than London and England; although this is falling it did see a rise in the estimate in 2009/10. With respect to violent crime Tower Hamlets also has a higher rate than London and England and once again this figure is declining broadly in line with the London and England profiles. The rate for sexual crime attributed to alcohol is however growing compared to London and England which are declining albeit very slowly. This is a concern but is likely to be affected by the club based night time economy emerging in the borough.

28. The impact and cost of drugs and alcohol on the borough is great and it is important to engage these people in treatment and to work particularly with the 'frequent flyers' of these services to ensure that treatment can be used to mitigate repeat episodes.

Primary Research Findings

29. A range of primary research was completed in developing this needs assessment. This included stakeholder interviews and workshops, a service user questionnaire completed by 200 respondents, four focus groups targeting opiate users, non-opiate users, women and alcohol treatment clients. The headline findings of these are set out below.

Stakeholder interviews

30. Interviews and workshops engaged over 50 practitioners and stakeholders in the borough. There were many themes which came out of these interviews however the main focus was:

- The treatment system lacks holistic planning and has evolved with additional services being added over time
- Heavy operational focus on opiates, low level of non-opiate engagement, but high complexity clients in deprived and challenging environment
- Volume of providers creates a situation where clients are held onto and transferred haphazardly, leading to duplication of provision, lack of mutual value and some interagency miss-trust
- Critical need to address the 'disjointedness' of treatment provision and to consolidate a clear understanding of what everyone is doing.
- Clients are often not treatment ready particularly with respect to detox and rehab
- Low levels of treatment value from clients
- Low levels of recovery focus but a priority aim of the treatment system, pockets of good practice although these are often not shared
- An overwhelming positive commitment to improve the treatment system but a clear realisation amongst providers and stakeholders that whilst this will be opportunistic for the treatment system it is likely to be a threat to them

Service User Questionnaire

31. Throughout the survey and its findings there was a loyal sense of support for the way the treatment system works from the majority of

the 200 respondents who took the time to complete the survey:

- 96.0% think their substance misuse negatively impacts on their life
- 78% feel optimistic about their ability to reduce dependency
- 85.8% have a good relationship with their treatment providers
- 85.8% key worker skills and abilities in interpreting their needs are good
- 71.8% felt their treatment provider was good at meeting their needs
- 74.9% have a care/recovery plan and
- 80.6% of these worked on care/recovery plan with their key worker
- Going forward they prioritised:
 - After care
 - 'After/out of hours' services
 - Better service access across the borough
 - More and better counselling, psychosocial therapies, alternative therapies
 - More access to housing, detox, rehab and aftercare
 - Better information and communication about what's available

Service User Focus Groups

32. Four Focus groups were completed as part of this needs assessment. There were a range of key findings that are set out in the main body of this report and in a separate focus group report. The main themes that emerged are set out below:

- Clients felt that there is a branding issue in local treatment as many have pre-conceived perceptions of services which stigmatise provision
- Their consistent view was that Drugs and Alcohol are a common part of life for many in the borough
- Focus groups felt there was an absence of commitment and operational structures to support client recovery
- Many felt that services are incoherent and need better integration, particularly with respect to drugs and alcohol

- Most clients experience unstable housing, poor public services access and more support for ETE
- Focus Group participants do not see GPs as being part of their care team and there is concern about the quality of care received from GPs
- Clients feel there is a desperate need for more effective aftercare and recovery support
- Treatment clients felt that services need to be more patient centred
- There were also strong arguments for more Peer involvement to support recovery

Conclusions [Key issues emerging from the assessment]

33. There are some clear issues for the treatment system to contend with, in particular:

- Reduction of successful completions achieved by the partnership
- Slowing down of new treatment entries across most providers
- Several bottlenecks in the system, in particular the borough's CDT
- General low levels of client readiness for the recovery journey
- Low levels of treatment compliance by clients (drop outs)
- Low levels of recovery capital in clients
- High levels of complexity and diversity within the system
- Some poor inter agency procedures and protocols to enable effective treatment transfers
- Specific operational issues within the DIP
- Clients in Shared Care arrangements in the borough tend to be stabilised but not benefiting from a strong recovery focus to their treatment

34. The role of shared care in the borough's treatment is strong with over 800 clients receiving their treatment in this way. Capacity to effectively support and treat clients in this shared approach suggests the need for a strong revamp. Particularly as this is affecting the capability of the Partnership to meet its successful completion targets set in the Public Health Outcomes Framework.
35. The difficulty in engaging clients and their lack of recovery capital prevents successful completions from emerging and fails to support clients to be treatment ready and to enable the associated benefits of recovery being realised. In short, treatment needs to actually be provided and clients and practitioners need to better distinguish between the role of substitute prescription as a method of stabilisation/maintenance and structured treatment as a support to reducing and eventually stopping their drug use.
36. Diversity and the cultural needs of different clients are also key considerations for the borough. It is vital that prospective clients from all communities are at ease with entering the treatment systems either to stabilise their substance misuse and or to begin a journey through to recovery. In Tower Hamlets there seems to be a far greater proportion of the former and far fewer of the latter.

Value for Money

37. Addressing Value for Money (VFM) and cost effectiveness is a relatively inaccurate science nonetheless the NDTMS have provided tools that can support a better understanding. The VFM tool estimates that if there were no provision for drug treatment this would have a cost to Tower Hamlets of £23.7m. However based on a budget of £4.2m over the spending review period there is a net benefit of £16.9m and a cost benefit ratio of 1: £2.82.
38. The large variation in subsidy per head of providers suggests varying cost in provision, varying numbers of clients in effective treatment and potential to rationalise some of these costs against need.
- Recommendations**
39. This needs assessment has identified a number of key priorities for the Tower Hamlets Treatment System, these are set out and addressed below:
- Develop a treatment system that meets the needs of the local community
 - Develop a clear annual treatment plan
 - Support the transition to an integrated drugs and alcohol service
 - Better alignment of services and treatment activity
 - Deliver more outcome focused treatment
 - Improve the recovery capital of clients
 - Develop more client facing services
 - Rationalise the commissioning function and performance management of contracts
 - Support the ongoing workforce development of treatment staff and stakeholders
 - Use the procurement process to better clarify the roles and responsibilities and operational relationships between providers
 - Better clarify the distinctions between shared care and structured treatment roles in the treatment system
 - Utilise the procurement process to rebrand services
40. Aims of the Drug and Alcohol Treatment Service should be:
- To offer personalised opportunities for those using drugs and/or alcohol to move towards total cessation.
 - To reduce the harm caused by substance misuse on the local community including contributing to a reduction in crime and anti-social behaviour
 - To ensure that the principles of harm minimisation underpin the delivery of all interventions in order to improve the health and well-being of service users
 - To deliver a non-judgemental and inclusive service which treats service users with

dignity, respecting gender, sexual orientation, age, ethnicity, physical or mental health ability, religion, culture, social background and lifestyle choice

- To deliver services which are accessible, responsive and offer greater service user choice
- To improve the outcomes for children of service users by reducing the impact of drug and alcohol related harm on family life and to promote positive family involvement in treatment
- To facilitate a co-ordinated and holistic approach to recovery which emphasises the inclusion, or re-entry into society of service users by working with a range of local partner agencies
- To reduce the impact of drug and alcohol misuse on the wider public sector economy by promoting effective treatment and harm reduction responses in a range of settings including primary and community health care, mental health and criminal justice services
- To identify and safeguard vulnerable adults and children of adults who use the services

41. A key recommendation to the DAAT Board is that they need to review a set of options going forward as to how the treatment system should be re-procured.

42. Options are emerging from this needs assessment and service review, it is recommended that the DAAT undertake an options appraisal of these treatment/procurement options and debate this issue early in 2014.

43. The borough's partnership between its providers and other statutory agencies has been well established but there is a current opportunity to improve these relationships and to build a stronger set of local commitments to drugs and alcohol. It is on this basis that the following recommendations and treatment plan priorities are made:

44. Strategic Recommendations:

- Maintain the management of drugs and alcohol treatment planning, commissioning and performance management through the DAAT team within the Council
- Establish evidence based commissioning and treatment planning by using this needs assessment and set appropriate targets and performance management tools for the borough's drugs and alcohol treatment system
- Maintain the priority of drugs and alcohol treatment services through current and future changes to funding streams in Tower Hamlets
- Develop and maintain annual treatment plans which fit into the Public Health commissioning priorities to tackle addictions in the community
- The Tower Hamlets DAAT needs to maintain up to date data and to review performance against the 2014/15 treatment plan

45. Key Treatment Plan Priorities:

- Tower Hamlets has seen a slow decrease in opiate presentations over the last three years. However this does not address the wider treatment naive population. Opiate users should always be a priority group within substance misuse treatment provision
- Services will need to be maintained and strengthened for non-opiate and other problematic substance misuse
- There is a clear need to plan for and target the increasing emergence of alcohol.
- Increase the numbers of those entering the treatment system to maintain a steady client flow through
- Undertake a more dynamic approach to sourcing new clients and or targeting ex-clients who may now be treatment naive
- Maximise the number of clients in effective treatment, this is currently falling and may affect future service success and impact
- Develop programmes to increase the Recovery capital available to clients
- Work to address the recovery agenda and drive forward the increase in Successful Completions for the borough

- Establish a focus on addressing the long term clients i.e. clients who have been in the treatment system for over 6 years.

46. Operational Priorities:

- Set targets for the treatment provision secured through the re-procurement exercise
- Define service scope and capacity to expand the community focus of the work and to provide beyond the traditional 9-5 operational model, extending to more evening and or weekend provision where feasible
- Redefine the Borough's Shared Care system to take account of the treatment/recovery needs of clients in particular those receiving their substitute prescribing from their GP
- Review and support aftercare and consider effective options to extend aftercare services
- Support providers to work with the 'assertive' outreach services within the DIP to support re-engagement and to engage new clients
- Target non-opiate and alcohol treatment provision with associated treatment options in particular psychosocial analysis, behavioural treatment and motivational interviewing.
- Review the role and provision of community detox
- Support clients readiness for treatment
- Enhance the key worker capabilities in the borough
- Implement a comprehensive and frequent review of client treatment and care plans both from a clinical and treatment perspective.
- Improved contract management, setting recovery focused delivery targets for each provider, in part this is already in the performance management of the providers but may need revisiting and reinvigorating.
- Clear fiscal controls with all providers in contract to support treatment system benefits and to guide/influence decision making
- Contracts to be set to secure a controlled and where possible reducing subsidy level

and increasing cost benefit ratio regarding costs of crime as nominal targets.

- Review those parts of the treatment service where there are high levels of expenditure but which do not contribute to performance targets or indicator
- Develop Annual workforce development plan
- Work with partners to secure effective up to date data exchange on; A&E admissions, drugs and alcohol Hospital admissions, Ambulance service call outs and maintain a working review of Policing, drug and alcohol crime and Integrated Offender management (IOM) and Probation client data.

Acknowledgements

In compiling this Needs Assessment we would like to thank those who have supported us in this work and in particular we would like to acknowledge the support from:

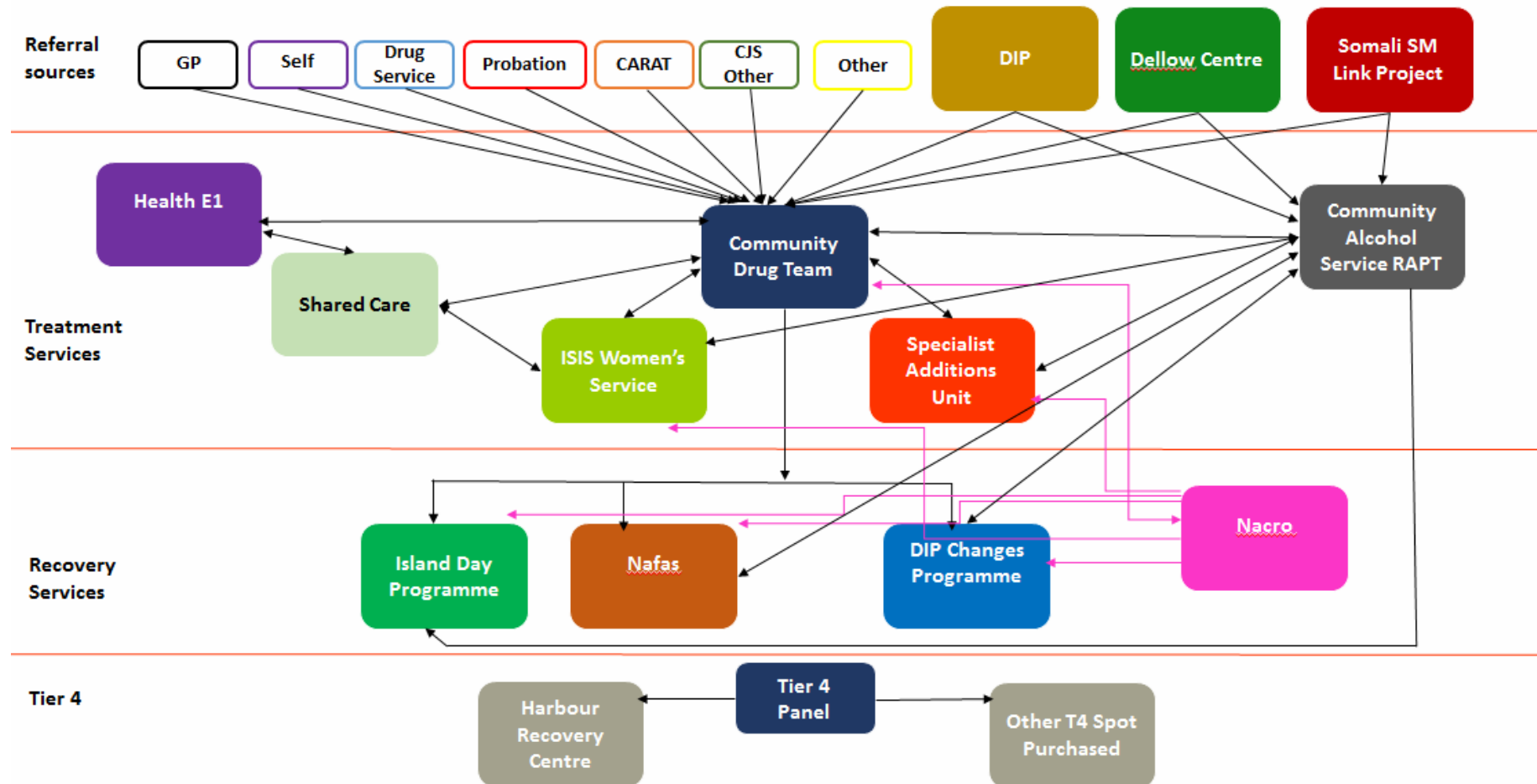
Andy Bamber, Rachael Sadegh, Mark Edmunds, Sarah Khalifeh, Noormuz Zaman, Cliff Askey, Anna Hemmings, Dayo Agunbiade, Alex Verner, Tarlok Boyton-Singh, Gabriella Ndenecho, Nuno Albuquerque, Monica Geraghty, James Parker, Tohel Ahmed, Harun Miah, Paula McGranaghan, Gill Burns, Anna Livingston, Richard Fragley, Chris Lovitt, Elizabeth Hamer, Diane Monk, Abdul Azad, Somen Banerjee, Peter Buchman, Phil Greenwood, George Gallagher, Mandie Wilkinson, Bianca Horn, Amanda Troughton, Penny Louch, Rebecca Pritchard, Peter Bentley, Deborah Moonsammy, Georgina Gilmartin.

We would also like to thank those service users who completed surveys and service provider teams that supported our research. We also would like to thank service users for their involvement in focus groups and staff teams from CDT and SAU for their involvement in PHE Recovery Workshops.

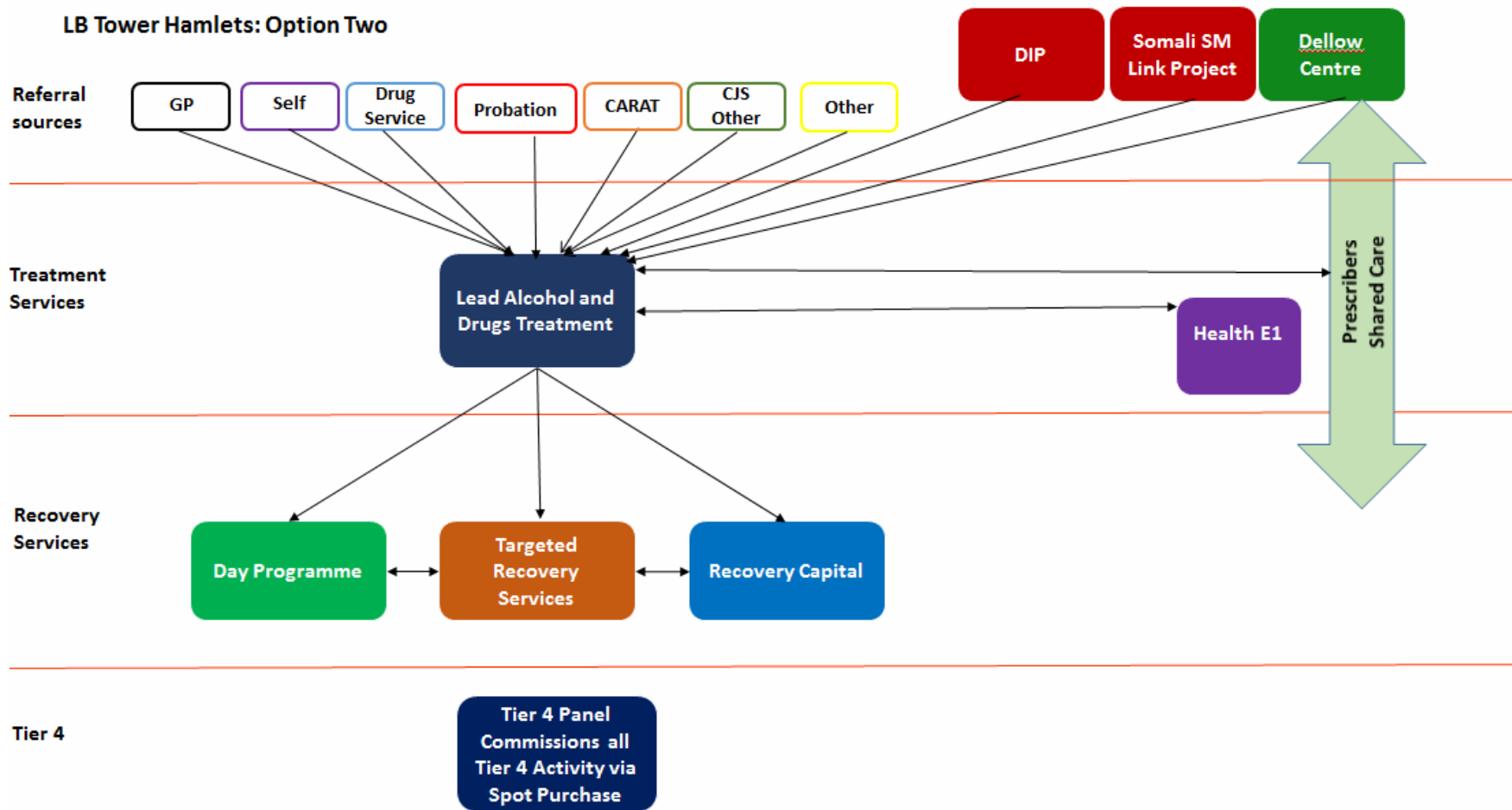
For further information about Drugs and Alcohol Services, please contact the Drugs and Alcohol Action Team (DAAT) on 020 7364 3176

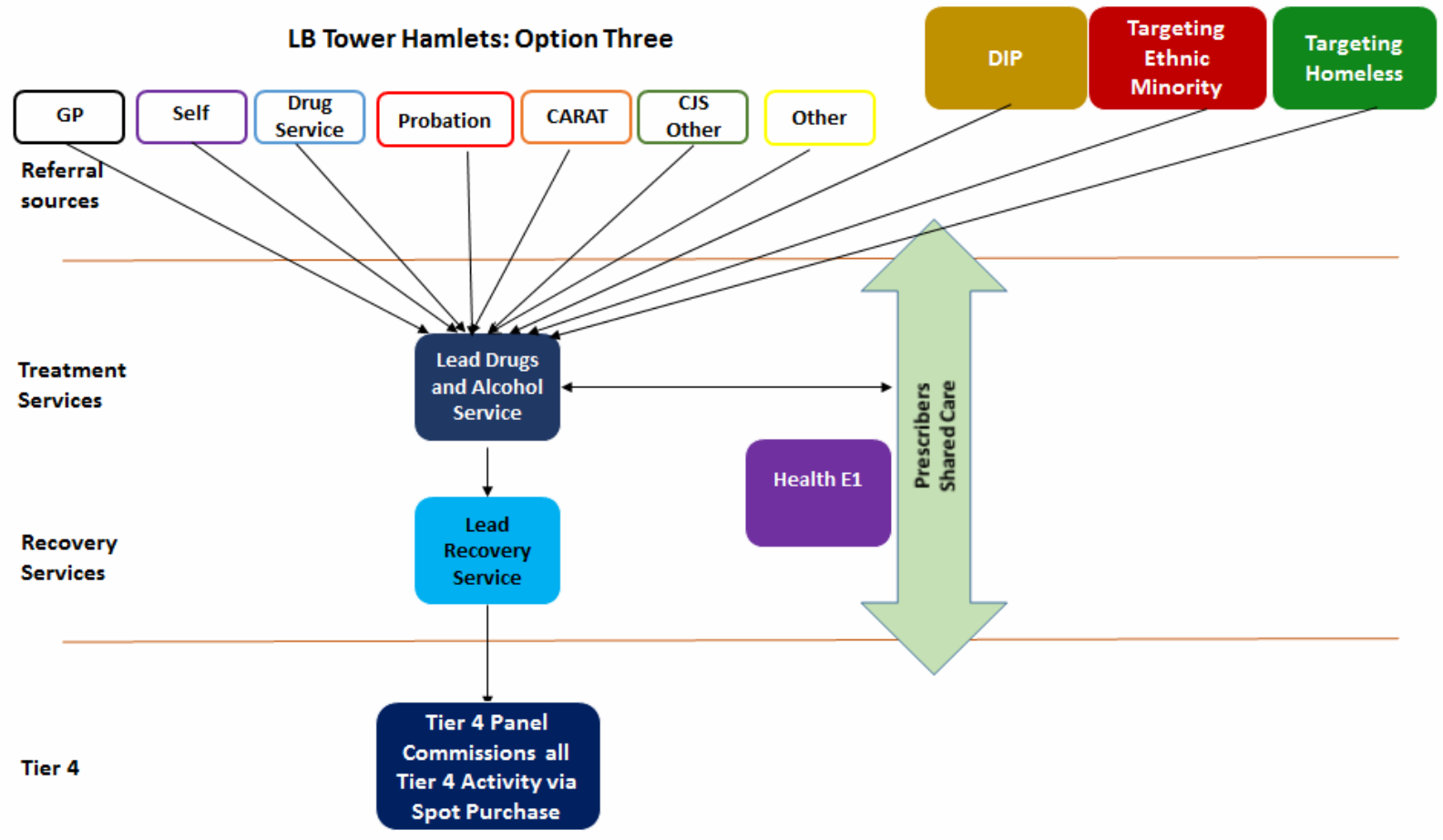
Appendix 2: LBTH DAAT Treatment Service Options (1 to 4)

LB Tower Hamlets: Option One

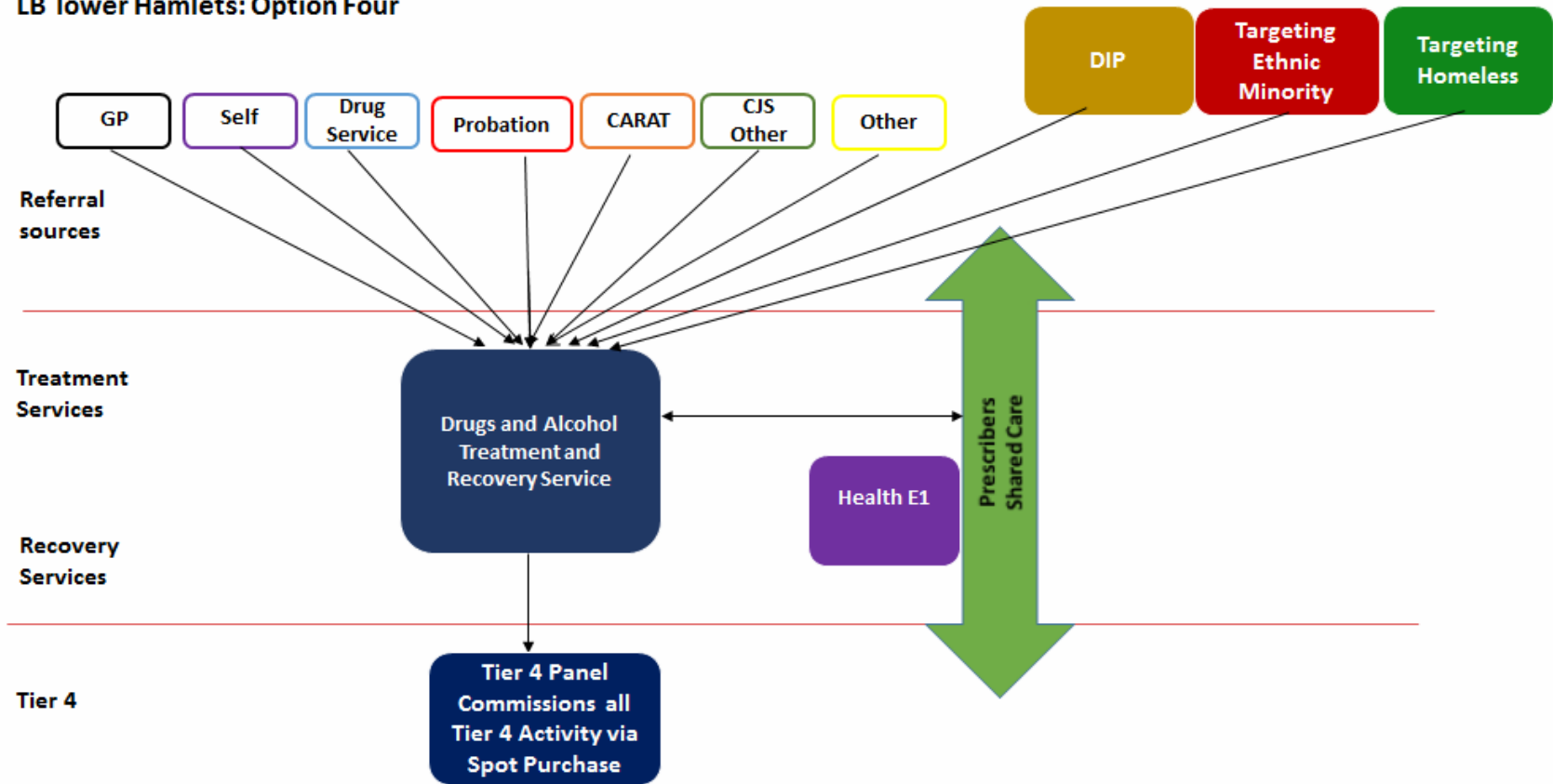


LB Tower Hamlets: Option Two





LB Tower Hamlets: Option Four



DAAT Contract Procurement Timetable

Target dates week commencing

KEY MEETING
COMPLETE

Page 131

Phase task unique identifier	Phase 1:	Work Stream [Theme]	Responsibility	Critical Dates/Decisions	Status	Activity	Lead Officer	20-Jan	27-Jan	03-Feb	10-Feb	17-Feb	24-Feb	03-Mar	10-Mar	17-Mar	24-Mar	31-Mar
1.1	Phase 1: Project initiation	Project Preparation	DAAT/OSM		Complete	Finalise Needs Assessment												
1.2	Phase 1: Project initiation	Project Preparation	OSM		Complete	Prepare short presentation (4 slides)												
1.3	Phase 1: Project initiation	Project Preparation	AB/BPH/RS		Complete	Present Needs Assessment to S.Halsey			28/01/2014				25/02/2014					
1.4	Phase 1: Project initiation	Project Preparation	OSM		Complete	Finalise Service Review												
1.5	Phase 1: Project initiation	Project Preparation	OSM/DAAT		Complete	Finalise Options paper section of the service review												
1.6	Phase 1: Project initiation	Project Preparation	DAAT		Complete	Emergency DAAT Board												
1.7	Phase 1: Project initiation	Project Preparation	DAAT/OSM		Complete	Options defined												
1.8	Phase 1: Project initiation	Project Preparation	DAAT/OSM		Complete	Cost impact of options												
1.9	Phase 1: Project initiation	Project Preparation	AB/BPH/RS		Complete	Present Needs Assessment to Lead Members												
1.10	Phase 1: Project initiation	Project Preparation	DAAT		Complete	Disseminate Needs Assessment												
1.11	Phase 1: Project initiation	Project Preparation	OSM/DAAT		Complete	Options Appraisal												Draft 1
1.12	Phase 1: Project initiation	Project Preparation	OSM/DAAT		Complete	Outline re-procured treatment structures												

Phase	Work Stream [Theme]	Responsibility	Critical Dates/Decisions	Status	Activity	Lead Officer	07-Apr	14-Apr	21-Apr	28-Apr	05-May	12-May	19-May	26-May
1.13	Phase 1: Project initiation	Project Administration	DAAT		Emergency DAAT Board		08.04.14							
1.14	Phase 1: Project initiation	Project Administration			Establish Project Board and Project Working Groups									
1.15	Phase 1: Project initiation	Project Administration			Agree Project Delivery Team									
1.16	Phase 1: Project initiation	Project Administration			Establish Meeting dates for Relevant Boards and Team Meetings									
2.1	Phase 2: Project planning	Procurement	OSM/DAAT		Outline service procurement priorities									
2.2	Phase 2: Project planning	Project Consultation			Develop Engagement Plan	NZ								
2.3	Phase 2: Project planning	Project Consultation	DAAT		Provider & Service user Consultation on preferred model	NZ								
2.4	Phase 2: Project planning	Service Premises			Review Treatment Services' Premises Contracts to establish premises strategy & termination notice period required, if necessary & identification of new Service locations									
2.5	Phase 2: Project planning & development	Service Premises			Identify other premises if required									
2.6	Phase 2: Project planning & development	IT			Agree suitable local Service data system and reporting requirements									
2.7	Phase 2: Project planning & development	Contract Development			Agree Contract and specification content requirements									
2.8	Phase 2: Project planning & development	Contract Development	DAAT		Develop Financial Frameworks within agreed budget									
2.9	Phase 2: Project planning & development	Project Administration			Establish project delivery budget & identify financial risks									
2.10	Phase 2: Project planning & development	Contract Development	DAAT		Finalise procurement packages									
2.11	Phase 2: Project planning & development	Contract Development			> Finalise Treatment Option Packages									
2.12	Phase 2: Project planning & development	Contract Development			> Finalise Tier 4 Arrangements									
2.13	Phase 2: Project planning & development	Contract Development			> Finalise Share Care Model									
2.14	Phase 2: Project planning & development	Contract Development	Legal/DAAT		Legal Tests									
2.15	Phase 2: Project planning & development	Contract Development	Pro/DAAT		Procurement Tests									
2.16	Phase 2: Project planning & development													
2.17	Phase 2: Project planning & development	n/a			Purdah									Election
2.18	Phase 2: Project planning & development													
2.19	Phase 2: Project planning & development	Contract Development	DAAT/OSM		Draft Specifications									
2.20	Phase 2: Project planning & development	Contract Development			Develop Method Statements									
2.21	Phase 2: Project planning & development	Contract Development			Develop Performance Monitoring & Reporting Requirements									
2.22	Phase 2: Project planning & development	Contract Development	DAAT/L/P		Verify Specifications and Draft T&C with Legal and Procurement									
2.23	Phase 2: Project planning & development	Project Reporting	DAAT		> Draft report to CMT/DMT/MAB/PAP/Cabinet									
2.24	Phase 2: Project planning & development	Project Reporting			> Draft EqlA for attachment									
2.25	Phase 2: Project planning & development	Project Reporting			> Report to Andy for Clearance					07.05.14				
2.26	Phase 2: Project planning & development	Project Reporting			> Report to DMT Clerk [Publication]							12.05.14		
2.27	Phase 2: Project planning & development	Project Reporting	DAAT		DMT: DAAT Commissioning Intentions							15.05.14 M		
2.28	Phase 2: Project planning & development	Project Reporting			> Report to Robin							15.05.14		
2.29	Phase 2: Project planning & development	Project Reporting			> Report to HoPS [Publication]							n/a		
2.30	Phase 2: Project planning & development	Project Reporting	DAAT		CMT: DAAT Commissioning Intentions									27.05.14 M

Phase	Work Stream [Theme]	Responsibility	Critical Dates/Decisions	Status	Activity	Lead Officer	02-Jun	09-Jun	16-Jun	23-Jun	30-Jun	07-Jul	14-Jul	21-Jul
2.31	Phase 2: Project planning & development	Project Consultation			> Consultation Published									
2.32	Phase 2: Project planning & development	Project Consultation			> Formal Consultation Period [21 Days]									
2.33	Phase 2: Project planning & development	Project Consultation			> Draft Results									
2.34	Phase 2: Project planning & development	Contract Development			Revisions to Model following formal consultation									
2.35	Phase 2: Project planning & development	Project Consultation	DAAT/OSM		Consultation on Model Complete									
2.36	Phase 2: Project planning & development	Project Procurement			Proceed to Procurement Phase									
2.37	Phase 2: Project planning & development	Project Reporting			Competition Board [Runs alongside Cabinet approval process]									
2.38	Phase 2: Project planning & development	Project Procurement	DAAT		Tender Advert and Paperwork Drafted									
2.39	Phase 2: Project planning & development	Project Reporting	DAAT		Papers prepared for Competitions Planning Forum and Board				16.06.14					
2.40	Phase 2: Project planning & development	Project Reporting			Complete tollage 1 form for sign off by Competition Board									
2.41	Phase 2: Project planning & development	Project Procurement			Tender & PQQ Panels Established									
2.42	Phase 2: Project planning & development	Project Procurement			Develop Evaluation Criteria & Scoring Matrix for PQQ									
2.43	Phase 2: Project planning & development	Project Procurement			Advertise Intention to Tender with relevant Materials & PQQ									
2.44	Phase 2: Project planning & development	Project Procurement			Develop Consortium Guidelines									
2.45	Phase 2: Project planning & development	Project Reporting	DAAT		Competition Planning Forum (TG1)				23.06.14					
2.46	Phase 2: Project planning & development	Project Reporting	DAAT		Strategic Competition Board (TG1) - INDEPENDENT DATE FROM CABINET							07.07.14		
2.47	Phase 2: Project planning & development	Project Reporting	DAAT		Cabinet Approval Process									
2.48	Phase 2: Project planning & development	Project Reporting	DAAT		> Report to Andy/Robin/Steve Adams		22.05.14							
2.49	Phase 2: Project planning & development	Project Reporting	DAAT		> Report Deadline to CFO & Legal		02.06.14							
2.50	Phase 2: Project planning & development	Project Reporting	DAAT		> Report Deadline to HoPS									
2.51	Phase 2: Project planning & development	Project Reporting	DAAT		> Report Deadline for Publication			12-13.06.14						
2.52	Phase 2: Project planning & development	Project Reporting	DAAT		MAB: Commissioning Intentions				18.06.14 M					
2.53	Phase 2: Project planning & development	Project Reporting	DAAT		> Report to Andy/Robin/Steve Adams		05.06.14							
2.54	Phase 2: Project planning & development	Project Reporting	DAAT		> Report Deadline to CFO & Legal				16.06.14					
2.55	Phase 2: Project planning & development	Project Reporting	DAAT		> Report Deadline to HoPS				19-20.06.14					
2.56	Phase 2: Project planning & development	Project Reporting	DAAT		> Report Deadline for Publication					26-27.06.14				
2.57	Phase 2: Project planning & development	Project Reporting	DAAT		PAP MEETING 2 July 14						02.07.14			
2.58	Phase 2: Project planning & development	Project Reporting	DAAT		Health & Wellbeing Board: 8 July 14: Commissioning Intentions							08.07.14		
2.59	Phase 2: Project planning & development	Project Reporting	DAAT		Cabinet: Commissioning Intentions							10.07.14 [Deadline: Report]	23.07.14	CRITICAL DATE [To allow next

	Phase	Work Stream [Theme]	Responsibility	Critical Dates/Decisions	Status	Activity	Lead Officer	28-Jul	04-Aug	11-Aug	18-Aug	25-Aug	01-Sep	08-Sep	15-Sep	22-Sep	29-Sep	06-Oct	
3.1	Phase 3: Tender & procurement Process	Project Procurement	DAAT			Advert Placed (all packages)	DAAT												
3.2	Phase 3: Tender & procurement Process	Project Procurement	DAAT			Tendering period (P1 PQQ)	DAAT												
3.3	Phase 3: Tender & procurement Process	Project Procurement	DAAT			Tendering period (P2 Full tender)	DAAT												
3.4	Phase 3: Tender & procurement Process	Project Procurement	DAAT/L/P			Tender evaluation	DAAT/L/P												
3.5	Phase 3: Tender & procurement Process	Project Procurement				Panel Tender Approval & Contract Award Recommendation													
3.6	Phase 3: Tender & procurement Process	Project Reporting	DAAT			Draft Tollgate 2 form in preparation for Competition Planning Board													
3.7	Phase 3: Tender & procurement Process	Project Consultation	DAAT/L/P			Interviews/contract assessment meetings/inc service user engagement	DAAT/L/P												


	Phase	Work Stream [Theme]	Responsibility	Critical Dates/Decisions	Status	Activity	Lead Officer	20-Oct	27-Oct	03-Nov	10-Nov	17-Nov	24-Nov	01-Dec	08-Dec	15-Dec	22-Dec	29-Dec	
4.1	Phase 4: Contract Award & Mobilisation	Project Reporting	DAAT			Mayor and lead member updated	DAAT												
4.2	Phase 4: Contract Award & Mobilisation	Project Reporting	DAAT			Competition Planning Forum (TG2)	DAAT		27/10/2014										
4.3	Phase 4: Contract Award & Mobilisation	Project Reporting	DAAT			Strategic Competition Board (TG2)	DAAT				10/11/2014								
4.4	Phase 4: Contract Award & Mobilisation	Project Reporting	DAAT			DMT: Decision Report: approval to move forward	DAAT	16.10.14	30.10.14										
4.5	Phase 4: Contract Award & Mobilisation	Project Reporting	DAAT			CMT: Decision Report: approval to move forward	DAAT		28.10.14	11.11.14									
4.6	Phase 4: Contract Award & Mobilisation	Project Reporting	DAAT			MAB: Decision Report: approval to move forward						19.11.2014							
4.7	Phase 4: Contract Award & Mobilisation	Project Reporting	DAAT			Cabinet: Decision Report: approval to move forward													07/01/2015
4.8	Phase 4: Contract Award & Mobilisation	Project Procurement				Stand Still / Call in													
4.9	Phase 4: Contract Award & Mobilisation	Project Procurement	DAAT/L/P			Contract Award	DAAT/L/P												
4.10	Phase 4: Contract Award & Mobilisation	Project Procurement	Providers			Mobilisation date set	Providers												
4.11	Phase 4: Contract Award & Mobilisation	Project Procurement	DAAT/Providers			Contract commencement	DAAT/Providers												

Other associated activities

	Work stream IT	Phase 5	Responsibility	Critical Dates/Decisions	Status	Activity	Lead Officer												
5.1						Agree Service Data Requirement & Systems													
5.2						Ensure premises is IT Ready													
5.3						Service Data Transfer													
	Work stream HR	Phase 6	Responsibility	Critical Dates/Decisions	Status	Activity	Lead Officer												
6.1						TUPE Process Initiated													
6.2						TUPE Arrangements Finalised													
	Work stream Communication & Marketing	Phase 7	Responsibility	Critical Dates/Decisions	Status	Activity	Lead Officer												
7.1						Develop Communication Strategy													
7.2						Agree Treatment Service Branding													
7.3						Develop Launch Strategy													

19-Jan	
	Feb
	April

EQUALITY ANALYSIS QUALITY ASSURANCE CHECKLIST

Name of 'proposal' and how has it been implemented (proposal can be a policy, service, function, strategy, project, procedure, restructure/savings proposal)	DAAT Commissioning Intentions
Directorate / Service	CLC, Safer Communities, DAAT
Lead Officer	Rachael Sadegh, DAAT Coordinator
Signed Off By (inc date)	Andy Bamber
Summary – to be completed at the end of completing the QA (using Appendix A) (Please provide a summary of the findings of the Quality Assurance checklist. What has happened as a result of the QA? For example, based on the QA a Full EA will be undertaken or, based on the QA a Full EA will not be undertaken as due regard to the nine protected groups is embedded in the proposal and the proposal has low relevance to equalities)	<p>Example</p> <p> Proceed with implementation</p> <p>As a result of performing the QA checklist, this report does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p> <p>After a proposed model for procurement is agreed, further consultation will take place and an Equality Analysis will be attached to a report regarding DAAT re-procurement.</p>


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Stage	Checklist Area / Question	Yes / No / Unsure	Comment (If the answer is no/unsure, please ask the question to the SPP Service Manager or nominated equality lead to clarify)
1	Overview of Proposal		

a	Are the outcomes of the proposals clear?	Yes	The report seeks the approval of MAB to endorse the approach set out regarding the re-procurement of all substance misuse treatment provision. The report asks for MAB to consider the recommendation made by the DAAT Board regarding Option 3 and indicate a MAB preferred option.
b	Is it clear who will be or is likely to be affected by what is being proposed (inc service users and staff)? Is there information about the equality profile of those affected?	Yes	The report asks for MAB to consider the recommendation made by the DAAT Board regarding Option 3 and indicate a MAB preferred option. The indication of a preferred option will inform the re-procurement process, which will include stakeholder consultation. Further equalities consideration will take place during the development of the re-procurement process.
2	Monitoring / Collecting Evidence / Data and Consultation		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	N/A	The report asks for MAB to consider the recommendation made by the DAAT Board regarding Option 3 and indicate a MAB preferred option. Further equalities consideration will take place during the development of the re-procurement process.
	Is there sufficient evidence of local/regional/national research that can inform the analysis?	Yes	The service has data on the current service users' equalities data (all 9 protected characteristics). The planned consultation will provide further equalities data of stakeholders.
b	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Yes	There has been extensive consultation undertaken regarding treatment provision in the Borough with commissioners, providers, service users and other stakeholders. When a proposed model for procurement is agreed, there will be further consultation and equality assessment.
c	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	Yes	When a proposed model for procurement is agreed, there will be further consultation and equality assessment.
3	Assessing Impact and Analysis		
a	Are there clear links between the sources of evidence (information, data etc) and the interpretation of impact	N/A	When a proposed model for procurement is agreed, there will be further consultation and equality assessment.

	amongst the nine protected characteristics?		
b	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?	Yes	The service is aware that a number of groups require the service, in addition to the groups that have been successfully engaged. A more flexible approach, which may be achieved by re-procurement, may respond to the needs of the emerging groups.
4	Mitigation and Improvement Action Plan		
a	Is there an agreed action plan?	N/A	A procurement project timetable is attached to the report (Appendix 2). MAB is requested to note the timescale.
b	Have alternative options been explored	Yes	The report includes 4 options. Option 3 was unanimously recommended by the DAAT Board.
5	Quality Assurance and Monitoring		
a	Are there arrangements in place to review or audit the implementation of the proposal?	Yes	After a proposed model for procurement is agreed, re-procurement will be overseen by competition Board and the DAAT Board. The procurement project timetable (Appendix 2) identifies the re-procurement process.
b	Is it clear how the progress will be monitored to track impact across the protected characteristics??	Yes	A procurement project timetable is attached to the report (Appendix 2).
6	Reporting Outcomes and Action Plan		
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	N/A	

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<p>Cabinet 23 July 2014</p>	 TOWER HAMLETS
<p>Report of: Louise Russell, Service Head: Corporate Strategy and Equalities</p>	<p>Classification: Unrestricted</p>
<p>Scrutiny Review of Accident and Emergency (A&E) Services in Tower Hamlets</p>	

Lead Member	Councillor Abdul Asad, Cabinet Member for Adult Services
Originating Officer(s)	Tahir Alam
Wards affected	All wards
Community Plan Theme	A Healthy and Supportive Community
Key Decision?	No

Executive Summary

The Health Scrutiny Review of A&E services was carried out in response to concerns that have been raised nationally in relation to the underperformance of A&E services, and failing on key targets such as ‘ambulance handover’ and the ‘four hour wait’ commitment. There were also concerns raised about the shortage of doctors working in A&E and the shortage of beds in hospitals for patients. In light of all of this, and due to the significant health inequalities that already exist in Tower Hamlets, it was felt necessary by the Health Scrutiny Panel to carry out a review of local A&E services. The Panel was keen to understand the extent to which national issues affecting A&E services were being experienced locally, and how services were responding.

The review concludes by making a set of recommendations to stakeholders and council services, in order to help alleviate some of these pressures on A&E services and help keep A&E attendances low.

Recommendations:

The Mayor in Cabinet is recommended to consider this report of the scrutiny working group and agree the action plan in response to the review recommendations.

1. REASONS FOR THE DECISIONS

- 1.1 The decisions have been based on the fact that A&E services, in light of the changes to the new health landscape, required special consideration due to it being an integral service that deals with medical emergencies, and therefore playing a fundamental role to the health of our community.

2. ALTERNATIVE OPTIONS

- 2.1 The alternative options would have been to do:
- nothing
 - let health services operate in a silo
 - let health services operate without scrutinising its efforts and or any process of joint or partnership working in the delivery of services.
- This would however, not have led to the recommendations, where the council and health service providers can now work in partnership to alleviate some of the pressures faced by A&E services; as well we make the recommendations around recruitment and employment that will benefit the borough as a whole.

3. DETAILS OF REPORT

3.1. National and local changes and pressures

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

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

a flurry of reports on the failure of A&E services across the nation's hospitals including concerns about Barts Health.

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

4. COMMENTS OF THE CHIEF FINANCE OFFICER

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

5. LEGALCOMMENTS

- 5.1. The Health and Social Care Act 2012 ('the 2012 Act') aims to strengthen and streamline health scrutiny and enable it to be conducted effectively as part of local government's wider responsibility in relation to health improvement and reducing health inequalities for their area and its inhabitants. It introduces a new role for local authorities in the co-ordination, commissioning and oversight of health and social care, public health and health improvement. Further, section 190 of the 2012 Act amends s244 of the National Health Act 2006, which sets out the Council's health scrutiny functions and enables the Secretary of State to make regulations which set out how the Council must exercise these functions.
- 5.2. Regulation 21 of the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 allows a local authority to review and scrutinise any matter relating to the planning, provision and operation of the health service in its area, including provision of A&E services. The Council is required to invite any interested parties, including the NHS trust, to comment on these matters.
- 5.3. Regulation 22 empowers the Overview and Scrutiny Committee to delegate to the Health Scrutiny Panel its function to make reports and recommendations to the local authority, on any matter it has reviewed or scrutinised under

Regulation 21. Regulation 22(6) requires that reports and recommendations made under this regulation must include—

- (a) an explanation of the matter reviewed or scrutinised;
- (b) a summary of the evidence considered;
- (c) a list of the participants involved in the review or scrutiny; and
- (d) an explanation of any recommendations on the matter reviewed or scrutinised.

The report of this scrutiny review fulfils those criteria.

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

6. ONE TOWER HAMLETS CONSIDERATIONS

6.1 As A&E services are used by the general population of the borough, the review and its recommendation takes into consideration the general health and wellbeing of the boroughs population, therefore positively impacting upon them.

The recommendations made will further enhance the partnership of the councils, Barts Health's and related health services, in order to continue and develop services and interventions that will work towards improving health inequalities across the borough. This will positively impact on reducing health inequalities which is a key part of building a robust approach to addressing disadvantage in the borough.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

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

8. RISK MANAGEMENT IMPLICATIONS

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

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

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

10. EFFICIENCY STATEMENT

As stated in the comments of the financial officer, there are no additional resourcing and or expenditure that have not been considered within the scope of current capacities of all services and organisations concerned. Any financial resourcing implications of the current set of recommendations can be contained within the existing financial resources of the authority. In addition to

this Barts Health's current resource commitment and response to the poor performance combined with joint working with authority, in terms of social care support and raising awareness of A&E and public health would address any resourcing issues.

The objectives of the recommendations would further reduce long terms cost implications, as it sets out to improve understanding of A&E services, dissuade the population from unnecessary, costly, presentation at A&E, and more awareness of health issues, resulting in reducing cost implications at various layers of public health services.

Linked Reports, Appendices and Background Documents

Linked Report

- Emergency Departments: http://www.audit-scotland.gov.uk/docs/health/2010/nr_100812_emergency_departments.pdf
- <http://www.london.gov.uk/media/assembly-press-releases/2013/09/are-london-s-hospitals-ready-for-a-e-pressures-this-winter>
- <http://www.parliament.uk/business/committees/committees-a-z/commons-select/health-committee/news/13-07-23-urgemrepcs/>
- http://www.kingsfund.org.uk/sites/files/kf/field/field_publication_file/submission-committee-inquiry-emergency-services-may13.pdf
- www.parliament.uk/business/committees/committees-a-z/commons-select/health-committee/news/13-07-23-urgemrepcs/
- www.cqc.org.uk/directory/r1h

Appendices

- Scrutiny Review of Accident and Emergency (A&E) Services in Tower Hamlets
- Appendix 1: Stats bars and charts
- Appendix 2: Action Plan.

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

- NONE

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



**London Borough of Tower Hamlets
2014**

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1. Acknowledgements

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

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

Review Group Chair:

Councillor Rachael Saunders

Review Group Member:

David Burbridge – HealthWatch representative

Tower Hamlets Council: Public Health:

Dr Somen Banerjee – Director of Public Health

Paul Iggulden – Associate Director of Public Health

Tower Hamlets Council: Education Social Care and Wellbeing

Deborah Cohen- Service Head - Commissioning and Health

Barts Health

Jo Carter- Stakeholder Relations and Engagement Manager

Dr Malik Ramadhan – Clinical Director for Emergency Medicine

Dr Sue Lewis – Royal London, Hospital Director

Clinical Commissioning Group and Urgent Care Board (UGC)

Dr Sam Everington – Chair of Tower Hamlets Clinical Commissioning Group

Rohima Miah - Lead for Transformation

Virginia Patania –CCG Governing Board Lead for Urgent Care

Archna Mathur – CCG Deputy Director for Performance & Quality

Tower Hamlets: HealthWatch

Dianne Barham – Director of HealthWatch

Tower Hamlets Council: One Tower Hamlets

Tahir Alam –Strategy, Policy and Performance Officer

Sarah Barr – Senior Strategy, Policy and Performance Officer

2. Chair's Foreword

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

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

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

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

I recommend this review to you.

3. Recommendations

Recommendation 1:

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

Recommendation 2:

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

Recommendation 3:

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

Recommendation 4:

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

Recommendation 5:

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

Recommendation 6:

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

4. Background

4.1 National and local changes and pressures

The coalition government has introduced radical changes to the National Health Service which took effect from April 2013. There has been a devolution of both financial resources, (in the range of £2 billion), and decision making powers for many health services to local GPs.

Primary Care Trusts have been abolished and the Clinical Commissioning Groups (CCG's) and Commissioning Support Units created in their place. Other changes include the transfer of Public Health functions into local government, and the establishment of NHS England and Public Health England. These changes have put the health service, nationally and locally, under pressure, especially given the complex issues that many services already faced. One of the most prominent issues under public and media scrutiny is the performance of Accident & Emergency (A&E) services.

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

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

4.4 Accident and Emergency Services

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

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

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

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

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

5. Outline and methodology

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

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

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

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

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

6. The national picture

6.1 Media focus

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

6.2 National reviews of A&E

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

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

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

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

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

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

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

⁸ Ibid

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

7. Tower Hamlets and the local context

7.1 Tower Hamlets: Reasons for enquiry

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

7.2 Core questions for the review:

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

7.3 The Royal London Hospital A&E department

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

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

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

7.6 Quality of services

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

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

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

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

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

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

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

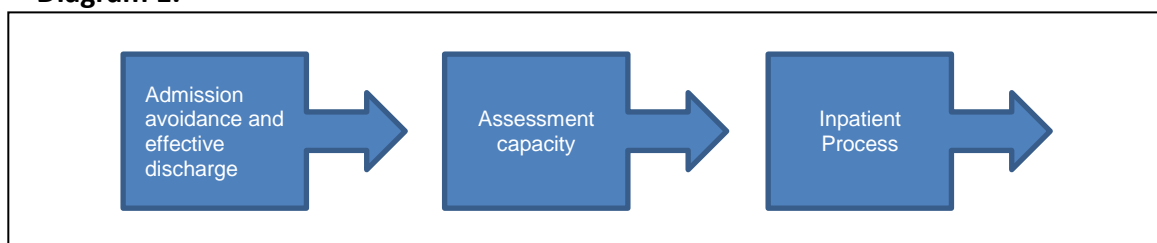
- Sufficient community and social care liaison staff to be available to permit discharge and/or follow on continuity of care where patients no longer require acute care, and that there are sufficient community services available to support admissions avoidance schemes, caring for patients effectively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

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

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

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

Diagram 1.



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

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

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

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

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

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

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

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

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

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

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

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

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

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

8 A&E: Public perceptions and demographic use

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

⁹ provided by the Clinical Support Unit (CSU)

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

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

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

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

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

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

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

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

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

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

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

9. Conclusion and recommendations

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

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

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

Recommendation 1:

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

Recommendation 2:

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

Recommendation 3:

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

Recommendation 4:

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

Recommendation 5:

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

Recommendation 6:

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

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

Appendix 1

Table. 1: Attendances by ethnicity

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

Table. 2: Attendances by gender

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

Chart 1. Attendance by age group

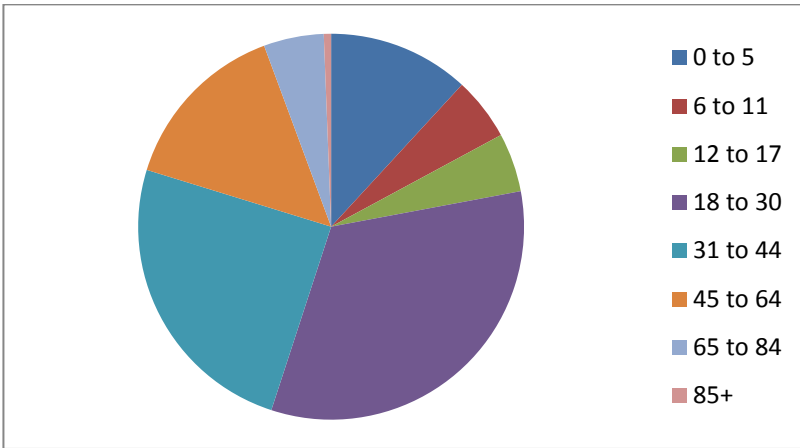


Chart 2: Attendances by time slot

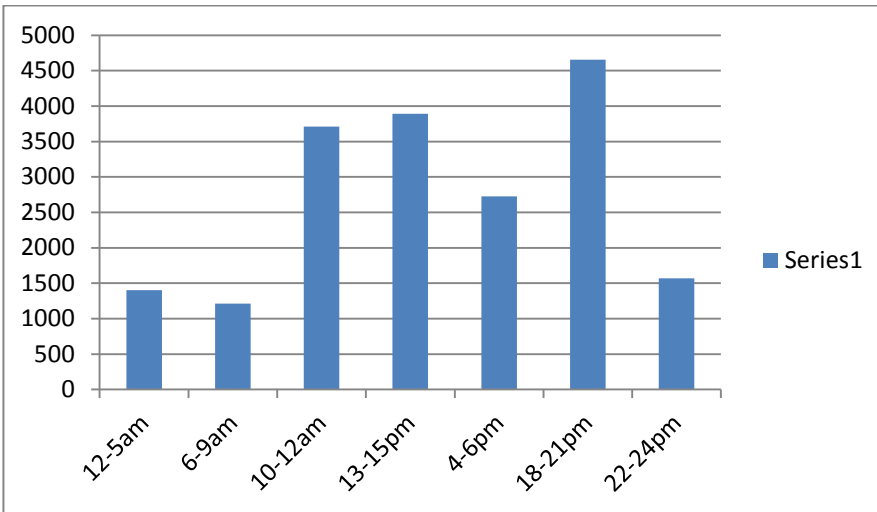


Chart 3: 18-44 year olds, presentations by timeslot and day of week

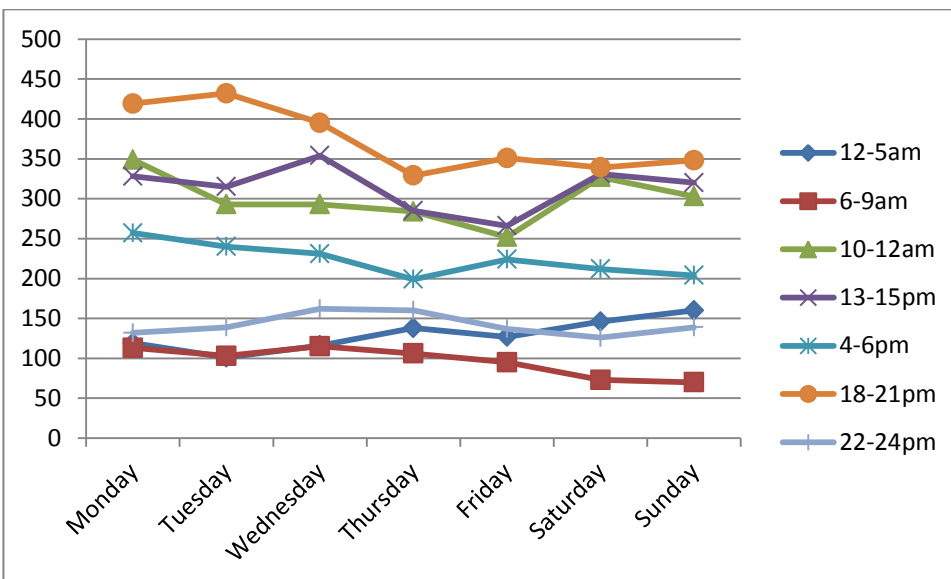


Diagram 2: Usage by perception

Confused users

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

Key characteristics:

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

Diagram 3: Usage by perception

Seemingly confused but dissatisfied

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

Key characteristics:

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

Diagram 4: Usage by perception

Emotionally attached to A&E users

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

Key characteristics:

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

Diagram 5: Usage by perception



Convenience Users

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

Key characteristics:

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

Appendix 2 : Action Plan – Scrutiny Review of Accident & Emergency (A&E) Services in Tower Hamlets			
Recommendation	Response / Comments / Action	Responsibility	Date
R1.	<p><i>That the council gives a greater profile to the promotion of flu vaccinations to staff and the community through its various services.</i></p> <p>Public health is currently working with occupational health in the LBTH to promote flu vaccination with frontline provider staff focussing on those working with groups most likely to be at risk of admission.</p>	<p>Director of Public Health (Public Health)</p>	<p>Progress to be reviewed in 6 months (September 2014)</p>
R2.	<p><i>That the council helps in raising awareness of why and when A&E services should be used and promote other primary care services for minor ailments, to help reduce inappropriate attendees at A&E.</i></p> <p>One of the key interventions is GP registration. This requires understanding which groups in the community have higher levels of underregistration and targeting promotion of GP registration through a range of council services eg employment, housing. As part of the Health Lives Strategy, public health are developing a set of key messages for the community and these will include messages around use of health services. These will need to align with communications messages from the CCG, NHS England and Barts Health.</p>	<p>Director of Public Health (Public Health)</p>	<p>Progress to be reviewed in 6 months (September 2014)</p>
R3.	<p><i>That the council sustain its programmes around smoking cessation, healthy eating and being active to acculturate a</i></p>	<p>Director of Public</p>	<p>Progress to be reviewed in 6 months</p>

	<p><i>healthy lifestyle, reducing long term pressure on NHS and A&E services in the future.</i></p> <p>In the medium to longer term, services promoting risk factors for health such as smoking cessation, healthy weight, sensible drinking and sexual health will reduce pressures on health services through impacts on prevalence of long term conditions such as heart disease, stroke, cancer, lung disease, musculoskeletal conditions and liver disease.</p>	<p>Health (Public Health)</p>	<p>(September 2014)</p>
R4.	<p><i>That the council accelerates its work with Barts Health NHS Trust to bring forward and implement plans for integrated care that reduce the pressure on A&E and other hospital services.</i></p> <p>The education Social Care and Wellbeing directorate will work with Barts through its planned stages towards developing its integrated care services.</p>	<p>Service Head Commissioning and Health and Commissioning Strategy and Head of Adult Services (ESCW)</p>	<p>Ongoing, to report on progress to the Health Scrutiny Panel (September 2014)</p>
R5.	<p><i>That the council's public health service explores with Barts Health NHS Trust a joint research project to better understand reasons for inappropriate use of A&E by local residents, and what the drivers might be for changing behaviours.</i></p> <p>Work in this area was conducted several years ago as part of the 'Local Heroes' campaign. It is unlikely that information alone will address this issue. Increasing GP registration and improving GP access will help. However, the design of A and E and the role of frontline staff in disincentivising repeat inappropriate usage is likely to be important. It is proposed that public health continue to work with the CCG in providing</p>	<p>Director of Public Health (Public Health)</p>	<p>Update to be given to Health Scrutiny Panel in the September 2014.</p>

	input the implementation of the urgent care strategy rather than starting a new research project.		
R6.	<p><i>That the council and Barts Health work together on recruiting from the local community, and working with Higher Education institutions to train doctors and other medical practitioners from a diverse range of backgrounds and with roots in the local area.</i></p> <p>Barts in response have stated that they continue to engage in employing people from the local community through their established pathways for local recruitment. In addition Barts have increased the number of local offers for route to employment through apprenticeships in the Band 1 – 4 jobs and more roles are being created for Healthcare assistants and pharmacy technicians, which will also be available to local people.</p> <p>In order to increase take up of clinical roles from the local community, The Trust is working with Mulberry School in relation to its University Technical College provision and in June 2014, the first Barts Health Summer School will be taking place with a cohort of 20 students from Mulberry who wants to enter health careers. The Summer Schools will offer a unique experience to students in the form of work experience in Royal London Hospital combined with practical training such as a session in the Simulation Centre.</p>	<p>Group Director for the Emergency Care and Acute Medicine Clinical Academic Group (<i>Alistair Chesser</i>) and Associate Director for the Community Works for Health Team (<i>Attfield Andrew</i>)</p> <p>(Barts Health)</p>	Ongoing, to report on progress to the Health Scrutiny Panel (November 2014)

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<p>Cabinet</p> <p>23rd July 2014</p>	
<p>Report of: Robert McCulloch-Graham, Corporate Director Education Social Care and Wellbeing</p>	<p>Classification: Unrestricted</p>
<p>Genesis Mental Health Accommodation Contract Procurement</p>	

Lead Member	Councillor Abdul Asad, Cabinet Member for Adult Services
Wards affected	All Wards
Community Plan Theme	A Healthy Community
Key Decision?	Yes

Executive Summary

This report provides details of the recommended procurement approach for an existing contract for supported accommodation for adults with mental health issues at two separate locations, Teresa House and Hamlets Way. These supported accommodation services, contracted by the Education, Social Care and Wellbeing Directorate, are currently provided by Genesis Housing Group, who own and manage the buildings. The existing contract value is £573,300 per annum.

The recommendation, which was approved by Competition Board on 3rd June 2014, is for this contract to proceed to a formal procurement exercise immediately following the necessary Cabinet authorisation.

The current contract is scheduled to expire on 30th September 2014. If approved, the recommended procurement timescales require a new contract to commence on 1st April 2015; Cabinet are also therefore asked to agree a contract extension from 30th September 2014 to this date in order to facilitate the procurement exercise and subsequent implementation, without any loss of service continuity for existing tenants of the two schemes.

Cabinet are asked to note, that this contract was originally planned to be let as part of the Supporting People Framework Agreement, which would have meant that the new contract was let prior to the existing contract coming to an end. The recommendation to now proceed to an open tender has been reached following complex negotiations to secure the continued use of the buildings for this specialist provision with the incumbent service provider and building owner, Genesis Housing Association. Officers have now successfully reached an agreement with Genesis to the continued use of the building for its current purpose.

Recommendations:

The Mayor in Cabinet is recommended to:

- a) Agree the recommended procurement method, thereby authorising officers to proceed to a competitive tender exercise for Teresa House and Hamlets Way Mental Health Accommodation Contracts; with the contract period being two years with the option to extend for a further one year period.
- b) Agree the contractual extension required to facilitate this process in recognition of the longer procurement timetable required for an open tender as compared with letting the contract via the Supporting People Framework Agreement as originally intended; and
- c) Agree that the award of the contract should be delegated to the Corporate Director for ESCW in consultation with the Mayor.

1. REASONS FOR THE DECISIONS

- 1.1 The contract for Hamlets Way and Teresa House provides a high level of support for 32 adults with mental health issues to live independently in the community as a stepping stone from residential care and hospital services. This provision meets the Boroughs statutory obligation to provide support to some of our most vulnerable residents, and as such it is vital that we have an effective contract in place when this one comes to an end in September 2014.

Genesis Housing Association has given agreement to continued use of both buildings in the understanding that these services are retendered via open tender.

- 1.2 Competitively procuring this contract on a three year basis will maximise efficiency, service benefits and value for money as well as reconfiguring the existing service to provide both better outcomes for service users.

2. ALTERNATIVE OPTIONS

- 2.1 Following discussions with the incumbent Provider, we are recommending that this contract is subject to an open tender as despite prolonged negotiation with the provider we have not reached agreement to secure the continued use of the buildings by any other route.
- 2.2 Failure to retender these services via an open tender process is likely to result in the Borough having to decommission the services whilst identifying an additional 32 units of high support accommodation from which to deliver this service. Sourcing suitable and appropriate good quality buildings from which

to deliver services will require a two to three year period.

DETAILS OF REPORT

3. BACKGROUND

- 3.1 Supporting People services support vulnerable people to access and maintain settled accommodation. Supporting People was set up as a national scheme in 2003 by the CLG. Broad spectrums of vulnerable groups are covered by the programme. Services are provided for the homeless and rough sleepers, young people leaving care or at risk (including teenage parents), older people, people with mental health needs, physical and learning disabilities, people with substance misuse issues, ex-offenders and women fleeing domestic violence.
- 3.2 The 2013-14 budget allocation for these services is £13,857,246, funding **87** established contracted services with **19** different third sector Providers.
- 3.3 This contract is commissioned to deliver the aims of the Mental Health Accommodation Strategy, agreed by Cabinet in March 2011. Specifically the supported accommodation is of key strategic relevance and vital in securing the delivery of the Strategy in terms of:
- Reducing the use of out of borough expensive residential units;
 - Improving service user experience and outcomes by increasing in-borough supported tenancies as a stepping stone to independent living and broader recovery.
 - Delivering the associated Cabinet agreed efficiency savings recurrently by 2015/16.

4. DESCRIPTION OF THE SERVICES

- 4.1 The contract for Teresa House/ Hamlets Way provides strategically important specialist accommodation for people who have high support needs related to their mental health. The services are commissioned to deliver the objectives of the Mental Health Accommodation Strategy, agreed by Cabinet in 2011; to assist people to develop or maintain their independence within the community, thus preventing the otherwise unnecessary use of more institutional forms of care.
- 4.2 The services are for 32 service users, in two separate locations, all of whom are care managed by community mental health teams in the borough. The services provide a stepping stone from residential care, from or to other supported accommodation, to enable discharge from hospital, or to prevent hospital admission - supporting the individual's recovery along the accommodation pathway. Therefore service users will typically reside at the scheme for between 2 and 4 years prior to moving to independent accommodation.

- 4.3 The accommodation consists of self-contained bed-sit type flats in Hamlets Way and Teresa House. Both schemes have communal areas for group activities and meetings, together with a small garden area that is similarly used for leisure and organized activities.
- 4.4 The existing Supporting People contract is £573,300 per annum, and expires on 30th September 2014. The accommodation is owned and managed by Genesis Housing Association, who were unsuccessful in the Mental Health Accommodation category for the Supporting People Framework.

5. THE STRATEGIC CONTEXT: DELIVERING THE MENTAL HEALTH ACCOMMODATION STRATEGY

- 5.1 The Mental Health Accommodation Strategy focuses on the need to remodel the portfolio of accommodation services so providing high support and step down accommodation as a viable alternative to residential care. This requires the reconfiguration of existing high support, as well as the decommissioning and remodelling of medium and low support accommodation considered no longer appropriate.
- 5.2 The aim of this new model, which is designed to create increased capacity, including 45 additional units, has a number of founding principles:
- To offer service users high support accommodation able to meet the support needs of the majority of service users as an alternative to residential care;
 - A focus on recovery by specifying services that can provide shorter or longer term support flexibly around the needs of the users;
 - Establishing a core and cluster model where service users are able to move from a high support setting into a linked or stepped down accommodation able to deliver a lower level of support from the same staff team;
 - Reducing the number of moves for service users and a return to independent living; increasing access to and use of the choice based lettings service and providing flexible and potentially high level of floating support to enable people to access and maintain their own tenancies.
- 5.3 In line with the Tower Hamlets Mental Health Accommodation Strategy, services provide recovery-orientated high support able to provide in-borough

supported accommodation where residential care may otherwise have been considered.

Service	Location	Postcode
Hamlets Ways	Mile End	E1 4AB
Teresa House	GlobeTown	E3 4NW

6. **PROCEEDING TO AN OPEN TENDER: THE APPROACH**

- 6.1 It is important to note that these services pre-date the coming into being of the Supporting People programme and were not originally commissioned and set up by the Borough. They have not, therefore previously been subject to a competitive tendering process. As such it has been necessary, to work in partnership with the provider to secure the continuing use of the buildings for their current purpose going forward. This has been complicated by the failure of the current provider to bid successfully to be included in the relevant Framework Agreement Lot, and the significant risk that the delivery of the Mental Health Accommodation Strategy will be negatively impacted if the schemes are withdrawn from the programme.
- 6.2 In March 2012 Cabinet agreed the contract award for the Supporting People Framework Agreement; a type of approved providers list against which current Supporting People contracts are being let over a three year period. The successful bidders for each category were approved by Cabinet in March 2012. Therefore the supplier that offers the best value in terms of price and quality following the mini tender is the bidder who will be awarded the provision of the relevant services.
- 6.3 Following discussions with the incumbent Provider, we are recommending that this contract is subject to an open tender as despite prolonged negotiation with the provider we have not reached agreement to secure the continued use of the buildings by any other route.

The recommended timeline is detailed below:

Publish Tender	30 th July 2014
Tender return deadline	3 rd September 2014
Contract Award Letter dispatched	20 th December 2014
Contract Start Date	1 April 2015

Table 2

- 6.4 The existing contract expires on 30th September 2014. The award will be for a 2 year period with the option to extend for a further one year, year to commence 1st April 2015. In agreeing this contract term we aim to maximise efficiency, service benefits and value for money, reconfiguring the existing contract to provide both better outcomes for service users.
- 6.5 The procurement of these services will be undertaken in the context of achieving targeted and sustainable efficiencies. Cabinet has agreed £3m of savings since 2011/12 which are being delivered through component projects of the strategy, including procurement efficiencies. So far, this is only 2/3rds complete, it is therefore necessary to progress this project if these savings targets, which are an integral part of the base budget for 2014/15 are to be delivered.

7. BENEFITS

- 7.1 Competitively procuring this contract will maximise efficiency, service benefits and value for money as well as reconfiguring the existing service to provide both better outcomes for service users.
- 7.2 Specifically the procurement exercise will maximise efficiency and value for money by supporting the delivery of the efficiencies specified above.

8. IMPLEMENTING PROCUREMENT POLICY IMPERATIVES

- 8.1 The Council is required to consider how the services it commissions and procures might improve the social, economic and environmental well-being of the area. In 2012, in response to the Act, Tower Hamlets Council adopted its Procurement Policy Imperatives (2012-2015) which sets out the approaches the council is adopting in order to ensure the above benefits are secured.
- 8.2 Along with all existing Supporting People tenders, this procurement exercise will include a requirement for the incoming supplier to deliver specific community benefits. Suppliers will be asked to submit innovative initiatives which can be measured and monitored throughout the lifetime of this contract. For this contract, suppliers will be required to meet targets such as those listed below:
- Funding and attendance at local job fairs,
 - Apprentices, trainees, volunteers and graduates will be employed throughout the lifetime of the contract. Including opportunities for career progression for local people employed within the contract.
 - Agency staff that will be recruited via local recruitment agencies in Tower Hamlets

- Vacancies within the service will be recruited from the local community.
- Support programme placements will be provided to assist people with Learning Disabilities; Physical Disabilities or Mental Health problems get into paid employment.

9. COMMENTS OF THE CHIEF FINANCE OFFICER

- 9.1 Since 2011/12 the Supporting People service has been reconfiguring services to deliver savings to meet the Mental Health Accommodation Strategy and more widely to support the Medium Term Financial Plan. Savings targets agreed by Cabinet / Council for this service, in association with Mental Health Commissioning, have totalled £3m during that period. The projects have been delivering savings, with £2m already achieved, but the balance of the savings requires the remaining projects to be pursued, including the one which is the subject of this report.
- 9.2 The Supporting People contract value for services at Teresa House and Hamlets Way is £0.573m. Savings would be expected from an open tender process, which would be managed within existing resources. Until the process has been undertaken, it is not possible to say how much of a saving will be achievable.
- 9.3 The extension of the existing contract needs to be agreed by Cabinet because the Corporate Director has already extended the contract through Director's Action to September 2014 and a further extension would not be within his delegated power due to the contract value.

10. LEGAL COMMENTS

- 10.1 It is within the Council's statutory functions to enter into contracts for the proposed services and, in this regard, attention is drawn to the following – Section 21 of the National Assistance Act 1948 places a duty on the Local Authority to provide residential accommodation for a range of vulnerable groups including those with mental health issues. This duty extends to providing accommodation for persons who are or have been suffering from mental ill health, as well as for the purpose of the prevention of mental ill health. Section 26 of the National Assistance Act 1948 allows for the Local Authority to make provision for the accommodation through agreements with the private and charity sectors. Section 8 of the Care Act 2014, expected to come into effect in April 2015, continues the statutory duty on the Local Authority in this respect.
- 10.2 When purchasing services, the Council must act consistently with its best value 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". One of the ways the Council ensures that this occurs is by subjecting purchasing to a competitive tendering process with the award of the contract going to the bidder who provided the most economically advantageous tender given a blend of quality and price.

- 10.3 The Council has previously set up a framework of supporting people providers in order to run quick competitive exercises in order to roll out the re-commissioning of most of the supporting people services as efficiently as possible. It may be favourable for the Council to use the framework, but the Council is not legally obligated to do so. In this case Genesis are the owners of the residence that is being used for these services and subjecting these services element to competition is solely a decision for the home owner. In the circumstances, it would seem appropriate and the Council is legally able to run a full tender for this service.
- 10.4 These are Part B services within the meaning of the Public Contracts Regulations 2006. This means that certain elements of the advertising process do not apply. However, a reasonable level of advertising is still required (for example, through the Council's portal) and reasonable response times to requests must be given by the Council.
- 10.5 When considering its approach to procuring the proposed contracts, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't (the public sector equality duty). Some form of equality analysis will be required to inform the procurement process. As the nature of the service and the identity of the Service Provider may change following the completion of the process, the Council should consult with the stakeholders and the service users.
- 10.6 Before commencing the procurement exercise, the Council must consider how the services it intends to commission might improve the economic, social and environmental well-being of the area in accordance with the Public Services (Social Value) Act 2012.

11. ONE TOWER HAMLETS CONSIDERATIONS

- 11.1 The overriding aim of the Mental Health Accommodation Strategy is to make Tower Hamlets a better place by enabling people who live in supported accommodation to achieve their potential through a strong focus on recovery and building on people's skills to live independently as well as securing meaningful types of activity, such as employment, education or volunteering.
- 11.2 Hamlets Way and Teresa House will provide valuable support that enables people with mental health issues to access sustainable housing that is close to their family and community networks.

12. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

These facilities will follow best practice and the Council's Environmental Strategy.

13. RISK MANAGEMENT IMPLICATIONS

- 13.1 Failure to secure the longer term use of these buildings presents significant risk that the delivery of the Mental Health Accommodation Strategy will be negatively impacted if the schemes are withdrawn from the programme. This puts at immediate risk the ability of the Strategy to deliver the targets detailed in 6.5.
- 13.2 This is the first time these support services have been subject to a competitive tendering process. In the main, the accommodation where people live and are supported has been developed and is owned by the Support Provider. We are working with the Landlord to carefully manage this process, so ensuring that all inherent risks are recognised and mitigated at the earliest opportunity;

14. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 14.1 The commissioning of these services places an expectation on the successful provider that as a local Housing Provider they meet minimum standards for ensuring they manage any associated crime and disorder issues.

15. EFFICIENCY STATEMENT

- 15.1 The procurement of this contract will contribute to a number of Cabinet agreed efficiency targets to be delivered as part of the delivery of the Mental Health Accommodation Strategy and Supporting People Tendering programme. These are in the region of £3m.
- 15.2 Savings will be delivered by ensuring service users are able to access in borough supported accommodation schemes such as Teresa House and Hamlets Way, rather than out of borough registered care. Supported accommodation being significantly more cost effective than the average registered residential care placement unit cost at c. £894 per week and supported living service at c. £450.

Linked Reports, Appendices and Background Documents

Linked Report


None.

Appendices

None

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

NONE

Cabinet 23 July 2014	 TOWER HAMLETS
Report of: Corporate Director Resources	Classification: Unrestricted
Strategic Performance and Corporate Revenue and Capital Outturn Q4 2013/14 (Month 12)	

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

Executive Summary

This monitoring report details the financial outturn position of the Council at the end of Quarter 4 compared to budget, and service performance against targets. This includes year-end position for the:

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

Recommendations:

The Mayor in Cabinet is recommended to:

- Note the Council's financial performance compared to budget for 2013/14 as detailed in Sections 3 to 6 and Appendices 1-4 of this report.
- Approve the transfers to reserves as detailed in Appendix 5 of this report.
- Review and note 2013/14 year end performance for strategic measures and Strategic Plan activities in Appendices 6 to 7.

1. REASONS FOR THE DECISIONS

- 1.1. Good financial practice requires that regular reports be submitted to Council/Committee setting out the financial position of the Council against budget, and its service performance against targets

- 1.2. The regular reporting of the Strategic Performance and Corporate Revenue and Capital Budget Monitoring should assist in ensuring that Members are able to scrutinise officer decisions.

2. ALTERNATIVE OPTIONS

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

3. SUMMARY

- 3.1 This report details the draft financial outturn position of the Council at the end of the financial year 2013/14 compared to budget, and service performance against targets. Further adjustments may be required as the statement of accounts are finalised and the final position is reviewed by KPMG as part of the year end audit.

The report includes details of;

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

- 3.2 This report will be considered by Cabinet on 27th July. The draft Statement of Accounts, including the Comprehensive Income & Expenditure Account, Balance Sheet and Cash Flow Statement, will be considered by Audit Committee on 30th June. The Accounts will be 'subject to audit' with the Audit Commission due to sign them off by 30th September 2014.

3.3 Finance Overview

3.3.1 General Fund

The outturn for 2013/14 is a net Directorate budget overspend of £534k (0.2% of budget) on an overall net budget of £298 million: this is consistent with the variance reported in previous monitoring reports. The outturn position includes transfers to reserves (as detailed in Appendix 5). After taking account of the

additional RSG and application of earmarked funds this increases the General Fund balance by £27.5million in line with recent forecasts. This represents planned transfers to reserves, ring-fenced funds carried forward and project expenditure that has slipped into a later financial year. New transfers to reserves require formal approval by Members.

3.3.1 Housing Revenue Account

There is a £2.6 million surplus on the ringfenced HRA; the surplus is due to the reasons outlined during the year.

Further information is provided in paragraph 4.9 and Appendix 3.

3.3.2 Capital Programme

Directorates have spent 67% of their capital budgets for the year (£130m against budgets of £196m). Any unspent budgets will be carried forward and spent in future years. All capital expenditure in 2013/14 was fully funded from available resources. Further information is provided in section 5 of the report and Appendix 4.

3.3.3 Collection Fund

The Council will draw down £64.5m of Council Tax income from the Collection Fund in line with budget. The in-year collection rate was 95.4% (2013 - 95.1%) which compares very favourably with neighbouring Boroughs and the projected collection rate remains at 97%, which is in line with budget. £360m was collected in NNDR (Business Rates) with a collection rate of 99.7% (99.6% in 2013) again in line with the original forecast for the year and among the top performers nationwide. With effect from 1st April 2013 the amount of Business Rates collected will be significant to the Council in terms of the funding that is retained by the Authority. Further information is provided in Section 6.

3.3.4 Pension Fund

The cumulative deficit on the Pension Fund (forecast pension liabilities compared to scheme assets) at the year-end was £496 million (£519 million 2013), broadly unchanged from the previous year. (see Section 7). This is a snapshot valuation for accounting purposes.

3.4 Performance Overview

The strategic measures enable the Council to monitor progress against key performance targets. Of the 47 measures used by the Council, 33 are reportable at this stage, with further data awaited for the remaining 14. Of

the 33 reportable measures, four indicators have no direction of travel arrow (performance compared to last year) as they are new and two indicators have no RAG (red, amber, green status) status as targets were not set.

7 strategic measures (23%) have met or exceeded their stretched target (Green), 13 (42%) are within target range (Amber) and 11 (35%) are below the standard target (Red). 13 (45%) of all measures have improved compared to this time last year, 7 (24%) are stable and 9 (31%) have deteriorated. Section 8 provides a summary of performance against our agreed targets.

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

4. REVENUE

4.1 General Fund Summary

The following table summarises the General Fund revenue outturn compared to budget for 2013/14. The revised budgets for each service area reflect the adjustments and virements made during the year which are detailed in Appendix 1.

SUMMARY	Final Budget £'000	Actual £'000	Transfer to Reserves £'000	Transfer from Reserves £'000	Outturn £'000	Variance £'000
Law, Probity and Governance	9,442	9,141	255	0	9,396	(46)
Communities, Localities and Culture	79,652	72,719	8,592	(1,659)	79,652	0
Development and Renewal	19,710	18,579	2,847	(1,723)	19,703	(7)
Education, Social Care and Wellbeing	228,320	224,443	4,157	(280)	228,320	0
Resources	9,585	9,069	641	(177)	9,533	(52)
Corporate Costs / Capital Financing	17,048	2,299	15,307	(241)	17,365	317
Directorate Total	363,757	336,250	31,799	(4,080)	363,969	212
Central Items (Target Adjustments)	(65,951)	(65,629)	0	0	(65,629)	322
Budget Requirement	297,806	270,621	31,799	(4,080)	298,340	534
Additional Revenue and Support Grant and application of earmarked reserves						(27,463)
General Fund Opening Balance (1st April 2013)						(38,060)
General fund Closing Balance (31st March 2014)						(64,989)

4.2 Year-to-date variances are explained in the detailed budget analysis in Appendix 2. A summary position for each service directorate is set out below.

4.3 Law, Probity and Governance £46k Underspend

LP&G is showing a small underspend due to vacant posts. This underspend will be taken to general reserves.

4.4 Communities, Localities & Culture NIL

The directorate was break-even in the financial year.

4.5 Development and Renewal £7k Underspend

The directorate was slightly underspent in the financial year.

4.6 Education, Social Care and Wellbeing NIL

The headline position being reported is a balanced budget position. However, it is becoming increasingly clear that the changes that have occurred in expected income from the Health Authority in recent years has not been adequately factored into projections and this is pointing to the need to drawdown reserves and grants that are only available for one-off use and which indicate acute budget pressures for the 2014/15 budget on an on-going basis.

The new Agresso forecasting mechanism works on the principle that managers provide detailed line-by-line forecasts on a regular basis, such that the financial position of the directorate is visible by aggregating the forecasts. This approach is taking some time to bed in, particularly because of the complexities of such a large budget with so many individual managers responsible for maintaining a realistic forecast.

4.7 Resources £52k Underspend

Resources underspent by £52k, most of this underspend was within Human Resources. This is in line with the projected variance and the variance will be taken to general reserves.

4.8 Corporate Costs & Capital Financing £317k Overspend

Creation of corporate provisions led to a small overspend.

Central items shows £27.463 million of additional RSG income within the budget strategy and the application of reserves towards the budget requirement.

4.9 Housing Revenue Account (HRA) 4.1m Underspend

There is a £4.1 million surplus on the HRA. This underspend is the net result of a number of variances, the main ones being that the Authority has received over £1m more rental income than was budgeted, due to a lower than anticipated level of voids, and a lower number of Right to Buy sales than was assumed when setting the budget.

In addition, as previously reported, the actualisation of 2012/13 service charges has resulted in higher than budgeted income – this is partly due to an increase in the number of rechargeable repairs in 2012/13 (this element equates to approximately £1.1m). The actualisation process also generated additional income which reflects the recharging to leaseholders of an element of all appropriate costs incurred in 2012/13. In May 2012, the service charge methodology was reviewed to ensure that bills fully reconciled back to all spending through THH's company and delegated budgets. This meant that for 2012/13 service charges the estimate was issued before the review and therefore the actual bills incorporated a 2012/13 adjustment (invoiced in 2013/14). For prior and following years, the estimates and actuals were constructed under the same methodology - this means from 2014/15 onwards, any adjustments are expected to be small.

A number of one-off payments totalling approximately £0.4m were received in 2013/14 in respect of the recovery of costs incurred as part of various stock transfers carried out a few years ago. As previously forecast, the required contribution to the Bad Debt Provision was lower than anticipated due to delays in the implementation of some of the government's Welfare Reforms. In addition, the energy budget is underspent as gas & electricity price increases have been lower than forecast.

The outturn incorporates an RCCO (Revenue Contribution to Capital Outlay) of £9.1 million towards the non-grant-funded element of the Decent Homes backlog programme as agreed initially by Cabinet in September 2011 and updated in May 2013.

The 2013/14 surplus will increase HRA balances which will also be used as a contribution towards the non-grant-funded element of the Decent Homes backlog programme.

CMT/Cabinet will be aware that HRA funding is available only for social housing and cannot be applied for general fund purposes.

5. **CAPITAL**

- 5.1 The capital budget now totals £196m, decreased from the £214.4m reported for the third quarter following the re-profiling of transport schemes budget to 2014/15 and re-alignment of Affordable Housing and Housing Capital programmes onto 2014/15.
- 5.2 Details of all the changes to the capital budget are set out in Appendix 1.

- 5.3 Total capital expenditure to the end of Quarter 4 represented 67% of the revised capital programme budget for 2013/14. This resulted in slippage of 33% the 2013/14 budget as follows:

	Annual Budget as at 31-Mar-14	Spend as at 31-Mar-14	Slippage	Slippage
	£m	£m	£m	%
TOTALS BY DIRECTORATE:				
Education, Social Care and Wellbeing	18.925	15.729	3.196	17%
Communities, Localities and Culture	8.440	7.470	0.970	11%
Development and Renewal	26.644	7.293	19.351	73%
Building Schools for the Future (BSF)	42.859	49.577	-6.718	-16%
Housing Revenue Account (HRA)	98.921	50.170	48.751	49%
Resources	0.128	0.128	0.000	0%
Corporate GF provision for schemes under development	0.000	0.000	0.000	0%
GRAND TOTAL	195.917	130.367	65.550	33%

- 5.4 The £65.5m slippage against the 2013/14 capital budget is not an underspend against the total programme; any resources not used in the current year will be used in future years of the programme. The main reasons for the slippage are as follows:

- **Decent Homes Backlog (£25.1m)**

The five year Decent Homes programme totals £189m, which includes £94.5m of Decent Homes backlog grant funding. The scheme is being managed in accordance with GLA grant conditions with the 2013/14 grant amount being £25m. The scheme profile for 2013/14 was £58m; the outturn is £33m, however, all contracts have now been let and it is anticipated that the slippage will be spent in the first half of 2014/15. The GLA grant element for 2013/14 has been maximised with the Authority's own resource contribution slipping into later years.

- **Ocean New Deal for Communities (£6.7m)**

The budget has been re-aligned to reflect the funding provision for Ocean Block H leaseholder re-purchase and decant costs. This is an ongoing scheme with the resources being applied as necessary, with flexibility to utilise resources between years as required.

- **Regional Housing Pot (£6.1m)**

Resources relate to DCLG funding for St. Clements Hospital site and it is anticipated that this will be transferred to the GLA in the early part of 2014/15.

- **Non Decent homes schemes to be developed (£6.0m)**

Cabinet in January agreed to apply £3.55m of these resources to facilitate Decent Homes works on the Malmesbury Estate. The remaining resources were incorporated into the HRA Budget report considered by Cabinet in February.

- **Blackwall Reach (£4.6m)**

The Blackwall Reach represents a £13 million capital commitment over several financial years. Expenditure of £1.608 million has been incurred in 2013/14, and it is anticipated that the remaining leasehold properties will be acquired during 2014/15; however, this profile is flexible, with resources in place to adapt the profiled funding as necessary.
- **Fuel poverty and insulation works on HRA properties (£3.4m)**

This budget represents the Council's contribution towards energy saving schemes being developed in conjunction with an energy supplier under the government's Energy Companies Obligation (ECO) programme. The Council budget includes a grant contribution of £2.254 million received from the Department of Energy and Climate Change.
- **Wellington Way Health Centre (£3.1m)**

This capital estimate represents a ring-fenced section 106 payment to Barts NHS Trust in respect of Wellington Way Health Centre. It is likely that the NHS Trust will not draw these funds down until 2014/15; therefore the resources will be carried forward.
- **Multi Faith Burial Grounds (£3m)**

Resources have been set aside to support the provision of a multi faith burial facility. The resources will be carried forward into 2014/15.
- **High Street 2012 (£2.5m)**

The High Street 2012 project is now scheduled to be completed during 2014/15. The budgets will be reduced to reflect the fact that some elements of the work have been undertaken directly by contractors as part of their section 106 obligations.
- **Faith Buildings (£1.7m)**

Resources have been set aside to support a grant programme to offer financial assistance to faith communities to repair, adapt and improve buildings in Tower Hamlets in which faith-based activities occur. The resources will be carried forward into 2014/15.
- **Refurbishment of Phase 3 of the Council's Short Life Properties (£1.6m)**

This scheme is to refurbish 12 short life properties and bring them back into use as rented stock. Preliminary works have been undertaken with the renovations taking place in 2014/15. The resources will be carried forward into 2014/15.

- 5.5 The capital spend of £130.4 million has been funded from the following capital financing sources:

Source of Financing	£m
Government Grants	84.851
Capital Receipts	14.702
External Borrowing	1.019
Developers' Contributions (section 106)	7.739
Revenue Contributions	10.258
Major Repairs Reserve	11.798
Total	130.367

- 5.6 The total approved budget, taking into account the whole life of all capital schemes, is currently £884.2m against which spend of £884.2m is forecast resulting in a total nil variance.

	All year budget as at 31-Mar-14	Projection 31-Mar-14	Variance
	£m	£m	£m
Education, Social Care and Wellbeing	112.459	112.460	0.001
Communities, Localities and Culture	75.021	75.020	-0.001
Development and Renewal	38.288	38.288	0.000
Building Schools for the Future (BSF)	325.531	325.531	0.000
Housing Revenue Account (HRA)	302.760	302.760	0.000
Resources	0.220	0.220	0.000
Poplar Baths & Dame Colet House	20.000	20.000	0.000
Corporate GF provision for schemes under development	10.000	10.000	0.000
GRAND TOTAL	884.279	884.279	0.000

- 5.6 Capital receipts received in 2013/14 from the sale of Housing and General Fund assets as at 31 March 2014 are as follows:

Capital Receipts		
	£m	£m
Receipts from Right to Buy (78 properties)	8.361	
less poolable amount to DCLG	-1.807	6.554
Sale of Housing Land		
Queens Head PH	0.350	
Enfranchisement	0.070	
Cotall Street	0.610	1.030
Sale of General Fund assets		
Travelodge site	2.910	
Sale of subsoil at Wapping Pier Head	0.300	
Overage Payments (Wapping Lane)	0.366	
Enwonwu Sculpture (LBTH share - net)	0.086	
Land at Lukin Street	2.900	6.562
Total		14.146

These receipts have already been allocated to schemes as part of the current and previous years' capital programme allocations. Right to Buy receipts must be set aside to meet targets on housing provision as set out in regulations governing the pooling of housing capital receipts, so they must be ring-fenced for this purpose and are not available for general allocation.

6. COLLECTION FUND

- 6.1 The Collection Fund is a statutory account for the collection and distribution of amounts due in respect of council tax and National Non-domestic Rates (NNDR or Business Rates). The Council collects council tax both on its own behalf and for the pre-cepting authority, the Greater London Authority (GLA). NNDR is collected by the Council on behalf of the government and this is paid over to the Department of Communities and Local Government in accordance with a monthly schedule issued by the CLG at the beginning of each financial year. A Business Rate Supplement payable to the GLA is also collected to contribute towards the cost of Cross-Rail. £13.03m was collected in year for the Business rate Supplement (BRS)
- 6.2 The Council's share of Council Tax income as at 31st March 2014 was £64.5m compared to the budgeted base of £63.4m. The in-year collection rate was 95.4% (95.1% 2013) with a final projected collection rate of 97% (actual 2013/14 to date 95.4%). £63.4m plus a previous year's surplus of £1.6m was transferred from the Collection Fund to the General Fund, in line with budget. After making appropriate provisions for bad debts, the Council has a £1.2m share of a surplus on the fund that will be carried forward.

- 6.3 The Council collected £360m in NNDR and achieved an in year collection rate of 99.7% (99.6 in 2013) – this exceeded the 99.5% collection target and contributes greatly to mitigating the risk of outstanding appeals.

The cumulative gross amount outstanding for all years at the year-end was £11.4m.

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

Income Stream	Collected in 2012/13 %	2013/14 Target to 31.03.14 %	2013/14 Collected to 31.03.14 %	Direction of Travel
Business Rates	99.69	99.50	99.70	↑
Central Income	91.01	92.00	92.04	↑
Council Tax	95.10	95.20	95.40	↑
Housing Rent	99.61	98.00	100.11	↑

7 PENSION FUND

- 7.1 All non-teaching staff employed by the Council are entitled to join the Local Government Pension Scheme (LGPS). Each local authority is required to operate a Pension Fund as part of the scheme although the employee contributions into the fund and the associated pension benefits are determined by the government as part of a national scheme.

- 7.2 The employer contributions into the fund are determined by the funds Actuaries, appointed by the Council, and reflect the actuarial valuation carried-out every three years. The valuation assesses both the assets and liabilities of the fund and the extent to which the fund is either in net surplus or deficit. Any deficit will need to be made good over a rolling 20 year period through increases in employer contributions.

- 7.3 The employee contribution level was between 5.5% - 7.5% during 2013/14 and staff contributions into the fund totalled £11.0m. The employer's contribution rate is currently 15.8% with the Council paying a total of £25.5m in contributions, plus an additional payment of £16.5m in deficit funding, into the fund in 2013/14 which is reflected in the total employee costs for the Council in that year of £42.0m. There were 6,158 active members in the scheme from a total establishment of 8,654 employees.

- 7.4 As at 31st March 2014 there was a deficit on the fund of £496 million (£519m 2013) under the IAS19 (former FRS17 calculation), the deficit was broadly unchanged from 2013. This is a snapshot valuation for accounting purposes.

The revaluation for contributory purposes took place during 2013 and has left the Council's % contribution rates unchanged from April 2014, though lump-sum contributions will increase by £2 million a year (up to £18.5m in 2014/15).

8 PERFORMANCE

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

STRATEGIC MEASURES

- 8.3 There are 47 strategic measures in the 2013/14 Strategic Plan, including subset of measures, to monitor progress in delivering against the Council's priorities. 33 of the 47 measures are currently reportable. Data is not yet available for some strategic measures. Data for these indicators will be available shortly. These measures are:

- **Percentage of overall council housing stock that is non-decent** – year end data is expected shortly after quality checks have been completed.
- **Number of households who considered themselves homeless who approached the local authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation** – year end data will be available after quality checks have been completed.
- **Percentage of household waste sent for reuse, recycling and composting** – provisional outturn is reported, the final outturn will be available in September once final validation has been undertaken by the service.
- **Rate of violence with injury crimes – DV and non-DV** – due to recent changes within the Metropolitan Police, data relating to violence with injury measures is not currently available.
- **Percentage of CAF reviews with an improved average score** – year end data will be available once data collection from all third party sources has been completed.
- **Self-reported experience of social care users** – year end data is due shortly, after the RAP return has been finalised.
- **Smoking quitters** – year end data is published one quarter in arrears, so will be available for the Quarter 1 monitoring period.
- **Annual Resident Survey measures relating to people's perceptions of the Council, community cohesion, and crime and anti-social behaviour** –

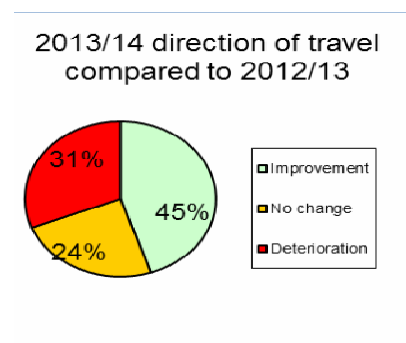
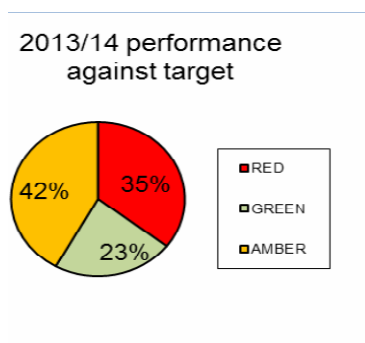
fieldwork interviews commenced early June, and it is anticipated that outturns will be reported in the Autumn of 2014.

8.4 Outlined below (and detailed in appendix 6) is year-end information, or latest available performance data. Performance against the end of year target is measured as either 'Red', 'Amber' or 'Green' (RAG). Should the performance fall below minimum expectation (standard target) – indicated as the dotted red line, it is marked as 'Red'. Should it fall above the minimum expectation, but below the stretch target – indicated as the solid green line, it is 'Amber' (within target range). Should it be performing at or better than the stretch target, it is 'Green'. Indicators are also measured against the previous year's performance, as 'direction of travel'. If performance is deteriorating, it is indicated as a downward arrow ↓, if there is no change (or less than 5% change) it is neutral ↔, and should it be improving compared to last year, it is indicated as an upward arrow ↑.

Performance Measures Summary

8.5 Of the 33 reportable measures two have no RAG as no target was set and four have no direction of travel arrow as they are new measures:

- 7 (23%) are meeting or exceeding their stretch target (Green), with 6 (85.7%) of these an improvement from last year (↑);
- 13 (42%) are above the standard target (minimum expectation) but below the stretch target (Amber), with 6 of these improving (↑) and 3 deteriorating (↓) compared to last year's performance;
- 11 (35%) are below the standard target (Red), with 1 indicator improving (↑) and 6 deteriorating (↓);
- Overall 13 out of the 33 indicators (45%) show improved performance compared to last year (↑), 7 (24%) are stable (↔), and 9 (31%) have deteriorated (↓).



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

Percentage of LP07 or above Local Authority staff who have a disability (excluding those in maintained schools)

6.34% of LP07+ staff have a disability; the stretch target of 5.8% has been exceeded.

Number of working days / shifts lost to sickness absence per employee

There were 6.47 days lost per employee to sickness absence this year. This is better than the stretch target (6.5 days) and an improvement on last year's outturn (7.07 days).

16-19 year olds who are not in education, employment or training (NEET)

4.5% of young people in this age group are NEET. The stretch target has been met and there has been an improvement on last year's outturn of 4.9%.

Rate of personal robbery

There were 4.47 personal robbery incidents per 1,000 residents in Tower Hamlets this year. The target of 4.48 was exceeded and there was an improvement on last year's outturn of 5.3 incidents per 1,000 residents.

Under 18 conception rate

The conception rate for 2012 (data published for the 13/14 financial year) was 24.3 per 1,000 in this age group. This equates to a 57.9% reduction from the 1998 base rate. The stretch target (-53.6%) has been exceeded and is an improvement on last year's outturn (-50.7%).

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

Level of street and environmental cleanliness – detritus / graffiti / fly-posting

Annual performance has improved compared to 2012/13. There has been a 33% improvement for detritus (from 3.6% to 2.4%); a 29.5% improvement for graffiti (from 8.8% to 6.2%), and a 9% improvement for fly-posting (from 2.2% to 2.0%). The year-end performance is measured as an average of performance over the three tranches. The year-end outturns have improved by 1.2 percentage points for detritus, 2.6 percentage points for graffiti, and 0.2 percentage points for fly-posting.

Overall employment rate – gap between the borough and London average (working age)

At 6.7%, the stretch target of 6.3% has not been met; the minimum standard has been achieved. However, the gap between the employment rate in Tower Hamlets and the London average has narrowed by 0.6% compared to this time last year. Although there has been a decline in the employment rate in the borough since last quarter, the trend this year and over the past few years has

been positive. The employment rate in Tower Hamlets is now higher than our closest neighbours, Newham and Hackney.

JSA claimant rate (gap between the borough and London average (working age))

The JSA claimant rate in Tower Hamlets is 3.8% and the London Average is 2.9%. The gap between Tower Hamlets and the average is 0.9 percentage points. This is above the stretch target of 0.6 but exceeds the minimum standard. The gap has improved by 0.7 percentage points since last year. Narrowing the gap on this measure is a trend over the past few years.

All-age, all-cause mortality, male

First reported in Quarter 2, the latest available mortality figures relate to the 2012 calendar year. There has been a reduction of 8.7 percentage points in the all-age all-cause mortality rate for males between 2011 and 2012. 2013 data will be available in August 2014.

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

Number of affordable homes delivered (gross)

581 affordable homes were delivered this year against the minimum target of 600. This is 49 fewer homes than were built last year. A large number of schemes have slipped, but many of the units which have just missed their 31st March deadline will now complete in the first quarter of next year. Causes of delays include utility connections and highway works.

The number of overcrowded families rehoused, lets to overcrowded households

The minimum target of 1,000 lets to overcrowded households has not been achieved. The annual outturn of 815 lets is significantly under target and also 595 fewer than last year. There has been an increase in the number of offers to non-priority cases and the 10% target set for Band 3 applicants (who are adequately housed) under the Council's lettings plan has reduced the number of lets available to overcrowded families.

Rate of residential burglary

At 13.77 crimes per 1,000 residents, the target (12.35) has been missed. There has been a minor deterioration in performance since last financial year when there were 13.72 crimes per 1,000 population.

CAD Calls for ASB

There were 76.85 CAD calls for ASB per 1,000 population against a target of 67.51. The target was missed and this year's outturn was 1.84 percentage points higher than last year.

Smoking Quitters

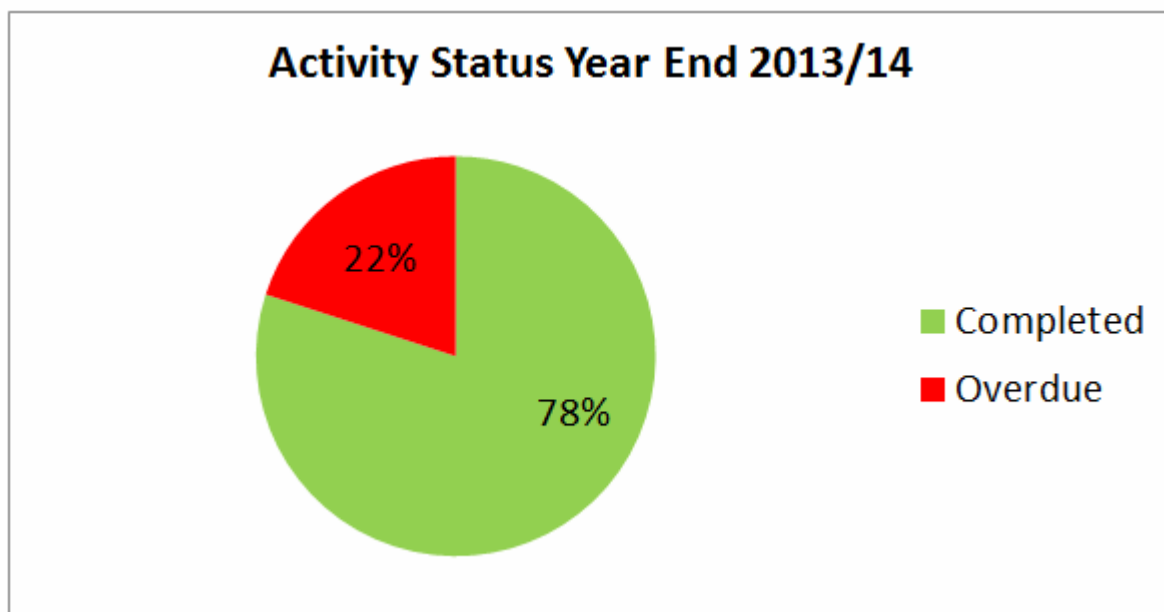
Data is available up to Q3 2013/14. During this period 1,421 people had achieved the four week quit. The Q3 target of 2,250 has been missed and at the same point last year, 2,419 smokers had achieved the four week quit. The annual target of 3,000 is at risk of being missed.

All-age all-cause mortality rate – female

The final outturn for the 2012 calendar year was 508.9 deaths per 100,000 female residents. The target of 451 was missed and the outturn is 39.4 higher than the previous year (2011).

9 STRATEGIC PLAN ACTIVITIES

- 9.1 The Council's performance management and accountability framework requires CMT and Members to consider progress against the Strategic Plan activities every 6 months. This section provides a monitoring update at year-end for the 2013/14 Plan.
- 9.2 All activities within the Strategic Plan have been monitored and are included in Appendix 7. The following criteria are used to report on the status of activities at year-end:
 - Completed (Green) - where an activity has been completed.
 - Overdue (Red) - where an activity has not completed in the 2013/14 financial year, or at the time of reporting. Managers have provided comments for all overdue activities to explain why the deadline was missed; what is being done to rectify the situation; and when the activity will be completed.
- 9.3 There are 82 activities in the 2013/14 Strategic Plan. At year-end, 64 activities (78%) have been completed; and 18 (22%) are overdue, with most of these due to complete by the first half of the current financial year.



- 9.4 Overall, performance in delivering the 2013/14 Strategic Plan has been good, with just over three quarters of activities completed.
- 9.5 The Council is continuing to deliver its partnership-wide programme to manage the impact of welfare reform on local residents. The Housing Options Team has disbursed payments from the Temporary Accommodation Support Fund to affected residents and regular six weekly meetings of the Welfare Reform Task Group have taken place, with sharing of best practice in supporting residents affected by welfare reform. There have been targeted communications through resident engagement events and poster campaigns; with briefings and training for front-line staff.
- 9.6 The Council continues to work with its key partners to secure employment opportunities for local residents. A Tower Hamlets Economic Development Task Force has been established to identify specific areas of development following the elections in May 2014. The revised Employment and Skills service structure has delivered a 25% increase in output for the year. Targets relating to apprenticeships have all been met and officers continue to work closely with the procurement and planning processes to maximise contractual obligations.
- 9.7 Good progress continues to be made in providing affordable homes for local people. The Council is on course to deliver over 4,076 affordable homes by May 2014, 1,341 of those are family sized (34.6%).
- 9.8 Community Safety remains a key priority for the borough. The recruitment programme for Tower Hamlets Enforcement Officers has been completed, with all posts being filled. The Council, working with its community safety partners, has developed a Violence Against Women & Girls action plan and training programme. The Council adopted a Cumulative Impact Policy (Saturation Policy) to provide stronger controls around the licensing of additional premises in the

Brick Lane area. Additional legislative powers to better control the impact of Sex Entertainment Venues were adopted by full Council.

- 9.9 The Council and its partners are tackling health inequalities and make the borough healthier. The Health & Wellbeing Board has agreed the Towards a Healthier Tower Hamlets Strategy and delivery plan. The Council has also invested in improving the borough's leisure centres and play pitches, with planning permission being granted on the Poplar Baths development.
- 9.10 18 activities have been assessed as being overdue. Only 3 of these activities are less than 75 per cent complete. Details of these overdue activities, including remedial action, are outlined below. In addition, the Performance Review Group will also be reviewing these activities.

Expand free early education placed of high quality for disadvantaged two year olds (40% complete)

The target remains extremely challenging as finding and setting up new childcare facilities is a complex and lengthy process. 398 places have been created with a further 248 opening in April 2014. 20 additional projects are in various stages of development and will continue to be worked on in 2014/15. The Schools Forum has approved a revenue to capital transfer of £2.5m, which is pending sign off from the DfE.

Optimise use of existing funding and maximise prospects for future funding (50% complete)

Optimising use of existing funds and maximising prospects for future funding continues into 2014/15. Building an evidence base and evaluating the effectiveness of currently funded provision will be done before future programmes are defined. Testing of an online monitoring tool is scheduled for Q1 of 2014/15 and whilst the launch of round 3 of the European Social Fund (ESF) / Community Grants continues, no additional ESF / Community Grant packages have been secured.

Make better use of our buildings (30% complete)

The renewed Asset Management Strategy is on track for Cabinet approval in July 2014, also informing the disposals programme. This had been delayed due to need to clarify arrangements with Directorates. The disposals programme is linked to the Asset Management Strategy and therefore the disposals of surplus assets are delayed until this is completed.

10. **COMMENTS OF THE CHIEF FINANCIAL OFFICER**

- 10.1 Under Financial Regulations it is the responsibility of senior managers to spend within budgets and, where necessary, management actions will need to be taken over the remainder of the financial year to avoid overspend.
- 10.2 If there had been a revenue overspend during 2013/14, this would have had a negative impact on the Medium Term Budget Plan and would have required more savings in future. With a roughly break-even position in 2013/14, there has not been an adverse impact on savings targets, however there were budget pressures within ESCW services that required funding from reserves during 2013/14.

11. LEGAL COMMENTS

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

12 ONE TOWER HAMLETS CONSIDERATIONS

The Council’s Strategic Plan and Strategic Indicators are focused upon meeting the needs of the diverse communities living in Tower Hamlets and supporting

delivery of One Tower Hamlets. In particular, strategic priorities include the reduction of inequalities and the fostering of community cohesion – these are measured by a variety of strategic indicators.

13. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

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

14. RISK MANAGEMENT IMPLICATIONS

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

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

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

15. CRIME AND DISORDER REDUCTION IMPLICATIONS

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

16. EFFICIENCY STATEMENT

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

17. APPENDICES

- Appendix 1 - lists budget/target adjustments (including virements) for the General Fund and capital budget movements
- Appendix 2 - provides the budget outturn forecast by Directorate and explanations of any major variances.
- Appendix 3 - provides the budget outturn forecast and explanations of major variances for the HRA.

- Appendix 4 – provides details of the capital programme and explanations of any major variances
 - Appendix 5 – provides details of the contribution to Reserves
 - Appendix 6 – provides an overview of performance for all of the reportable strategic measures
 - Appendix 7 – provides a summary of progress against the Strategic Plan
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Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

No “background papers” were used in writing this report

CONTROL BUDGET 2013/14	Total General Fund	Education, Social Care and Wellbeing	Communities, Localities and Culture	Development and Renewal	Law, Probity and Governance	Resources	Corporate Costs	Central Items
	297,806,495	217,192,353	75,704,396	16,916,969	8,610,500	10,149,669	20,799,886	(51,567,278)
UOR - Early Intervention Reserve - University of Cumbria	0	1,222,000	114,000	100,000				(1,436,000)
Salaries 1% Increase due to Inflation	0	915,686	318,491	208,164	79,859	219,423		(1,741,623)
UOR - Efficiency Reserve - WPA for Siebel Replacement	0					36,000		(36,000)
UOR - Chief Exec Democratic Services	0				277,000			(277,000)
UOR - Olympic Legacy	0			60,000				(60,000)
Support Services	0	35,606	1,287,341	316,484	625,982	(2,265,413)		
Contribution to Elections Reserve	0				100,000		(100,000)	
Childrens Lawyer Budget Transfer	0	(100,000)			100,000			
Adult Social Care Lawyer Budget Transfer	0	(56,551)			56,551			
Funding for the Tower Hamlets' People's Plaques	0		4,000					(4,000)
New Homes Bonus Adjustment	0			(1,861,000)				1,861,000
Accommodation Support Charges Between Resources & Chief	0				(258,365)	258,365		
Support Services	0	477,130	(477,130)					
Staff Travel Savings	0	275,000						(275,000)
UOR - Early Intervention Reserve	0	635,000						(635,000)
UOR - Local Community Ward Forums	0		170,000					(170,000)
UOR - Additional Police Funding	0		60,000					(60,000)
Rebasing of Accommodation Recharges	0	(1,581,919)	(564,840)	4,003,194		(1,856,435)		
UOR - Joint Health & Social Care Initiatives	0	4,493,000						(4,493,000)
UOR - Chief Exec Democratic Services	0				104,000			(104,000)
UOR - Baishaki Mela	0		170,000					(170,000)
UOR - Early Intervention Reserve Drawdown	0	217,000						(217,000)
Depreciation Adjustment	0	2,228,209	169,924	(213,328)		(43)	(2,184,762)	
Finance Reorganisation	0	(114,020)	(77,001)	(89,348)		319,369	(39,000)	
Pension Fund Auto-Enrolment	0	425,047	358,586	64,425	64,170	93,729	(1,000,000)	(5,957)
Celebration Events Growth	0				70,000			(70,000)
Contract Indexation Inflation	0		1,489,000					(1,489,000)
Freedom Pass Growth	0		527,000					(527,000)
Waste Treatment Growth	0		310,000					(310,000)
Transition Growth	0	864,000						(864,000)
Inflation	0	410,305						(410,305)
Smarter Working	0			(160,000)		160,000		
UOR - Corporate Initiatives	0				40,000			(40,000)
UOR - Schools Maternity Pooled Scheme	0	380,199						(380,199)
Prudential Borrowing Charges	0	(77,688)	(303,575)				381,263	
Finance Reorganisation Adjustment	0		21,925				(21,925)	
Depreciation Adjustment	0	79,340	177,880	42,590			(299,810)	
Accelerated Delivery Creative Industries	0			125,000				(125,000)
Software Licenses/Tech Refresh	0	230,000	130,000	62,100	33,900	213,000	(669,000)	
Depreciation Adjustment	0	(74,660)					74,660	
Clearance of End of year Support Service Balances	0	245,212	134,089	134,697	(460,068)	(53,930)		
Loss of Council Tax Benefit Admin Funding	0					445,000		(445,000)
UOR - Efficiency Reserve - Invest to Save	0					870,017		(870,017)
UOR - Drugs Action	0		90,000					(90,000)
UOR - Drugs Outreach Worker	0		86,000					(86,000)
UOR - Local Ward Forums	0		28,486					(28,486)
UOR - Local Community Ward Forums - Reversal	0		(170,000)					170,000
CLC RCCO	0		(107,000)				107,000	
Housing Benefit Growth	0					995,853		(995,853)
Total Adjustments	0	11,127,896	3,947,176	2,792,978	833,029	(565,065)	(3,751,574)	(14,384,440)
	297,806,495	228,320,249	79,651,572	19,709,947	9,443,529	9,584,604	17,048,312	(65,951,718)

Capital Control Budget 2013/14

	Total Capital Budget	Education, Social Care and Wellbeing	Building Schools For the Future	Law, Probity and Governance / Resources	Communities, Localities and Culture	Corporate	Development and Renewal	Housing Revenue Account
2012-13 Original Budget at February 2013 Cabinet	185,692,826	22,210,000	52,963,100	0	9,732,726	10,000,000	12,306,000	78,481,000
Slippage from 12/13	16,722,786	1,897,918	0	0	514,221	0	5,778,692	8,531,955
Q1 - Total Adjustments	3,623,245	(4,986,421)	(10,104,557)	0	6,763,223	0	0	11,951,000
Q2 - Total Adjustments	15,295,500	520,000	0	128,000	112,500	0	10,472,000	4,063,000
Q3 - Total Adjustments	(6,965,014)	-875,000	0	0	-5,136,014	0	746,000	-1,700,000
Cabinet Approvals								
ESCW Capital Programme - St Paul's Way Trust School Expansion (Cabinet Sept' 2013)	100,000	100,000						
D&R Capital Programme - Disabled Facilities Grant (2012-13 and onwards)	250,000						250,000	
Budgets Re-profiled*								
HRA Capital Programme - Housing Capital Programme - re-profiled into 14/15	(7,700,000)							(7,700,000)
HRA Capital Programme - Ocean Regeneration	5,050,000							5,050,000
CLC Capital Programme - John Orwell Sports Centre- delays in floodlight supply	(115,900)				(115,900)			
CLC Capital Programme - St John's Gardens Park - Awaiting funder confirmation	(47,000)				(47,000)			
CLC Capital Programme - Gunmakers Lane	(169,000)				(169,000)			
CLC Capital Programme - TfL Roman Rd (Globe Town) - TfL have re-programmed to 14/15	(18,000)				(18,000)			
CLC Capital Programme - TfL Abbott Road / Aberfeldy Estate - TfL have re-programmed to 14/15	(10,000)				(10,000)			
CLC Capital Programme - TfL Bethnal Green to Olympic Park - TfL have re-programmed to 14/15	(9,000)				(9,000)			
CLC Capital Programme - TfL Leabile London - TfL have re-programmed to 14/15	(49,000)				(49,000)			
CLC Capital Programme - TfL Valance Road Junction - TfL have re-programmed to 14/15	(48,000)				(48,000)			
CLC Capital Programme - TfL Bethnal Green Town Centre - TfL have re-programmed to 14/15	(80,000)				(80,000)			
CLC Capital Programme - TfL Marsh Wall Improvement - TfL have re-programmed to 14/15	38,000				38,000			
CLC Capital Programme - TfL Cavell Street - COG - TfL have re-programmed to 14/15	(100,000)				(100,000)			
CLC Capital Programme - TfL Bow - TfL have re-programmed to 14/15	(75,000)				(75,000)			
CLC Capital Programme - TfL Sydney Street - TfL have re-programmed to 14/15	(160,000)				(160,000)			
CLC Capital Programme - TfL Belgrave Street - TfL have re-programmed to 14/15	(64,000)				(64,000)			
CLC Capital Programme - TfL Violet Road Bridge Assessment - TfL have re-programmed to 14/15	(20,000)				(20,000)			
CLC Capital Programme - TfL Corbridge Crescent Bridge - TfL have re-programmed to 14/15	(20,000)				(20,000)			
CLC Capital Programme - Grounds Maintenance - Budget reduced	(290,000)				(290,000)			
CLC Capital Programme - Warner Green	(49,000)				(49,000)			
CLC Capital Programme - Albert Gardens	(25,000)				(25,000)			
CLC Capital Programme - Millwall Park & Langdon Park	(28,000)				(28,000)			
CLC Capital Programme - Poplar Park & Jolly's Green	(67,000)				(67,000)			
CLC Capital Programme - Ropewalk Gardens	(47,000)				(47,000)			
CLC Capital Programme - Cordelia St/Carron Close	(100,000)				(100,000)			
CLC Capital Programme - Bow Common Lane and Furze St	(30,000)				(30,000)			
CLC Capital Programme - Commercial Road	(62,000)				(62,000)			
CLC Capital Programme - Cambridge Heath Road/Three Colts Lane	(23,000)				(23,000)			
CLC Capital Programme - Whitechapel Road	(30,000)				(30,000)			
CLC Capital Programme - Fairfield Road	(20,000)				(20,000)			
CLC Capital Programme - Bow Area Traffic Review Study - Funding withdrawn	(159,000)				(159,000)			
CLC Capital Programme - A12 Wick Lane Junction	(27,000)				(27,000)			
CLC Capital Programme - Fairfield Road/Tredegar Road Signals	(16,000)				(16,000)			
CLC Capital Programme - Poplar Park Improvements - Awaiting planning permission	(40,000)				(40,000)			
CLC Capital Programme - Public Arts Project - Awaiting developer agreement	(239,000)				(239,000)			
CLC Capital Programme - Victoria Park Sports Hub & Other Works - re-programmed to minimise disruption to football season	(200,000)				(200,000)			
CLC Capital Programme - Victoria Park Masterplan - Budget reduced to reflect funding	(369,000)				(369,000)			
CLC Capital Programme - Christ Church Gardens - Delayed due to legal issues	(350,000)				(350,000)			
CLC Capital Programme - Trinity Square Gardens	(55,000)				(55,000)			
CLC Capital Programme - Whitechapel Idea Store	(17,000)				(17,000)			
CLC Capital Programme - Banglatown Art Trail & Arches - Additional resources required to complete project	(555,000)				(555,000)			
CLC Capital Programme - Bancroft Library Phase 2b - S106 funding not yet available	(145,000)				(145,000)			
CLC Capital Programme - Bartlett Park Master Plan - Highways - delays due to tender process	(317,000)				(317,000)			
Decisions Delegated to Corporate Directors**	60,000	60,000						
ESCW Capital Programme - Antil Road Day Centre - Heating pipework	54,000	54,000						
ESCW Capital Programme - Improvement Works to 35 Ronald Street	100,000	100,000						
ESCW Capital Programme - Marion Richardson School - Office and entrance improvements	153,836	153,836						
ESCW Capital Programme - Grant to Nursery at St. Paul's Church - 2 year olds provision	170,000	170,000						
ESCW Capital Programme - 2 year olds provision	(323,836)	(323,836)						
ESCW Capital Programme - Grant to Lincoln Hall - 2 year olds provision	74,265	74,265						
ESCW Capital Programme - Social Care Community E-Marketplace purchase and delivery	47,000				47,000			
CLC Capital Programme - St John's Gardens Park - Floodlighting of tennis courts	241,667				241,667			
CLC Capital Programme - Gunmakers Lane -improving accessibility and safety of the street	175,000				175,000			
CLC Capital Programme - Dace Road - Improving accessibility and connectivity	41,000				41,000			
CLC Capital Programme - Monier Road - Improving accessibility and connectivity	14,161				14,161			
CLC Capital Programme - Cemetery Lodge - Bringing the lodge into a habitable state	115,900				115,900			
CLC Capital Programme - John Orwell Sports Centre- Upgrading floodlights	25,454				25,454			
CLC Capital Programme - Leven Road Open Space - Provision of an outdoor gym	95,000						95,000	
D&R Capital Programme - Bromley by Bow Station upgrade	125,579						125,579	
Other Approvals/Adjustments								
D&R Capital Programme - Affordable Housing Measures - budget vired to fund the HRA	(2,884,000)						(2,884,000)	
Ashington East Estate project agreed at Cabinet February 2014								
Corporate - Budget to be used in 14/15 for the Civic Centre Site	(10,000,000)					-10,000,000		
New Homes at Bradwell St Garages - realignment of budget from D&R to HRA	-						(245,000)	245,000
ESCW Capital Programme - Conditions & Improvement - Various Sites - Conditions Surveys	(230,000)	(230,000)						
Q4 - Total Adjustments	(18,451,874)	158,265	0	0	-3,546,718	-10,000,000	-2,658,421	-2,405,000
Total Revised Budget 2013/14	195,917,469	18,924,761	42,858,543	128,000	8,439,938	0	26,644,271	98,921,955

* This involves changes to the timing of spending not the purpose

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

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Actuals	Reserve / Transfer Movements	Final Outturn	Outturn Variance	% Variance Forecast v. Budget
March 2014		£'000	£'000	£'000	£'000	£'000	£'000	%
CHE Directorate of Law, Probity and Governance								
GEN General Fund Account								
	Expenditure	15,593	17,986	19,071	255	19,326	1,340	7.45%
	Income	-6,983	-8,544	-9,930	0	-9,930	-1,386	16.22%
	Net Expenditure	8,610	9,442	9,141	255	9,396	-46	-0.49%
Net Expenditure Directorate: CHE		8,610	9,442	9,141	255	9,396	-46	-0.49%
COM Communities & Localities								
GEN General Fund Account								
	Expenditure	127,266	136,519	136,880	8,592	145,471	8,952	6.56%
	Income	-51,561	-56,867	-64,161	-1,659	-65,820	-8,953	15.74%
	Net Expenditure	75,704	79,652	72,718	6,933	79,651	-0	0.00%
Net Expenditure Directorate: COM		75,704	79,652	72,718	6,933	79,651	-0	0.00%
COR Corporate Cost and Central Items								
GEN General Fund Account								
	Capital Expenditure	5,616	5,998			0	-5,998	-100.00%
	Expenditure	17,728	13,595	3,576	15,307	18,883	5,288	38.90%
	Income	-2,545	-2,545	-2,395		-2,395	150	-5.89%
	Net Expenditure	20,799	17,048	1,181	15,307	16,488	-560	-3.29%
Net Expenditure Directorate: COP		20,799	17,048	1,181	15,307	16,488	-560	-3.29%
DEV Development & Renewal								
GEN General Fund Account								
	Expenditure	74,950	75,909	88,648	2,847	91,496	15,587	20.53%
	Income	-58,034	-56,199	-70,070	-1,723	-71,793	-15,594	27.75%
	Net Expenditure	16,916	19,710	18,578	1,124	19,703	-7	-0.04%
Net Expenditure Directorate: DEV		16,916	19,710	18,578	1,124	19,703	-7	-0.04%

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Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Actuals	Reserve / Transfer Movements	Final Outturn	Outturn Variance	% Variance Forecast v. Budget
March 2014		£'000	£'000	£'000	£'000	£'000	£'000	%
ESW Education, Social Care & Wellbeing								
	GEN General Fund Account							
	Expenditure	269,836	290,364	289,480	4,157	293,637	3,274	1.13%
	Income	-52,643	-62,044	-65,037	-280	-65,317	-3,274	5.28%
	Net Expenditure	217,192	228,320	224,443	3,877	228,320	-0	0.00%
Net Expenditure Directorate: ESW		217,192	228,320	224,443	3,877	228,320	-0	0.00%
RES Resource Services								
	GEN General Fund Account							
	Expenditure	327,526	330,384	332,663	641	333,304	2,920	0.88%
	Income	-317,377	-320,800	-323,594	-177	-323,771	-2,972	0.93%
	Net Expenditure	10,149	9,585	9,069	464	9,533	-52	-0.54%
Net Expenditure Directorate: RES		10,149	9,585	9,069	464	9,533	-52	-0.54%
Net Expenditure Total		349,370	363,757	335,132	27,960	363,092	-665	-0.18%
Central Items (as per Appendix 1)		-51,564	-65,951	-65,629	-241	-65,870	81	-0.12%
Net Expenditure total		297,806	297,806	269,503	27,719	297,222	-584	-0.20%

Corporate Monthly Budget Monitoring		Budget Original	Budget	Actuals	Contribution to Reserve	Drawdown from Reserve	Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Directorate of Law, Probity and Governance	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	

Fund Type: GEN General Fund Account

Service Area: C11 Chief Executives Office

Vote: C80 Corporate Management

Expenditure	1,985	2,071	1,838	140		1977	-94	-4.54%	There was vacancy for Head of paid service (Full year) and a vacancy for the chief legal office (5 months)
Net Expenditure	1,985	2,071	1,838	140	0	1,977	-94	-4.54%	
Net Expenditure	1,985	2,071	1,838	140	0	1,977	-94	-4.54%	

Service Area: C13 Legal Services

Vote: C52 Legal Services

Expenditure	3,439	3,799	4,274	20		4294	495	13.03%	Extra spend on agency that is required by other services, this is met by extra income received from services
Income	-3,519	-3,769	-4,274			-4273	-504	13.37%	Extra income received from other services, to cover the agency spend requested
Net Expenditure	-80	30	0	20	0	21	-9	-30.00%	

Vote: C58 Electoral Registration

Expenditure	694	774	888			888	114	14.73%	Additional spend in relation to preparations for elections in May 2014
Income	0	0	-30			-30	-30	0.00%	
Net Expenditure	694	774	858	0	0	858	84	10.85%	

Vote: C60 Borough Elections

Expenditure	29	29	46			46	17	58.62%	
Net Expenditure	29	29	46	0	0	46	17	58.62%	

Vote: C84 Information Governance & Complaints

Expenditure	502	527	525			525	-2	-0.38%	
Income	-395	-525	-525			-525	0	0.00%	
Net Expenditure	107	2	0	0	0	0	-2	-100.00%	
Net Expenditure	750	835	904	20	0	925	90	10.78%	

Service Area: C18 Communications

Vote: C14 Communications

Expenditure	2,588	2,611	2,847			2847	236	9.04%	Additional expenditure was required this resulted in the generation of additional income (more than half of the extra spend is on agency)
Income	-2,628	-2,694	-2,847			-2847	-153	5.68%	Additional expenditure was required this resulted in the generation of additional income
Net Expenditure	-40	-83	0	0	0	0	83	-100.00%	
Net Expenditure	-40	-83	0	0	0	0	83	-100.00%	

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Corporate Monthly Budget Monitoring		Budget Original	Budget	Actuals	Contribution to Reserve	Drawdown from Reserve	Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Directorate of Law, Probity and Governance	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	

Service Area: C19 Registrars & Democratic Services

Vote: C56 Registration of Births, Deaths & Marriages

Expenditure	754	908	1,123			1123	215		23.68%	Additional expenditure was required this resulted in the generation of additional income (more than half of the extra spend was on agency staff)
Income	-515	-515	-733			-733	-218		42.33%	Additional expenditure was required this resulted in the generation of additional income
Net Expenditure	239	393	390	0	0	390	-3	-0.76%		

Vote: C62 Democratic Services

Expenditure	2,569	3,162	3,144			3144	-18		-0.57%	
Income	-7	-7	-5			-5	2		-28.57%	
Net Expenditure	2,562	3,155	3,139	0	0	3,139	-16	-0.51%		

Vote: C78 Democratic Representation

Expenditure	0	961	961			961	0		0.00%	
Income	862	0	0			0	0		0.00%	
Net Expenditure	862	961	961	0	0	961	0	0.00%		

Net Expenditure 3,663 4,509 4,490 0 0 4,490 -19 -0.42%

Service Area: C20 Business Support

Vote: C82 Business Support Unit

Expenditure	781	879	877			877	-2		-0.23%	
Income	-624	-877	-877			-877	0		0.00%	
Net Expenditure	157	2	0	0	0	0	-2	-100.00%		

Net Expenditure 157 2 0 0 0 0 -2 -100.00%

Service Area: C54 Corporate Strategy & Equalities

Vote: C16 Corporate Strategy and Equalities

Expenditure	1,549	1,562	1,521	50		1571	9		0.58%	
Income	0	0	-78			-78	-78		0.00%	
Net Expenditure	1,549	1,562	1,443	50	0	1,493	-69	-4.42%		

Vote: C21 Healthy Borough

Expenditure	0	0	0			0	0		0.00%	
Net Expenditure	0	0	0	0	0	0	0	0.00%		

Vote: C54 One Tower Hamlets

Expenditure	703	703	1,027	45		1072	369		52.49%	Additional expenditure was required this resulted in the generation of additional income (all extra expenditure relates to third party payments)
Income	-157	-157	-558			-558	-401		255.41%	
Net Expenditure	546	546	469	45	0	514	-32	-5.86%		

Net Expenditure 2,095 2,108 1,912 95 0 2,007 -101 -4.79%

Net Expenditure Fund Type: GEN 8,610 9,442 9,143 255 0 9,399 -46 -0.49%

Net Expenditure for Directorate of Law, Probity and Governance 8,610 9,442 9,141 255 0 9,399 -46 -0.49%

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Corporate Monthly Budget Monitoring		Budget Original	Budget	Actuals	Contribution to Reserve	Drawdown from Reserve	Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Communities & Localities	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Fund Type: CPK Controlled Parking										
Service Area: CPR Public Realm										
Vote: E24 Parking Control										
	Expenditure	6,917	7,840	8,181	7,894		16,075	8,235	105.04%	Demand led - Increase in expenditure
	Income	-6,917	-7,840	-16,077			-16,077	-8,237	105.07%	Demand led - Increase in income
	Net Expenditure	0	-0	-7,896	7,894	0	-2	-2	0.00%	
Net Expenditure		0	-0	-7,896	7,894	0	-2	-2	0.00%	
Net Expenditure Fund Type: CPK		0	-0	-7,896	7,894	0	-2	-2	0.00%	
Fund Type: GEN General Fund Account										
Service Area: CAL Cultural Services										
Vote: E40 Divisional Management										
	Expenditure	112	113	123			123	10	9.09%	
	Income	-112	-113	-123			-123	-10	9.09%	
	Net Expenditure	0	0	0	0	0	0	0	0.00%	
Vote: E41 Idea Stores										
	Expenditure	7,971	9,080	9,312			9,312	232	2.56%	Increased employee costs
	Income	-1,330	-1,330	-1,348			-1,348	-18	1.37%	
	Net Expenditure	6,641	7,750	7,964	0	0	7,964	214	2.76%	
Vote: E42 Sports & Physical Activity										
	Expenditure	3,564	4,548	4,530			4,530	-18	-0.41%	GLL profit share
	Income	-339	-1,271	-1,502			-1,502	-231	18.22%	
	Net Expenditure	3,225	3,278	3,028	0	0	3,028	-250	-7.62%	
Vote: E43 Parks & Open Spaces										
	Expenditure	2,741	2,834	2,892			2,892	58	2.04%	
	Income	-576	-496	-456			-456	40	-8.06%	
	Net Expenditure	2,165	2,338	2,436	0	0	2,436	98	4.18%	
Vote: E44 Arts & Events										
	Expenditure	2,168	2,239	2,348			2,348	109	4.87%	
	Income	-1,104	-960	-904	2	-110	-1,012	-52	5.42%	
	Net Expenditure	1,063	1,279	1,444	2	-110	1,336	57	4.46%	
Vote: E45 Mile End Park										
	Expenditure	701	703	671			671	-32	-4.49%	
	Income	-701	-703	-671			-671	32	-4.49%	
	Net Expenditure	0	0	0	0	0	0	-0	0.00%	
Vote: E47 Lifelong Learning										
	Expenditure	4,495	4,571	4,764			4,764	193	4.23%	Additional ICT costs / Additional FSA
	Income	-3,265	-3,265	-3,282			-3,282	-17	0.52%	Grant commitment
	Net Expenditure	1,230	1,306	1,482	0	0	1,482	176	13.49%	
Vote: E48 Community Languages Services										
	Expenditure	1,082	1,074	1,138			1,138	64	5.92%	
	Income	-306	-306	-313			-313	-7	2.15%	
	Net Expenditure	776	768	825	0	0	825	57	7.42%	
Net Expenditure		15,100	16,719	17,179	2	-110	17,071	352	2.10%	

Corporate Monthly Budget Monitoring		Budget Original	Budget	Actuals	Contribution to Reserve	Drawdown from Reserve	Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Communities & Localities	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: CMS CLC Management & Support										
Vote: E01 Management & Support										
	Expenditure	3,415	3,576	3,491			3,491	-85	-2.37%	
	Income	-3,415	-3,576	-3,491			-3,491	85	-2.37%	
	Net Expenditure	0	-0	0	0	0	0	0	0%	
Vote: E02 Olympics										
	Expenditure	0	0	0	0	0	0	0	0.00%	
	Income	0	0	0	0	0	0	0	0.00%	
	Net Expenditure	0	0	0	0	0	0	0	0.00%	
	Net Expenditure	0	-0	0	0	0	0	0	0.00%	
Service Area: CPR Public Realm										
Vote: E10 Public Realm M & A										
	Expenditure	363	367	370			370	3	0.91%	
	Income	-363	-367	-370			-370	-3	0.91%	
	Net Expenditure	0	0	0	0	0	0	-0	-100.00%	
Vote: E12 Transportation & Highways										
	Expenditure	10,620	12,373	12,380			12,380	7	0.06%	
	Income	-4,292	-5,869	-4,426		-1,383	-5,809	60	-1.02%	
	Net Expenditure	6,328	6,504	7,954	0	-1,383	6,571	67	1.03%	
Vote: E15 Clean and Green										
	Expenditure	33,094	34,658	34,870			34,870	212	0.61%	Increase in quantity of variable waste
	Income	-8,464	-8,232	-8,060		-135	-8,195	37	-0.45%	
	Net Expenditure	24,630	26,426	26,810	0	-135	26,675	249	0.94%	
Vote: E16 Waste Strategy, Policy and Procurement										
	Expenditure	153	154	138			138	-16	-10.39%	
	Income	0	0	-6			-6	-6	0.00%	
	Net Expenditure	153	154	132	0	0	132	-22	-14.29%	
Vote: E23 Concessionary Fares										
	Expenditure	8,509	9,021	9,006			9,006	-15	-0.17%	
	Income	0	0	0			0	0	0.00%	
	Net Expenditure	8,509	9,021	9,006	0	0	9,006	-15	-0.17%	
Vote: E30 Fleet Management										
	Expenditure	963	1,735	2,344			2,344	609	35.09%	Demand led - Increase in expenditure
	Income	-963	-1,735	-2,370			-2,370	-635	36.59%	Demand led - Increase in income
	Net Expenditure	-0	0	-26	0	0	-26	-26	0%	
Vote: E31 Passenger Transport										
	Expenditure	4,981	4,981	4,754			4,754	-227	-4.55%	Demand led - Increase in expenditure
	Income	-4,981	-4,981	-4,743			-4,743	237	-4.77%	Demand led - Increase in income
	Net Expenditure	-0	-0	11	0	0	11	11	0.00%	
Vote: E32 DSO Vehicle Workshop										
	Expenditure	486	486	455			455	-31	-6.43%	
	Income	-486	-486	-438			-438	48	-9.91%	
	Net Expenditure	0	0	17	0	0	17	17	0.00%	
	Net Expenditure	39,619	42,105	43,904	0	-1,518	42,386	281	0.67%	

Corporate Monthly Budget Monitoring		Budget Original	Budget	Actuals	Contribution to Reserve	Drawdown from Reserve	Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Communities & Localities	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: CSC Safer Communities										
Vote: E21 Trading Standards										
	Expenditure	0	0	-0	0	0	0	-0	0.00%	
	Income	0	0	0	0	0	0	0	0.00%	
	Net Expenditure	0	0	-0	0	0	-0	-0	0.00%	
Vote: E80 Safer Communities Management										
	Expenditure	154	230	275			275	45	19.59%	
	Income	-395	-155	-201			-201	-46	29.72%	
	Net Expenditure	-242	75	74	0	0	74	-1	-1.33%	
Vote: E81 Comm Safety Partnership, DV&HC										
	Expenditure	2,262	2,769	2,605	70		2,675	-94	-3.40%	
	Income	-133	-325	-262			-262	63	-19.32%	
	Net Expenditure	2,129	2,444	2,343	70	0	2,413	-31	-1.28%	
Vote: E83 Enforcement & Intervention										
	Expenditure	2,960	3,032	3,032	290		3,322	290	9.57%	CCTV maintenance expenditure and demand led minor works
	Income	-184	-184	-420			-420	-236	128.51%	Income to offset additional expenditure
	Net Expenditure	2,777	2,848	2,612	290	0	2,902	54	1.89%	
Vote: E84 Drugs and Alcohol Action Team										
	Expenditure	10,368	10,693	9,864	222		10,086	-607	-5.68%	Underspend due to reduction in service led demand
	Income	-8,846	-9,501	-9,298			-9,298	203	-2.14%	Reduction in income due to service led demand
	Net Expenditure	1,522	1,192	566	222	0	788	-404	-33.87%	
Vote: E85 Env Commercial Services										
	Expenditure	3,892	3,764	3,695			3,695	-69	-1.84%	
	Income	-1,252	-1,252	-1,289			-1,289	-37	2.98%	
	Net Expenditure	2,641	2,513	2,406	0	0	2,406	-107	-4.25%	
Vote: E86 Env Health Protection										
	Expenditure	4,441	4,242	4,252			4,252	10	0.24%	
	Income	-1,040	-1,050	-1,168			-1,168	-118	11.26%	Additional Crossrail income
	Net Expenditure	3,401	3,192	3,084	0	0	3,084	-108	-3.38%	
Vote: E87 Youth & Connexions Service										
	Expenditure	8,189	8,852	8,696	114		8,810	-42	-0.48%	
	Income	214	-559	-551			-551	8	-1.36%	
	Net Expenditure	8,403	8,294	8,145	114	0	8,259	-35	-0.42%	
	Net Expenditure	20,631	20,558	19,230	696	0	19,926	-632	-3.07%	
Service Area: CSI Service Integration										
Vote: E71 Service Integration										
	Expenditure	354	270	274			274	4	1.48%	
	Income	0	0	-4			-4	-4	0.00%	
	Net Expenditure	354	270	270	0	0	270	0	0.00%	
	Net Expenditure	354	270	270	0	0	270	0	0.00%	

Corporate Monthly Budget Monitoring		Budget Original	Budget	Actuals	Contribution to Reserve	Drawdown from Reserve	Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Communities & Localities	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: EXC4 Excluded - COM										
Vote: EXC4 Excluded - COM										
	Expenditure	0	0	0	0	0	0	-0	-100.00%	
	Net Expenditure	0	0	0	0	0	0	-0	-100.00%	
	Net Expenditure	0	0	0	0	0	0	-0	-100.00%	
Net Expenditure Fund Type: GEN		75,704	79,652	80,583	698	-1,628	79,653	1	0.00%	
Fund Type: STR Street Trading Accounts										
Service Area: CSC Safer Communities										
Vote: E82 Street Trading Account										
	Expenditure	2,314	2,314	2,420			2420	106	4.58%	Additional staffing cost/Bad Debt
	Income	-2,314	-2,314	-2,389		-31	-2420	-106	4.58%	Increase Income
	Net Expenditure	-0	0	31	0	-31	0	-0	-100.00%	
	Net Expenditure	-0	0	31	0	-31	0	-0	-100.00%	
Net Expenditure Fund Type: STR		-0	0	31	0	-31	0	-0	-100.00%	
Net Expenditure for Communities & Localities		75,704	79,652	72,718	8,592	-1,659	79,652	-0	0.00%	

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Corporate Monthly Budget Monitoring		Original Budget	Budget Current	Actuals	Contribution to Reserve	Drawdown from Reserve	Outturn	Variance	Comments
March 2014	Corporate Cost and Central Items	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Fund Type: GEN General Fund Account									
Service Area: COR Corporate Costs									
Vote: R88 Financial Strategy Team									
	Capital Expenditure	5,617	5,998	0			0	-5,998	
	Expenditure	17,728	13,595	3,576	15,307		18,883	5,288	
	Income	-2,545	-2,545	-2,395			-2,395	150	
	Net Expenditure	20,800	17,048	1,181	15,307	0	16,488	5,438	
	Net Expenditure	20,800	17,048	1,181	15,307	0	16,488	-560	
Service Area: CTR Central Items									
Vote: CEN Central Items									
	Balance Sheet	-51,563	-65,951	-78,879			-74,979	-9,028	
	Net Expenditure	-51,563	-65,951	-78,879	0	0	-74,979	-9,028	
	Net Expenditure	-51,563	-65,951	-78,879	0	0	-74,979	-9,028	
Net Expenditure Fund Type: GEN		-30,763	-48,903	-77,698	15,307	0	-58,491	-9,588	
Net Expenditure for Corporate Cost and Central Items		-30,763	-48,903	-77,698	15,307	0	-58,491	-9,588	

Corporate Monthly Budget Monitoring		Budget Original	Budget	Actuals	Contribution to Reserve	Drawdown from Reserve	Revised Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Development & Renewal	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Fund Type: GEN General Fund Account										
Service Area: JAM Corporate Property & Capital Delivery										
Vote: J16 Corporate Property										
	Expenditure	1,640	1,892	2,119			2,119	227	12.00%	One off costs re: SPLASH and right to buy valuations funded by reserves and recharged to HRA and financed by reserve
	Income	-591	-591	-583		-207	-790	-199	33.67%	additional - income to finance one off spend
	Net Expenditure	1,049	1,301	1,536	0	-207	1,329	28	2.15%	
Vote: J30 Capital Delivery										
	Expenditure	986	1,001	2,269			2,269	1,268	126.72%	PFI contracts payments - recovered via recharge to schools , reflected in the additional income
	Income	-898	-896	-2,245			-2,245	-1,349	150.56%	
	Net Expenditure	87	105	24	0	0	24	-81	-76.74%	
Vote: J32 Administrative Buildings										
	Expenditure	14,488	14,474	16,796			16,796	2,322	16.04%	FM support services recharges -on trading accounts
	Income	-18,289	-14,474	-16,794			-16,794	-2,320	16.03%	Additional income re: Photocopying and FM recharges to services
	Net Expenditure	-3,801	0	2	0	0	2	2	0.00%	
Vote: J34 Depots										
	Expenditure	221	234	589			589	355	151.57%	Depot costs recovered via recharges - roll forward budget is lower than actual costs
	Income	-375	-234	-589			-589	-355	151.57%	Additional income recovered via recharges
	Net Expenditure	-154	0	0	0	0	0	0	0.00%	
Vote: h97										
	Expenditure	740	806	3,005			3,005	2,199	272.83%	Related to Building and Technical service - non-structural works carried out on behalf of schools, used as holding code
	Income	-740	-740	-3,041	35		-3,006	-2,266	306.22%	Income recovered from schools - no budget provision is made; cost centre in this vote head used as holding code.
	Net Expenditure	0	66	-36	35	0	-1	-67	-101.59%	
	Net Expenditure	-2,819	1,472	1,527	35	-207	1,354	-118		
Service Area: JEE Economic Development										
Vote: J18 Olympic Legacy										
	Expenditure	0	18	125			125	107	594.44%	Community faith building project staff funded by reserves
	Income	0	0	-35		-69	-104	-104	0.00%	Community faith building reserves - drawdown to finance staff costs
	Net Expenditure	0	18	90	0	-69	21	3	19.12%	

Corporate Monthly Budget Monitoring		Budget Original	Budget	Actuals	Contribution to Reserve	Drawdown from Reserve	Revised Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Development & Renewal	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Vote: J24 Economic Development										
	Expenditure	3,180	3,837	3,791		0	3,791	-46	-1.20%	Project staff costs - funded by reserves
	Income	-1,518	-1,518	-1,157		-273	-1,430	88	-5.80%	Drawdown from the reserves to fund: working start programme activities
	Net Expenditure	1,662	2,319	2,634	0	-273	2,361	42	1.81%	
	Net Expenditure	1,662	2,337	2,724	0	-342	2,382	45	1.94%	
Service Area: JES Resources										
Vote: J08 Programmes & Projects Funding										
	Expenditure	0	7	906			906	899	12842.86%	One off project costs - (mayoral priorities) funded by PDG reserves and recharges to capital scheme
	Income	0	0	-266		-633	-899	-899	0.00%	Additional income : reserves and recharges to capital - to fund one off project costs
	Net Expenditure	-0	7	640	0	-633	7	-0	-2.00%	
Vote: J12 Resources										
	Expenditure	2,132	2,231	2,470			2,470	239	10.71%	One off project staff costs - funded by recharge to HRA and capital and s106
	Income	-546	-536	-763		-474	-1,237	-701	130.78%	Additional recharges to HRA to finance one off project staff costs
	Net Expenditure	1,586	1,695	1,707	0	-474	1,233	-462	-27.26%	
Vote: J14 Management & Support Services										
	Balance Sheet	0	0	0			0	0	0.00%	
	Expenditure	216	589	586			586	-3	-0.51%	
	Income	1,570	-61	5			5	66	-107.53%	
	Net Expenditure	1,786	528	591	0	0	591	63	11.85%	
Vote: J48 Third Sector Team										
	Expenditure	2,401	2,571	3,055			3,055	484	18.83%	Community chest grants and events payments, EU funded project costs - funded by reserves and grant income - reflected in the income below
	Income	-50	-50	-105			-105	-55	110.00%	Reserve and grants drawdown to fund project
	Net Expenditure	2,351	2,521	2,950	0	0	2,950	429	17.02%	
	Net Expenditure	5,724	4,751	5,887	0	-1,107	4,780	29	0.62%	

Corporate Monthly Budget Monitoring		Budget Original	Budget	Actuals	Contribution to Reserve	Drawdown from Reserve	Revised Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Development & Renewal	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	

Service Area: JHO Housing Options

Vote: J26 Lettings

Expenditure	2,101	2,442	2,436			2,436	-6	-0.25%
Income	-1,015	-1,456	-1,446			-1,446	10	-0.69%
Net Expenditure	1,085	986	990	0	0	990	4	0.41%

Vote: J40 Homelessness

Expenditure	32,907	32,631	35,545			35,545	2,914	8.93%	Additional payments - due to welfare reform (discretionary payments - funded by one off reserves), increase in bad debts provision
Income	-29,120	-29,068	-31,991			-31,991	-2,923	10.06%	
Net Expenditure	3,788	3,563	3,554	0	0	3,554	-9	-0.25%	

Net Expenditure	4,873	4,549	4,544	0	0	4,544	-5	-0.11%	
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Service Area: JPB Service Planning & Building Control

Vote: J04 BC Revenue

Expenditure	559	659	660			660	1	0.15%
Income	-340	-340	-250			-250	90	-26.47%
Net Expenditure	219	319	410	0	0	410	91	28.53%

Vote: J06 Development Management

Expenditure	1,631	2,300	2,862			2,862	562	24.43%	Additional support services costs and viability assessment costs - will be recouped from the developer in 14/15
Income	-1,870	-1,870	-2,549			-2,549	-679	36.31%	Increase in planning fee income and pre-application - during the year - £583h increase in Planning & Pre-apps income
Net Expenditure	-238	430	313	0	0	313	-117	-27.21%	

Vote: J44 Application Support

Expenditure	548	631	885			885	254	40.25%	Additional recharges - for support services
Income	-706	-706	-955			-955	-249	35.27%	Increase in land charges income
Net Expenditure	-158	-75	-70	0	0	-70	5	-6.67%	

Vote: J45 Planning, Other Projects

Expenditure	0	0	3,423			3,423	3,423	0.00%	CIL payments to TFL - using this as holding - transferred to balance sheet
Income	0	0	-3,356		-67	-3,423	-3,423	0.00%	CIL income - transferred to balance sheet
Net Expenditure	0	0	67	0	-67	0	0	0.00%	

Vote: J46 Strategic Planning

Expenditure	1,645	1,390	1,387			1,387	-3	-0.22%
Income	-15	-15	-11			-11	4	-26.67%
Net Expenditure	1,630	1,375	1,376	0	0	1,376	1	0.07%

Vote: J47 PBC Service Management

Expenditure	383	421	429			429	8	1.90%
Income	-48	-48	-48			-48	0	0.00%
Net Expenditure	335	373	381	0	0	381	8	2.14%

Corporate Monthly Budget Monitoring		Budget Original	Budget	Actuals	Contribution to Reserve	Drawdown from Reserve	Revised Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Development & Renewal	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Vote: J49 Infrastructure Planning										
	Expenditure	386	433	352			352	-81	-18.71%	
	Income	-366	-366	-288			-288	78	-21.31%	
	Net Expenditure	20	67	64	0	0	64	-3	-4.48%	
Vote: h98 Local Land Charges Trading A/c										
	Expenditure	0	0	0			0	0	0.00%	
	Income	0	0	0			0	0	0.00%	
	Net Expenditure	0	0	0	0	0	0	0	0.00%	
Vote: h99 Building Control Trading A/c										
	Expenditure	871	955	713			714	-241	-25.24%	Underspend on staff due to unfilled posts - to reflect the decrease income/trading activities
	Income	-871	-982	-758	44		-714	268	-27.29%	Actual income lower than the target - competitive market BC trading income declined during the year. Costs was managed to reflect the decline in income, in overall service made surplus of £44h transferred to reserve
	Net Expenditure	0	-27	-45	44	0	0	27	-100.00%	
	Net Expenditure	1,808	2,462	2,496	44	-67	2,474	12	0.50%	
Service Area: JRS Regen Strategy and Sustainability										
Vote: J20 Strategy Regen Sustainability										
	Expenditure	7,457	5,872	3,570	2,426		5,996	124	2.11%	New home bonus within GF target- corporate finance to transfer £2.4m to reserve
	Income	-1,737	-1,737	-2,079	241		-1,838	-101	5.81%	Carbon Reduction money received from DSG - transferred to corporate earmarked reserves
	Net Expenditure	5,720	4,135	1,491	2,667	0	4,158	23	0.56%	
Vote: J22 Housing Regeneration										
	Expenditure	457	515	674			675	160	31.07%	
	Income	-509	-511	-766	101		-665	-154	30.14%	
	Net Expenditure	-52	4	-92	101	0	10	6	150.00%	
	Net Expenditure	5,669	4,139	1,399	2,768	0	4,168	29	0.70%	
Net Expenditure Fund Type: GEN		16,917	19,710	18,578	2,847	-1,723	19,703	-7	0	
Net Expenditure for Development & Renewal		16,917	19,710	18,578	2,847	-1,723	19,703	-7	0	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Actuals	Contribution to Reserve	Drawdown from Reserve	Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Fund Type: DSG Dedicated Schools Grant										
Service Area: GLA Learning & Achievement										
Vote: G17 Support For Learning Serv DSG										
	Expenditure	3,763	3,848	3,687			3,687	-161	-4.18%	Lower than expected Supply & Service costs & new budget for Auxiliaries could only spend half budget due to delays in service.
	Income	-999	-999	-966			-966	33	-3.29%	
	Net Expenditure	2,764	2,849	2,721	0	0	2,721	-128	-4.50%	
Vote: H10 Learning & Achiev'm't M & A DSG										
	Expenditure	892	892	892			892	0		
	Net Expenditure	892	892	892	0	0	892	0	0.00%	
Vote: H11 Early Years Service DSG										
	Expenditure	26,827	26,827	22,401			22,401	-4,426	-16.50%	Lower than expected take up of two year old places & place number availability.
	Income	0	0	0			0	0	0.00%	
	Net Expenditure	26,827	26,827	22,401	0	0	22,401	-4,426	-16.50%	
Vote: H16 Special Educ Needs DSG										
	Expenditure	30,527	30,527	32,194			32,194	1,667	5.46%	
	Income	0	0	-2,537			-2,537	-2,537	0.00%	
	Net Expenditure	30,527	30,527	29,657	0	0	29,657	-870	-2.85%	
Vote: H18 Educ Psychology Serv DSG										
	Expenditure	188	188	188			188	0	0.00%	
	Net Expenditure	188	188	188	0	0	188	0	0.00%	
Vote: H78 Pupil Admissions & Excl DSG										
	Expenditure	4,318	4,374	2,962			2,962	-1,412	-32.28%	
	Income	-766	-911	-257			-257	654	-71.79%	
	Net Expenditure	3,552	3,463	2,705	0	0	2,705	-758	-21.89%	
	Net Expenditure	64,749	64,745	58,563	0	0	58,563	-6,182	-9.55%	
Service Area: GRE ESCW Resources										
Vote: H68 Ext Fund - Dedicated Sch Grant										
	Income	-316,743	-305,253	-298,819			-298,819	6,434	-2.11%	
	Net Expenditure	-316,743	-305,253	-298,819	0	0	-298,819	6,434		
Vote: H79 ESCW Resources DSG M & A										
	Expenditure	1,053	1,053	1,317			1,317	264	25.02%	Carbon reduction contribution from DSG (£266k)
	Net Expenditure	1,053	1,053	1,317	0	0	1,317	264		
Vote: H83 ESCW Human Resources DSG										
	Expenditure	1,399	1,399	1,695			1,695	296	21.16%	Includes Teachers Pension arrears of £146k ; balance of variance not transferred to Gen Fund as in previous years
	Income	0	0	8			8	8	0.00%	
	Net Expenditure	1,399	1,399	1,703	0	0	1,703	304	21.73%	
	Net Expenditure	-314,291	-302,800	-295,799	0	0	-295,799	7,001	-2.31%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Actuals	Contribution to Reserve	Drawdown from Reserve	Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: GSC Childrens Social Care										
Vote: H55 Children Looked After DSG										
	Expenditure	289	433	381			381	-52	-12.10%	
	Income	0	0	11			11	11	0.00%	
	Net Expenditure	289	433	392	0	0	392	-41	-9.57%	
Vote: H62 Attendance & Welfare Service										
	Expenditure	55	55	55	0	0	55	0	0.00%	
	Net Expenditure	55	55	55	0	0	55	0	0.00%	
	Net Expenditure	344	488	447	0	0	447	-41	-8.49%	
Service Area: GSH Schools										
Vote: G02 Pre-Primary Schools DSG										
	Balance Sheet	0	0	0						
	Expenditure	380	5,084	5,209			5,209	125	2.46%	
	Income	-43	-4,747	-5,154			-5,154	-407	8.57%	
	Net Expenditure	337	337	55	0	0	55	-282	-83.68%	
Vote: G04 Primary Schools DSG										
	Balance Sheet	0	0	0						
	Expenditure	145,793	159,903	166,997			166,997	7,094	4.44%	
	Income	-11,411	-31,110	-39,439			-39,439	-8,329	26.77%	
	Net Expenditure	134,381	128,793	127,558	0	0	127,558	-1,235	-0.96%	
Vote: G06 Secondary Schools DSG										
	Balance Sheet	0	0	0						
	Expenditure	115,274	131,027	135,350			135,350	4,323	3.30%	
	Income	-7,943	-33,531	-37,612			-37,612	-4,081	12.17%	
	Net Expenditure	107,330	97,496	97,738	0	0	97,738	242	0.25%	
Vote: G08 Special Schools DSG										
	Balance Sheet	0	0	0						
	Expenditure	5,311	13,790	15,656			15,656	1,866	13.53%	
	Income	-222	-9,261	-10,637			-10,637	-1,376	14.86%	
	Net Expenditure	5,089	4,529	5,019	0	0	5,019	490	10.82%	
Vote: G29 Pupil Referral Unit										
	Balance Sheet	0	0	0						
	Expenditure	2,060	5,075	4,714			4,714	-361	-7.11%	
	Income	0	0	367			367	367	0.00%	
	Net Expenditure	2,060	5,075	5,081	0	0	5,081	6	0.12%	
Vote: H04 Primary Academies										
	Expenditure	0	1,216	1,219			1,219	3	0.26%	
	Net Expenditure	0	1,216	1,219	0	0	1,219	3	0.26%	
Vote: H06 Secondary Academies										
	Expenditure	0	122	119			119	-3	-2.55%	
	Net Expenditure	0	122	119	0	0	119	-3	-2.55%	
	Net Expenditure	249,198	237,567	236,789	0	0	236,789	-778	-0.33%	
Net Expenditure Fund Type: DSG		0	0	-0	0	0	-0	-1	-143.59%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Actuals	Contribution to Reserve	Drawdown from Reserve	Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	

Fund Type: GEN General Fund Account

0.00%

Service Area: ACS Commissioning & Health

0.00%

Vote: A05 Carers Grant

Expenditure	1,093	1,195	793			794	-401	-33.56%	No Spend against Respite Care Budget in 13/14 which is to be re-allocated to shared life respite project subject to DMT Approval. Also, Underspend on Carers Centre Adult Services in 13/14 mainly due to new contract arrangements.
Income	0	-100	-100			-100	0	0.00%	
Net Expenditure	1,093	1,095	693	0	0	694	-401	-36.62%	

Vote: A41 Personalisation

Expenditure	0	0	0			0	0	0.00%	
Net Expenditure	0	0	0	0	0	0	0	0.00%	

Vote: A42 Older People Commissioning

Expenditure	26,087	26,859	26,345			26,345	-514	-1.91%	
Income	-4,504	-4,504	-3,445			-3,445	1,059	-23.51%	
Net Expenditure	21,583	22,355	22,900	0	0	22,900	545	2.44%	

Vote: A43 Learning Disabilities Commissioning

Expenditure	20,771	21,005	24,082			24,082	3,077	14.65%	
Income	-1,875	-1,875	-463			-463	1,412	-75.31%	
Net Expenditure	18,895	19,129	23,619	0	0	23,619	4,490	23.47%	

Vote: A44 Mental Health Commissioning

Expenditure	8,687	9,095	9,476			9,476	381	4.19%	
Income	-1,862	-2,509	-1,766			-1,766	743	-29.61%	
Net Expenditure	6,825	6,586	7,710	0	0	7,710	1,124	17.07%	

Vote: A45 Physical Disabilities Commissioning

Expenditure	7,547	7,757	9,135			9,135	1,378	17.77%	
Income	-1,667	-1,857	-1,020			-1,020	837	-45.08%	
Net Expenditure	5,880	5,900	8,115	0	0	8,115	2,215		

Vote: A46 HIV Commissioning

Expenditure	216	218	46			46	-172	-78.90%	
Income	0	0	-55			-55	-55	0.00%	
Net Expenditure	216	218	-9	0	0	-9	-227	-104.13%	

Vote: A47 Access to Resources

Expenditure	1,021	1,428	1,526			1,526	98	6.90%	
Income	0	-150	-150			-150	0	0.00%	
Net Expenditure	1,021	1,278	1,376	0	0	1,376	98	7.71%	

Vote: A48 Strategic Commissioning

Expenditure	482	1,981	834			834	-1,147	-57.90%	
Income	-96	-656	-244			-244	412	-62.80%	
Net Expenditure	386	1,325	590	0	0	590	-735	-55.48%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Actuals	Contribution to Reserve	Drawdown from Reserve	Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Vote: A50 Supporting People										
	Expenditure	13,374	14,481	13,893			13,893	-588	-4.06%	
	Income	-25	-25	-25			-25	-0	0.40%	
	Net Expenditure	13,349	14,456	13,868	0	0	13,868	-588	-4.07%	
Vote: A53 Commissioning & Strategy Divn M&A										
	Expenditure	287	411	316			316	-95	-23.08%	
	Income	0	-100	-20			-20	80	-80.00%	
	Net Expenditure	287	311	296	0	0	296	-15	-4.76%	
Vote: A59 Corporate Services										
	Expenditure	144	847	628			628	-219	-25.84%	Underspend due to under-usage of full allocated S256 Budget in 13/14
	Income	0	-250	-86			-86	164	-65.60%	
	Net Expenditure	144	597	542	0	0	542	-55	-9.18%	
Vote: G67 Commissioned Services										
	Expenditure	1,799	1,861	2,082			2,082	222	11.91%	
	Income	-472	-550	-495			-495	55	-9.95%	
	Net Expenditure	1,327	1,311	1,587	0	0	1,587	276	21.07%	
	Net Expenditure	71,006	74,560	81,287	0	0	81,288	6,728	9.02%	
Service Area: APH Public Health										
Vote: A51 Public Health										
	Expenditure	30,752	30,796	28,176	2,769		30,945	149	0.48%	Variance is due to non-expenditure of the full allocated Public Health grant as projected service costs invoiced by third parties are demand-driven.
	Income	0	-44	-201			-201	-156	351.95%	Additional unbudgeted income towards public health services received from GLA for the Well London project and from GLA for Portas Pilot town market projects
	Net Expenditure	30,752	30,752	27,975	2,769	0	30,744	-8	-0.02%	
	Net Expenditure	30,752	30,752	27,975	2,769	0	30,744	-8	-0.02%	
Service Area: ASC Adults Social Care										
Vote: A02 Disabilities & Health Divn M&A										
	Expenditure	167	2,220	364			364	-1,856	-83.62%	S256 Funding unspent in A02 but earmarked for Risk Management in other ASC Votes.
	Income	0	-552	-50			-50	502	-90.94%	
	Net Expenditure	167	1,668	314	0	0	314	-1,354	-81.19%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Actuals	Contribution to Reserve	Drawdown from Reserve	Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Vote: A08 Older People Mental Health										
	Expenditure	361	558	480			480	-78	-13.98%	
	Income	0	-150	-32			-32	118	-78.67%	
	Net Expenditure	361	408	448	0	0	448	40	9.79%	
Vote: A09 Older People A&C Mgmt										
	Expenditure	0	0	0			0	0	0.00%	
	Net Expenditure	0	0	0	0	0	0	0		
Vote: A12 Phys Disabilities and Assessments										
	Expenditure	0	0	0			0	0	0.00%	
	Net Expenditure	0	0	0	0	0	0	0		
Vote: A13 Learning Disabilities Sub Divi										
	Expenditure	78	93	114			114	22	23.29%	
	Income	-35	-35	-35	0	0	-35	0	0.00%	
	Net Expenditure	43	58	79	0	0	79	22		
Vote: A14 Learning Disabilities A&C Mgmt										
	Expenditure	808	1,937	1,266			1,266	-671	-34.63%	
	Income	-79	-499	-488			-488	11	-2.17%	
	Net Expenditure	729	1,438	778	0	0	778	-660	-45.90%	
Vote: A15 Occupational Therapy Pooled										
	Expenditure	411	492	406			406	-86	-17.41%	
	Income	0	-50	0			0	50	-100.00%	
	Net Expenditure	411	442	406	0	0	406	-36	-8.06%	
Vote: A16 Community Equipment Pooled										
	Expenditure	888	1,366	910			910	-457	-33.42%	Budget underspend reflecting non-usage of the allocated S256 budget as the final spend was within the non-S256 pooled budget in 2013/14
	Income	0	-130	0			0	130	-100.00%	
	Net Expenditure	888	1,236	910	0	0	910	-327	-26.41%	
Vote: A19 Adult Protection										
	Expenditure	314	393	330			330	-63	-15.93%	
	Income	-38	-78	-41			-41	37	-47.44%	
	Net Expenditure	276	315	289	0	0	289	-26	-8.12%	
Vote: A23 Mental Health Sub Div M&A										
	Expenditure	87	97	101			101	4	3.94%	
	Income	-90	-90	0			0	90	-100.00%	
	Net Expenditure	-3	7	101	0	0	101	94	1382.70%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Actuals	Contribution to Reserve	Drawdown from Reserve	Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Vote: A24 Area Mental Health Teams										
	Expenditure	2,382	2,709	2,832			2,832	123	4.52%	Efficiency savings have impacted negatively such that the CMHT budgets are now not aligned to the actual cost of delivering the service.
	Income	-277	-327	-252			-252	75	-22.84%	
	Net Expenditure	2,105	2,383	2,580	0	0	2,580	197	8.27%	
Vote: A25 Mental Health Day Centres										
	Balance Sheet	0	0	-1			-1	-1		
	Expenditure	458	510	487			487	-24	-4.62%	
	Income	-11	-7	-2			-2	4	-68.15%	
	Net Expenditure	447	504	484	0	0	484	-20	-3.98%	
Vote: A30 Adults Resources Sub Divn M&A										
	Expenditure	94	111	110			110	-1	-1.06%	
	Net Expenditure	94	111	110	0	0	110	-1	-1.06%	
Vote: A31 Phys Disabilities Establishm't										
	Expenditure	512	568	537			537	-31	-5.40%	
	Income	-1	-1	-3			-3	-2	228.20%	
	Net Expenditure	511	567	534	0	0	534	-33		
Vote: A32 Learning Disabilities D/Centre										
	Expenditure	401	405	427			427	23	5.59%	
	Income	-5	-5	0			0	5	-100.00%	
	Net Expenditure	396	400	427	0	0	427	27	6.83%	
Vote: A33 Older People Day Centres										
	Expenditure	1,535	1,863	1,766			1,766	-97	-5.18%	
	Income	-37	-158	-152			-152	6	-3.55%	
	Net Expenditure	1,498	1,705	1,614	0	0	1,614	-91	-5.33%	
Vote: A34 Home Care										
	Expenditure	4,033	4,773	4,394			4,394	-379	-7.93%	27 staff took ER/VR in 2013/14 thus contributing to the underspend. The service is earmarked to close in 2016 and is not taking on any new referrals.
	Income	0	0	-52			-52	-52	0.00%	
	Net Expenditure	4,033	4,773	4,342	0	0	4,342	-430	-9.02%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Actuals	Contribution to Reserve	Drawdown from Reserve	Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Vote: A37 Emergency Duty Social Work										
	Expenditure	343	394	505			505	111	28.27%	Cost pressures arising from the increased cost of single status enhancements alongside reduced budgets as part of the directorate efficiency programme.
	Income	-20	-20	-21			-21	-1	7.25%	
	Net Expenditure	323	374	484	0	0	484	110	29.39%	
Vote: A81 First Response										
	Expenditure	2,688	3,297	3,341			3,341	44	1.34%	
	Income	-142	-292	-211			-211	81	-27.67%	
	Net Expenditure	2,546	3,005	3,130	0	0	3,130	125	4.15%	
Vote: A82 Reablement										
	Expenditure	2,087	2,833	2,645			2,645	-188	-6.65%	Underspend has arisen due to vacancies being held in this Service. There has also been an effective managerial decision to drive down overtime and agency spend.
	Income	0	-203	-190			-190	13	-6.40%	
	Net Expenditure	2,087	2,630	2,455	0	0	2,455	-175	-6.67%	
Vote: A83 Long Term Support-Social Care										
	Expenditure	2,264	3,308	3,005			3,005	-302	-9.13%	Under utilisation of S256 funding
	Income	0	-350	-243			-243	107	-30.57%	Under utilisation of S256 funding
	Net Expenditure	2,264	2,958	2,762	0	0	2,762	-195		
Vote: A84 Long Term Support-OTs										
	Expenditure	887	1,023	1,058			1,058	35	3.44%	
	Net Expenditure	887	1,023	1,058	0	0	1,058	35	3.44%	
	Net Expenditure	20,064	26,003	23,305	0	0	23,305	-2,698	-10.38%	
Service Area: GDS ESCW Directors Services										
Vote: A55 Quality and Performance										
	Expenditure	710	910	826			826	-84	-9.28%	
	Income	0	-150	-94			-94	56	-37.33%	
	Net Expenditure	710	760	732	0	0	732	-28	-3.74%	
Vote: G37 YPC Management & Admin										
	Expenditure	90	-0	-0			-0	0	-50.00%	
	Net Expenditure	90	-0	-0	0	0	-0	0	-50.00%	
Vote: G65 Transformation Project										
	Expenditure	97	99	142			142	43	43.08%	
	Net Expenditure	97	99	142	0	0	142	43	43.08%	
Vote: G71 Strategy, Policy & Performance										
	Expenditure	816	722	744			744	22	3.04%	
	Income	-26	-26	-13			-13	13	-49.15%	
	Net Expenditure	790	696	731	0	0	731	35	4.98%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Actuals	Contribution to Reserve	Drawdown from Reserve	Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Vote: G74 Equalities Development										
	Expenditure	508	501	406			406	-95	-18.92%	
	Income	0	0	-1			-1	-1	0.00%	
	Net Expenditure	508	501	405	0	0	405	-96	-19.12%	
	Net Expenditure	2,195	2,057	2,010	0	0	2,010	-47	-2.28%	
Service Area: GLA Learning & Achievement										
Vote: G10 Learning & Achievement M & A GF										
	Expenditure	243	189	189			189	1	0.30%	
	Income	-160	-160	-160			-160	0	0.00%	
	Net Expenditure	83	29	29	0	0	29	1	2.00%	
Vote: G11 Early Years Service GF										
	Expenditure	2,213	2,114	1,692	111		1,803	-311	-14.71%	Expenditure lower due to unfilled vacancies and lower than anticipated take-up of grants offered to childcare providers
	Income	-659	-657	-616			-616	41	-6.27%	
	Net Expenditure	1,554	1,457	1,076	111	0	1,187	-270	-18.51%	
Vote: G12 Local Authority Day Nurseries										
	Balance Sheet	0	0	-0			-0	-0		
	Expenditure	2,923	2,919	2,897			2,897	-22	-0.76%	
	Income	-198	-198	-169			-169	29	-14.50%	
	Net Expenditure	2,725	2,721	2,728	0	0	2,728	6	0.24%	
Vote: G13 Childrens Centres										
	Expenditure	10,545	10,928	10,714	163		10,877	-51	-0.47%	
	Income	-86	-86	-39			-39	48	-55.28%	
	Net Expenditure	10,459	10,842	10,675	163	0	10,838	-3	-0.03%	
Vote: G14 School Improvement Primary										
	Expenditure	666	868	842	18		860	-8	-0.90%	
	Income	-476	-476	-468			-468	8	-1.74%	
	Net Expenditure	190	391	374	18	0	392	1	0.13%	
Vote: G16 Special Educational Needs GF										
	Expenditure	4,004	3,969	4,033			4,033	64	1.61%	
	Income	-116	-116	-125			-125	-9	8.05%	
	Net Expenditure	3,888	3,854	3,908	0	0	3,908	54	1.41%	
Vote: G18 Educational Psychology Serv GF										
	Expenditure	1,648	1,661	1,620			1,620	-41	-2.47%	
	Income	-854	-899	-880			-880	18	-2.03%	
	Net Expenditure	794	762	740	0	0	740	-23	-2.98%	
Vote: G19 Parental Engagement & Support										
	Balance Sheet	0	0				0	0	0.00%	
	Expenditure	1,879	1,595	1,705			1,705	110	6.91%	
	Income	-176	-176	-209		-77	-286	-110	62.57%	
	Net Expenditure	1,703	1,419	1,496	0	-77	1,419	0	0.00%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Actuals	Contribution to Reserve	Drawdown from Reserve	Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	

Vote: G20 School Governance & Information

Expenditure	528	535	639				639	104	19.37%	Demand lead service increased Income leads to increased Expenditure costs.
Income	-270	-270	-406				-406	-136	50.19%	Demand led service increased Income, higher than expected.
Net Expenditure	258	265	234	0	0	234	-32	-11.99%		

Vote: G26 School Improvement Secondary

Balance Sheet	0	0					0	0		
Expenditure	2,421	2,401	2,232	295			2,527	126	5.24%	MEA & MHEA award take up lower than expected. Demand led service.
Income	-952	-952	-1,079				-1,079	-127	13.32%	
Net Expenditure	1,468	1,449	1,153	295	0	1,448	-1	-0.07%		

Vote: G30 Arts & Music Service

Expenditure	1,371	1,477	1,476				1,476	-1	-0.09%	
Income	-1,228	-1,421	-1,420				-1,420	1	-0.10%	
Net Expenditure	143	56	56	0	0	56	0	0.06%		

Vote: G41 Healthy Lives

Expenditure	475	480	460				460	-20	-4.12%	
Income	-318	-318	-295				-295	24	-7.43%	
Net Expenditure	157	162	165	0	0	165	4	2.41%		

Vote: G78 Pupil Admissions & Excls GF

Expenditure	910	920	960				960	41	4.46%	
Net Expenditure	910	920	960	0	0	960	41	4.46%		

Vote: H40 Careers Service

Expenditure	1,254	1,247	1,350				1,350	103	8.27%	Spend against other grants (Mayoral Funding and school SLAs)
Income	-340	-340	-431				-431	-91	26.60%	
Net Expenditure	914	907	920	0	0	920	13	1.39%		

Vote: H91 Schools Library Services & HEC

Expenditure	681	681	885				885	204	29.90%	Demand lead service increased Income leads to increased Expenditure costs.
Income	-681	-681	-885				-885	-204	29.96%	Demand led service increased Income, higher than expected.
Net Expenditure	0	0	-0	0	0	-0	-0	0.00%		

Net Expenditure 25,246 25,233 24,514 587 -77 25,024 -209 -0.83%

Service Area: GRE ESCW Resources

Vote: A58 Technical Resources

Balance Sheet	0	0	-0				-0	-0		
Expenditure	995	712	665				665	-47	-6.67%	
Income	-47	-47	-44				-44	3	-6.94%	
Net Expenditure	948	665	621	0	0	621	-44	-6.65%		

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Actuals	Contribution to Reserve	Drawdown from Reserve	Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Vote: A61 Business Support & Programme Management										
	Expenditure	49	852	179			179	-673	-78.98%	S256 underspend(442k winter pressures budget not used, staff vacancies, £100K requested to carry forward into 2014-15)
	Income	0	-370	-164			-164	206	-55.71%	S256 income drawn down matches expenditure
	Net Expenditure	49	482	15	0	0	15	-466	-96.86%	
Vote: A66 Learning and Development										
	Expenditure	557	601	421			421	-179	-29.83%	Over resourced for apprentice expenditure;
	Income	0	0	-0			-0	-0	0.00%	savings offered up
	Net Expenditure	557	601	421	0	0	421	-179	-29.84%	
Vote: A71 Finance Services										
	Expenditure	315	374	401			401	27	7.10%	
	Net Expenditure	315	374	401	0	0	401	27	7.10%	
Vote: A90 Support Services Holding A/c										
	Expenditure	3,857	0	0			0	0	0.00%	
	Net Expenditure	3,857	0	0	0	0	0	0	0.00%	
Vote: G70 Childrens Information Systems										
	Expenditure	518	616	792			792	176	28.59%	Extra Schools services launched incurring extra costs
	Income	-243	-243	-430			-430	-187	77.20%	Recovery of extra costs
	Net Expenditure	275	374	362	0	0	362	-11	-2.99%	
Vote: G72 Programme Management										
	Expenditure	369	543	347			347	-195	-36.02%	
	Income	0	-160	-101			-101	59	-36.88%	2 Staff left LBTH
	Net Expenditure	369	383	246	0	0	246	-136	-35.66%	
Vote: G75 IT Social Care										
	Expenditure	528	1,189	1,146			1,146	-43	-3.59%	
	Income	0	-250	-224			-224	26	-10.40%	
	Net Expenditure	528	939	922	0	0	922	-17	-1.78%	
Vote: G79 ESCW Resources GF M & A										
	Expenditure	229	237	264			264	26	10.98%	
	Income	-47	-47	-63			-63	-16	34.23%	
	Net Expenditure	182	190	200	0	0	200	10	5.24%	
Vote: G80 Information & Support Services										
	Expenditure	462	499	520			520	20	4.03%	
	Net Expenditure	462	499	520	0	0	520	20	4.03%	
Vote: G81 Building Dev & Tech Service										
	Expenditure	787	1,784	2,079			2,079	295	16.52%	
	Income	-97	-97	-171		-203	-374	-277	286.58%	
	Net Expenditure	690	1,687	1,908	0	-203	1,705	18	1.04%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Actuals	Contribution to Reserve	Drawdown from Reserve	Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Vote: G82 ESCW Finance										
	Expenditure	1,409	1,745	2,318	108		2,426	681	39.01%	Trading account costs (no budget), Maternity leave cover scheme, less effects of restructure
	Income	-222	-236	-991			-991	-755	319.51%	Maternity leave cover scheme SLA (no budget)
	Net Expenditure	1,188	1,509	1,327	108	0	1,435	-74	-4.90%	
Vote: G83 ESCW Human Resources GF										
	Expenditure	1,560	1,571	1,136			1,136	-435	-27.67%	Overspend in H83 normally transferred here; not done this year
	Income	0	0	-27			-27	-27	0.00%	Overspend in H83 normally transferred here; not done this year
	Net Expenditure	1,560	1,571	1,109	0	0	1,109	-462	-29.39%	
Vote: G86 Professional Dev Centre										
	Balance Sheet	0	0	0			0	0	0.00%	
	Expenditure	805	907	982			982	75	8.29%	
	Income	-618	-618	-342			-342	276	-44.63%	Less rooms available for hire due school moving into building and PDC relocation to new site
	Net Expenditure	187	289	640	0	0	640	351	121.33%	
Vote: G87 Contract Services										
	Balance Sheet	0	0	0			0	0		
	Expenditure	13,996	15,689	15,520			15,520	-169	-1.08%	In year budget revised to higher than expected expenditure incurred.
	Income	-13,996	-15,689	-15,520			-15,520	169	-1.08%	In year budget revised to higher than expected income rec'd..
	Net Expenditure	0	0	0	0	0	0	-0	-100.00%	
Vote: H82 Holding Account & Support Serv										
	Balance Sheet	0	0	-0			-0	-0		
	Expenditure	-221	793	2,399	665		3,064	2,271	286.49%	
	Income	-93	-93	-5,232			-5,232	-5,139	5517.59%	
	Net Expenditure	-314	700	-2,833	665	0	-2,168	-2,868	-410.00%	
Vote: H90 PFI										
	Expenditure	16,424	16,424	17,775			17,775	1,351	8.23%	Excess relates to works carried out to schools outside of the budgeted PFI contract and recovered directly from schools; no expenditure budget against this
	Income	-16,424	-16,424	-17,775			-17,775	-1,351	8.23%	PFI Grant and recoveries from schools matches expenditure
	Net Expenditure	0	0	0	0	0	0	0	0.00%	
	Net Expenditure	10,854	10,262	5,859	773	-203	6,429	-3,833	-37.35%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Actuals	Contribution to Reserve	Drawdown from Reserve	Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	

Service Area: GSC Childrens Social Care

Vote: G49 Childrens Social Care M&A

Expenditure	160	153	340			340	187	122.57%
Income	0	0	-1,015			-1,015	-1,015	0.00%
Net Expenditure	160	153	-675	0	0	-675	-828	

Vote: G50 Child Protection & Reviewing

Expenditure	2,497	2,512	2,743			2,743	230	9.17%
Income	0	0	-78			-78	-78	0.00%
Net Expenditure	2,497	2,512	2,665	0	0	2,665	152	

Vote: G51 Childrens Res M&A

Balance Sheet	0	0	0			0	0	
Expenditure	770	1,137	1,174			1,174	37	3.26%
Income	0	-373	-363			-363	10	-2.64%
Net Expenditure	770	764	811	0	0	811	47	6.13%

Vote: G52 Childrens Res Residential

Balance Sheet	0	0	0			0	0	
Expenditure	1,757	1,760	1,896			1,896	136	7.73%
Income	0	0	-90			-90	-90	0.00%
Net Expenditure	1,757	1,760	1,806	0	0	1,806	46	2.62%

Vote: G53 Childrens Res Family Placement

Expenditure	2,955	2,873	3,069			3,069	195	6.80%
Income	-66	-66	-332			-332	-266	403.03%
Net Expenditure	2,889	2,807	2,737	0	0	2,737	-71	-2.51%

Vote: G54 Childrens Res Commissioning

Balance Sheet	0	0	0			0	0	
Expenditure	14,818	15,305	14,591			14,591	-714	-4.67%
Income	-214	-831	-735			-735	96	-11.55%
Net Expenditure	14,604	14,474	13,856	0	0	13,856	-618	-4.27%

Vote: G55 Children Looked After GF

Expenditure	2,201	2,189	2,446			2,446	257	11.74%
Income	0	0	-14			-14	-14	0.00%
Net Expenditure	2,201	2,189	2,431	0	0	2,431	243	11.09%

Vote: G56 Leaving Care

Expenditure	2,407	2,426	2,736			2,736	310	12.79%
Income	-29	-29	58			58	87	-298.68%
Net Expenditure	2,378	2,397	2,794	0	0	2,794	397	16.56%

Vote: G57 Fieldwork Advice & Assessment

Expenditure	5,232	5,180	5,514			5,514	334	6.45%
Income	-302	-172	-172			-172	-0	0.07%
Net Expenditure	4,930	5,008	5,342	0	0	5,342	334	6.67%

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Actuals	Contribution to Reserve	Drawdown from Reserve	Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Vote: G58 Children with Disabilities										
	Expenditure	4,606	4,651	4,814			4,814	163	3.50%	Payments to agency supplying nurses to care for children (no budget)
	Income	0	0	-188			-188	-188	0.00%	Invoices to NHS to recover the above (no budget)
	Net Expenditure	4,606	4,651	4,626	0	0	4,626	-25	-0.54%	
Vote: G59 Emergency Duty Team										
	Expenditure	411	406	401			401	-4	-1.10%	
	Income	-22	-22	-21			-21	1	-2.50%	
	Net Expenditure	389	384	380	0	0	380	-4	-1.02%	
Vote: G60 Youth Offending Service										
	Expenditure	1,927	1,895	2,036			2,036	142	7.48%	
	Income	-787	-658	-784			-784	-126	19.12%	
	Net Expenditure	1,140	1,237	1,253	0	0	1,253	16	1.28%	
Vote: G61 Children with Mental Health										
	Expenditure	1,379	1,361	1,384			1,384	23	1.70%	
	Income	-34	-34	-27			-27	7	-19.54%	
	Net Expenditure	1,345	1,327	1,357	0	0	1,357	30	2.24%	
Vote: G62 Attendance & Welfare Serv GF										
	Expenditure	2,056	2,080	2,161	28		2,189	109	5.24%	Vacancy target not being met plus increased service provided to schools
	Income	-845	-845	-1,047			-1,047	-202	23.85%	Increased SLA income against increased services provided to schools
	Net Expenditure	1,211	1,235	1,114	28	0	1,142	-93	-7.50%	
Vote: H57 Family Support & Protection										
	Balance Sheet	0	0				0	0		
	Expenditure	4,240	4,298	4,660			4,660	362	8.43%	
	Income	0	-8	0			0	8	-100.00%	
	Net Expenditure	4,240	4,289	4,660	0	0	4,660	371	8.64%	
Vote: H63 Family Intervention Service										
	Expenditure	1,127	2,734	2,513			2,513	-221	-8.08%	
	Income	-784	-2,241	-2,017			-2,017	223	-9.97%	
	Net Expenditure	343	494	496	0	0	496	2	0.49%	
	Net Expenditure	45,460	45,681	45,653	28	0	45,681	0	0.00%	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Actuals	Contribution to Reserve	Drawdown from Reserve	Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Education, Social Care & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: GSH Schools										
Vote: G03 Pre-Primary Schs Serv GF										
	Expenditure	223	219	219			219	-0	-0.05%	
	Net Expenditure	223	219	219	0	0	219	-0	-0.05%	
Vote: G05 Primary Schools Services GF										
	Expenditure	5,677	6,077	6,077			6,077	0	0.00%	
	Net Expenditure	5,677	6,077	6,077	0	0	6,077	0	0.00%	
Vote: G07 Secondary Schools Services GF										
	Expenditure	4,191	5,894	5,957			5,958	64	1.08%	
	Net Expenditure	4,191	5,894	5,957	0	0	5,958	64	1.08%	
Vote: G09 Special Schools Services GF										
	Expenditure	1,524	1,581	1,581			1,583	2	0.13%	
	Net Expenditure	1,524	1,581	1,581	0	0	1,583	2	0.13%	
Vote: G29 Pupil Referral Unit										
	Expenditure	0	0	1			1	1	0.00%	
	Net Expenditure	0	0	1	0	0	1	1	0.00%	
	Net Expenditure	11,615	13,772	13,835	0	0	13,838	67	0.48%	
Net Expenditure Fund Type: GEN		217,192	228,320	224,440	4,157	-280	228,321	0	0.00%	
Net Expenditure for Education, Social Care & Wellbeing		217,192	228,320	224,443	4,157	-280	228,320	-0	0.00%	

Corporate Monthly Budget Monitoring		Budget Original	Budget	Actuals	Contribution to Reserves	Drawdown from Reserve	Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Resource Services	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Fund Type: GEN General Fund Account										
Service Area: R10 Director of Resources										
Vote: R80 Director's Office										
	Expenditure	605	660	671	90		761	102	15.42%	
	Income	-617	-645	-671			-671	-26	4.03%	
	Net Expenditure	-12	14	0	90	0	90	76	530.08%	
	Net Expenditure	-12	14	0	90	0	90	76	530.08%	
Service Area: R11 Customer Access										
Vote: R50 Customer Access										
	Expenditure	4,290	4,470	4,517			4,517	47	1.06%	
	Income	-2,119	-2,119	-1,936			-1,936	182	-8.61%	
	Net Expenditure	2,172	2,351	2,581	0	0	2,581	230	9.77%	
	Net Expenditure	2,172	2,351	2,581	0	0	2,581	230	9.77%	
Service Area: R12 Corporate Finance										
Vote: R30 Financial Systems and Transactions										
	Expenditure	0	305	302			302	-4	-1.16%	Nil
	Income	0	-305	-302			-302	4	-1.15%	Nil
	Net Expenditure	0	0	0	0	0	0	-0		
Vote: R32 Corporate Finance										
	Expenditure	2,188	1,908	2,320			2,320	411	21.56%	Actual expenditure is higher than budget due to delay in the implementation of the finance restructure.
	Income	-2,447	-1,909	-2,320			-2,320	-411	21.52%	Variance income due to final re-adjustments of the support service income
	Net Expenditure	-259	-1	0	0	0	0	1	-100.00%	
Vote: R82 Non-distributed costs										
	Expenditure	256	38	40			40	2	6.49%	
	Net Expenditure	256	38	40	0	0	40	2	6.49%	
	Net Expenditure	-3	37	40	0	0	40	3	8.19%	

Corporate Monthly Budget Monitoring		Budget Original	Budget	Actuals	Contribution to Reserves	Drawdown from Reserve	Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Resource Services	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: R13 Human Resources										
Vote: R90 HR Strategy										
	Expenditure	828	932	914			914	-18	-1.91%	
	Income	-969	-914	-914			-914	-0	0.00%	
	Net Expenditure	-141	18	0	0	0	0	-18	-100.00%	
Vote: R92 HR Consultancy										
	Expenditure	1,813	1,795	1,748			1,748	-47	-2.60%	
	Income	-1,342	-1,786	-1,748			-1,748	38	-2.11%	
	Net Expenditure	471	9	0	0	0	0	-9	-100.00%	
Vote: R94 HR Operations										
	Expenditure	4,298	4,596	5,123			5,123	527	11.46%	Service incurred additional cost due to demand for the service however this has been recharged through the variable SLA
	Income	-4,717	-4,272	-5,114			-5,114	-842	19.72%	
	Net Expenditure	-419	325	9	0	0	9	-316	-97.23%	
Vote: R96 PAS Scheme										
	Expenditure	1,113	1,161	882	100		982	-179	-15.39%	There has been delay in the recruitment of Graduate trainees
	Income	-925	-1,053	-882			-882	171	-16.19%	Reduction in support service cost as result of reduced expenditure
	Net Expenditure	187	108	-0	100	0	100	-8	-7.51%	
	Net Expenditure	99	459	9	100	0	109	-350	-76.28%	
Service Area: R14 ICT										
Vote: R48 Information Services ICT										
	Expenditure	11,211	11,048	12,142			12,142	1,094	9.90%	
	Income	-7,599	-10,629	-12,145	410		-11,735	-1,106	10.40%	
	Net Expenditure	3,612	419	-3	410	0	407	-12	-2.76%	
Vote: R70 ICT Client Team										
	Expenditure	540	654	653			653	-1	-0.17%	
	Income	0	-653	-653			-653	0	0.00%	
	Net Expenditure	540	1	0	0	0	0	-1	-100.00%	
	Net Expenditure	4,152	420	-3	410	0	407	-13	-3.02%	

Corporate Monthly Budget Monitoring		Budget Original	Budget	Actuals	Contribution to Reserves	Drawdown from Reserve	Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Resource Services	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: R15 Revenue Services										
Vote: R36 Council Tax and NNDR										
	Expenditure	37,967	38,095	6,635			6,635	-31,460	-82.58%	
	Income	-35,706	-35,261	-3,756			-3,756	31,505	-89.35%	
	Net Expenditure	2,261	2,834	2,879	0	0	2,879	45	1.58%	
Vote: R37 Crisis & Support Fund										
	Expenditure	0	1,750	1,741			1,741	-9	-0.50%	
	Income	0	-1,750	-1,750			-1,750	-0	0.01%	
	Net Expenditure	0	0	-9	0	0	-9	-9	0.00%	
Vote: R42 Debtor Income Service										
	Expenditure	899	935	930			930	-5	-0.50%	
	Income	-910	-919	-930			-930	-11	1.16%	
	Net Expenditure	-11	15	0	0	0	0	-15	-100.00%	
Vote: R44 Cashiers										
	Expenditure	301	292	550			550	258	88.13%	
	Income	-399	-290	-550			-550	-260	89.82%	
	Net Expenditure	-98	3	0	0	0	0	-3	-100.00%	
	Net Expenditure	2,152	2,852	2,870	0	0	2,870	18	0.63%	
Service Area: R16 Procurement										
Vote: R38 Procurement										
	Expenditure	935	886	902			902	17	1.87%	
	Income	-1,081	-871	-902			-902	-32	3.66%	
	Net Expenditure	-146	15	0	0	0	0	-15	-100.00%	
Vote: R46 Payments										
	Expenditure	446	377	377			377	-0	-0.09%	
	Income	-446	-377	-377			-377	-0	0.00%	
	Net Expenditure	0	-0	-0	0	0	-0	-0	5940.59%	
	Net Expenditure	-146	15	-0	0	0	-0	-16	-102.39%	
Service Area: R17 Risk Assessment										
Vote: R34 Internal Audit										
	Expenditure	756	781	975	41		1,016	235	30.02%	
	Income	-817	-740	-975			-975	-235	31.76%	
	Net Expenditure	-61	41	0	41	0	41	-0	-1.06%	
Vote: R40 Risk Management										
	Expenditure	450	489	856			856	367	75.08%	
	Income	-575	-606	-796		-177	-973	-367	60.61%	
	Net Expenditure	-126	-117	60	0	-177	-117	-0	0.10%	
	Net Expenditure	-187	-76	60	41	-177	-76	-1	0.73%	

Corporate Monthly Budget Monitoring		Budget Original	Budget	Actuals	Contribution to Reserves	Drawdown from Reserve	Outturn	Variance	Variance	Description / Explanation for Variance
March 2014	Resource Services	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: R19 Benefits										
Vote: R54 Housing Benefit										
	Expenditure	249,924	249,924	278,933			278,933	29,009	11.61%	
	Income	-249,429	-248,433	-277,443			-277,443	-29,010	11.68%	
	Net Expenditure	495	1,491	1,490	0	0	1,490	-1	-0.08%	
Vote: R58 Housing Benefit Administration										
	Expenditure	7,152	6,750	7,195			7,195	445	6.59%	
	Income	-6,217	-6,217	-6,663			-6,663	-446	7.18%	
	Net Expenditure	935	534	532	0	0	532	-2	-0.32%	
	Net Expenditure	1,430	2,025	2,022	0	0	2,022	-3	-0.14%	
Service Area: R62 Transformation Projects										
Vote: R62 Business Development										
	Expenditure	492	1,480	2,540			2,540	1,060	71.62%	
	Income	0	0	-1,060			-1,060	-1,060	0.00%	
	Net Expenditure	492	1,480	1,480	0	0	1,480	0	0.03%	
Vote: R78 Replacement of JDE										
	Expenditure	583	587	1,180			1,180	593	101.02%	
	Income	-583	-583	-1,170			-1,170	-587	100.69%	
	Net Expenditure	0	4	10	0	0	10	6	151.05%	
	Net Expenditure	492	1,484	1,490	0	0	1,490	6	0.42%	
Service Area: R99 Rechargeable Works										
Vote: R60 Reprographics										
	Expenditure	479	472	536			536	63	13.27%	
	Income	-479	-470	-536			-536	-67	14.17%	
	Net Expenditure	0	2	0	0	0	0	-4	0.00%	
	Net Expenditure	0	2	0	0	0	0	-4	0.00%	
Net Expenditure Fund Type: GEN		10,150	9,585	9,069	641	-177	9,533	-52	-0.54%	
Net Expenditure for Resource Services		10,150	9,585	9,069	641	-177	9,533	-52	-0.54%	

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Corporate Monthly Budget Monitoring		Original Budget	Current Budget	Outturn	Revenue Contribution to Capital (RCCO)	Outturn Variance	Outturn Variance	Explanation of any variance that is considered to be significant and all variances greater than £100k
March 2014	HRA	£'000	£'000	£'000	£'000	£'000	%	
Service Area: HRA Housing Revenue Account								
INCOME								
DIRECTLY CONTROLLED INCOME BUDGETS								
Dwelling & Non Dwelling Rents								
	Income	-68,953	-68,953	-70,075		-1,122	1.63%	Rental income is higher than budgeted due to a reduction in the number of void properties, meaning that the void rate was lower than assumed when setting this budget. In addition, the budget assumed that 100 Right to Buy sales would take place in 2013/14, but there were fewer sales than predicted (84) and these occurred mainly in the last six months of the financial year leading to less rental income being lost than if the sales had taken place earlier in the financial year.
	Net Expenditure	-68,953	-68,953	-70,075		-1,122	1.63%	
Tenant & Leaseholder Service Charges								
	Income	-17,250	-17,250	-20,065		-2,815	16.32%	This variance has arisen due to a combination of additional expenditure on repairs and a revised service charge methodology. There was a large increase in the volume of responsive repairs carried out in 2012/13, and leaseholders are recharged a proportion of these costs. As a result, there is additional leasehold service charge income relating to 2012/13 of approximately £1m. In addition, a review of service charges was undertaken to ensure that the methodology was robust, and that all relevant costs were fully recovered from leaseholders. However as the 2012/13 service charge estimates were issued before the review, there will be a 2012/13 adjustment. For prior and following years, the estimates and actuals were constructed under the same methodology - this means from 2014/15 onwards, adjustments are expected to be small.
	Net Expenditure	-17,250	-17,250	-20,065		-2,815	16.32%	
INDIRECTLY CONTROLLED INCOME BUDGETS								
Investment Income Received								
	Income	-160	-160	-70		90	56.25%	
	Net Expenditure	-160	-160	-70		90	56.25%	
Contributions Towards Expenditure								
	Income	-115	-115	-135		-20	0.00%	
	Net Expenditure	-115	-115	-135		-20	0.0%	
TOTAL INCOME		-86,478	-86,478	-90,345		-3,867		

Corporate Monthly Budget Monitoring		Original Budget	Current Budget	Outturn	Revenue Contribution to Capital (RCCO)	Outturn Variance	Outturn Variance	Explanation of any variance that is considered to be significant and all variances greater than £100k
March 2014	HRA	£'000	£'000	£'000	£'000	£'000	%	
EXPENDITURE								
DIRECTLY CONTROLLED EXPENDITURE BUDGETS								
Repair & Maintenance								
	Expenditure	21,795	21,795	21,825		30	0.14%	
	Net Expenditure	21,795	21,795	21,825		30	0.14%	
Supervision & Management	Expenditure	23,458	23,458	21,239		-2,219	-9.85%	The year-end underspend arises as capital fee income recharged at year-end from capital to revenue was higher than budgeted. Any underspends within this budget heading will enable revenue resources to be set aside to finance part of the non-grant element of the Decent Homes capital programme, as agreed by Cabinet in September 2011 and May 2013 (see 'Capital Financing Charges' section below). In addition, the Authority has received further income of approximately £0.4m in respect of the recovery of costs incurred as part of various stock transfers carried out a few years ago.
	Net Expenditure	23,458	23,458	21,239		-2,219	-9.85%	
Special Services, Rents, Rates & Taxes	Expenditure	16,075	16,075	14,476		-1,599	-9.95%	There was an underspend of approximately £1.2m on energy costs due to lower than budgeted gas and electricity energy price rises. In addition, there are underspends on the refuse, concierge and grounds maintenance budgets.
	Net Expenditure	16,075	16,075	14,476		-1,599	-9.95%	
INDIRECTLY CONTROLLED EXPENDITURE BUDGETS								
Provision for Bad Debts								
	Expenditure	1,900	1,900	514		-1,386	-72.95%	The provision for bad debts was increased in order to mitigate against risks arising from the various elements of welfare reform due to come into effect in 2013/14. As reported in previous quarters' monitoring, it was anticipated that the increased level of provision would not be needed this financial year as there have been delays in implementing some of the welfare reforms, and the year-end calculation of the bad debt provisions has confirmed this.
	Net Expenditure	1,900	1,900	514		-1,386	-72.95%	
Capital Financing Charges								
	Expenditure	24,802	24,802	19,137	9,083	-5,665	-22.84%	The major items within the Capital Financing Charges budget are depreciation, interest payments and direct revenue financing. In respect of the direct revenue financing, the budget included a revenue contribution of £6 million to support the 2013-14 element of the Decent Homes Programme which is financed from various funding sources. When considering the use of resources to finance the HRA capital programme, Officers have assessed that an additional revenue contribution of £3m represents an efficient use of the Council's resources.
	Net Expenditure	24,802	24,802	19,137	9,083	-5,665	22.8%	
TOTAL EXPENDITURE		88,030	88,030	77,191	9,083	-10,839	-12.4%	
Contribution from Reserves		-1,552	-1,552	0	0	1,552	100.00%	Recent CIPFA guidance has confirmed that the contribution from reserves equal to the non-dwelling depreciation charge is no longer permitted under HRA Self-Financing.
TOTAL HRA		-0	-0	-13,154	9,083	-4,071		

Capital Monitoring Q4

	All Years		In Year - 13/14				FY Total	All Years	
	Approved Budget	Spend to 31st March 2013	Revised Budget 13/14	Spent to Q4	Slippage	Slippage (%)	Budget	Projected Spend	Variance
	£m	£m	£m	£m	£m	%	£m	£m	£m
Education, Social Care and Wellbeing	112.459	65.198	18.925	15.729	-3.195	-17%	28.337	112.460	0.000
Communities, Localities and Culture	75.021	49.905	8.440	7.470	-0.971	-12%	16.676	75.020	0.000
Development & Renewal	38.288	9.998	26.644	7.293	-19.351	-73%	1.646	38.288	0.000
Building Schools for the Future	325.531	269.882	42.859	49.577	6.718	16%	12.791	325.531	0.000
Housing	302.760	71.162	98.921	50.170	-48.751	-49%	132.676	302.760	0.000
Chief Exec's & Resources	0.220	0.092	0.128	0.128	0.000	0%	0.000	0.220	0.000
Poplar Baths & Dame Colet House	20.000	0.000	0.000	0.000	0.000	0%	20.000	20.000	0.000
Corporate GF provision for schemes under development	10.000	0.000	0.000	0.000	0.000	0%	10.000	10.000	0.000
Grand Total	884.279	466.238	195.917	130.368	-65.550	-33%	222.126	884.279	0.000

Quarter 4 Capital Monitoring 2013-14

	All Years		In Year - 13/14						Future Years (FY)		FY Total	All Years		
	Approved Budget	Spend to 31st March 2013	Approved Budget [Cabinet February 2013] 13-14	Revised Budget 13/14	Spend to Q4	Slippage	2013/14 Slippage (%)	REASONS FOR SLIPPAGE IN YEAR MORE THAN 10%	14/15	15/16 Onwards	Budget	Projected Spend	Variance	Variance %
	A	B		C	D	E-C	D/C		F	G	H = F+G	I	I-A	
	£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%
Education, Social Care and Wellbeing (ESCW)														
Mental health services	0.621	0.102	-	0.519	0.005	-0.514	-99%	Review of projects, incorporated into main schemes.	-	-	-	0.621	-	0%
E-Marketplace purchase and delivery	0.074	-	-	0.074	-	-0.074	-100%		-	-	-	0.074	-	0%
Tele Care/Telehealth Equipment	0.300	0.028	0.100	0.172	0.060	-0.112	-65%	Slippage in implementation of innovative technology proposals.	0.100	-	0.100	0.300	-	0%
Ronald Street Roof Replacement	0.065	0.051	-	0.014	-	-0.014	-100%	Remaining works to be part of Disability Hub scheme.	-	-	-	0.065	-	0%
Development of Learning Disability Hubs	0.240	-	0.160	0.160	-	-0.160	-100%	Project developed and revised budget approved Sept 13 Cabinet report and RCDA for Ronald Street.	0.080	-	0.080	0.240	-	0%
ADULTS TOTAL	1.300	0.181	0.260	0.939	0.065	-0.874	-93%		0.180	-	0.180	1.300	-	0%
Condition & Improvement	3.565	1.185	2.360	2.280	1.712	-0.568	-25%	Works deferred to 14/15. Some final accounts to be settled.	0.100	-	0.100	3.518	-0.047	-1%
Bishop Challoner - Community Facilities	0.600	-	-	0.600	-	-0.600	-100%	Community centre works dependent on sale of Lukin Street (Cabinet report June 2014). Sale went through in March 2014.	-	-	-	0.600	-	0%
Bishop Square	0.300	0.300	-	-	-	-	N/A		-	-	-	0.300	-	0%
Basic Needs Expansion	80.071	38.497	18.290	14.224	13.551	-0.673	-5%	Spend to occur in future years	16.605	10.745	27.350	80.055	-0.016	0%
Sure Start	3.731	3.725	-	0.006	-	-0.006	-100%	Final account payment due Q1 2014-15	-	-	-	3.731	-	0%
Primary Capital Programme	13.343	13.111	-	0.232	0.150	-0.082	-35%	Final accounts not yet agreed.	-	-	-	13.381	0.038	0%
Lukin St - Land purchase from Network Rail	0.788	0.788	-	-	0.032	0.032	N/A		-	-	-	0.820	0.032	4%
Osmani - Redevelopment	4.583	4.583	-	-	-	-	N/A		-	-	-	4.583	-	0%
RCCO	0.061	0.051	-	0.010	-	-0.010	-100%	Contractor in administration	-	-	-	0.061	-	0%
Short Breaks	0.427	0.301	-	0.126	0.126	0.000	0%		-	-	-	0.427	-	0%
Youth Service (BMX Mile End)	0.595	0.589	-	0.006	-	-0.006	-100%	Contractor in administration	-	-	-	0.589	-0.006	-1%
Provision for 2yr Olds	1.207	-	1.300	0.500	0.094	-0.406	-81%	Grants awarded but full payment only on completion of project. Spend in 2014/15.	0.707	-	0.707	1.207	0.000	0%
Other	1.887	1.887	-	-	-	-	N/A	AHW project approved end of year, spend in 2014/15.	-	-	-	1.887	-	0%
ESCW TOTAL	112.459	65.198	22.210	18.925	15.729	-3.195	-17%		17.592	10.745	28.337	112.460	0.000	0%

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A	B		C	D	E-C	D / C			F	G	H = F+G	I	I-A	%
£m	£m	£m	£m	£m	£m	%			£m	£m	£m	£m	£m	%
Communities, Localities & Culture														
Transport														
TfL schemes including safety, cycling and walking	21.157	10.781	5.334	2.732	2.554	-0.177	-6%		4.296	3.349	7.645	21.157	0.000	0%
Public Realm improvements	0.560	-	0.850	0.560	0.465	-0.095	-17%	Underspend on the purchase of Grounds Maintenance vehicle and plant funded from Prudential Borrowing	-	-	-	0.560	-	0%
Bartlett Park Masterplan - Highways	1.732	-	-	0.033	0.032	-0.001	-3%		1.699	-	1.699	1.732	0.000	0%
Highway improvement programme	3.027	1.027	1.000	1.000	1.051	0.051	5%		1.000	-	1.000	3.027	-	0%
Developers Contribution	4.523	1.159	0.978	1.409	1.209	-0.200	-14%	Our Contractors staff can only gain access to the work site once the developer has completed his own works and we were not given sufficient notice by the developers.	1.954	-	1.954	4.523	-0.001	0%
OPTEMS	1.298	0.375	0.504	0.249	0.185	-0.064	-26%	OPTEMS redefined the scope of works. All scheme designs need their approval. This process took longer than anticipated.	0.674	-	0.674	1.298	0.000	0%
Hackney wick & Fish Island improvements	0.147	0.147	-	-	0.044	0.044	N/A		-	-	-	0.147	0.000	30%
Transport Total	32.444	13.490	8.666	5.983	5.541	-0.442	-7%		9.623	3.349	12.972	32.444	0.000	0%
Parks														
Millwall Park/Island Gardens	0.206	0.203	-	0.003	-	-0.003	-100%	Awaiting release of retention	-	-	-	0.206	0.000	0%
Poplar Park	0.200	0.161	-	-0.000	-	0.000	-100%	Awaiting Planning Permission	0.040	-	0.040	0.200	0.000	0%
Schoolhouse Lane Multi Use Ball Games Area	0.100	0.093	-	0.007	-	-0.007	-100%	Design approvals delayed, now moved into 2014/15	-	-	-	0.100	-0.000	0%
Bethnal Green improvements	0.491	0.491	-	-	-	-	N/A		-	-	-	0.491	0.000	0%
Victoria Park Masterplan	9.929	9.558	-	0.371	0.439	0.068	18%	Retention payment made.	-	-	-	9.929	0.000	0%
Victoria Park sports hub	2.616	-	-	0.416	0.330	-0.086	-21%	The procurement process for the appointment of Project Management took longer than anticipated and was only concluded in May 2014.	2.200	-	2.200	2.616	0.000	0%
Victoria Park - Changing Block Extension & Upgrade	0.312	0.312	-	-	0.042	0.042	N/A		-	-	-	0.312	-0.000	0%
Pennyfields	0.046	0.028	-	0.018	0.017	-0.001	-8%		-	-	-	0.046	-	0%
Christ Church Gardens	-	-	-	-	-	-	N/A		-	-	-	-	-	N/A
Mile End Hedge	0.165	-	-	0.165	0.031	-0.134	-81%	Awaiting planting season	-	-	-	0.165	-	0%
Trees - Boroughwide	0.016	-	-	0.016	0.018	0.002	15%		-	-	-	0.016	-	0%
Brickfield Gardens	0.040	-	-	0.040	0.040	-0.000	0%		-	-	-	0.040	0.000	1%
Conversion of Lawn area to York stone paving	0.055	-	-	-	-	-	N/A		0.055	-	0.055	0.055	-	0%
Cemetery Lodge	0.071	-	-	0.014	-	-0.014	-100%	Profiled to spend in the new year	0.057	-	0.057	0.071	-0.000	0%

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A	B		C	D	E-C	D/C		F	G	H = F+G	I	I-A	
£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%
Parks Total	14.247	10.845	-	1.051	0.918	- 0.132	-13%	2.352	-	2.352	14.247	0.000	0%

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A	B		C	D	E-C	D/C		F	G	H = F+G	I	I-A	%	
£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%	
Culture and major projects														
Brady Centre	0.245	0.244	-	0.001	-	-0.001	-100%	Awaiting release of Retention	-	-	-	0.245	-0.000	0%
Tennis courts	0.116	0.104	-	0.012	-	-0.012	-100%	Awaiting release of Retention	-	-	-	0.116	-0.000	0%
Mile End Leisure Centre - Security Enhancements	0.199	0.198	-	0.002	-	-0.002	-100%	Awaiting release of Retention	-	-	-	0.199	0.000	0%
Bartlett Park	0.056	0.043	-	0.013	0.011	-0.002	-13%		-	-	-	0.056	-	0%
Mile End Stadium Track resurfacing	0.244	0.240	-	0.004	0.004	0.000	11%		-	-	-	0.244	0.000	0%
Public Art Projects	0.011	0.011	-	0.000	-	-0.000	-100%	Developer to agree site	-	-	-	0.011	-	0%
Mile End Park Capital	0.218	0.134	0.065	0.084	0.011	-0.074	-87%	Surveys carried out but with phased replacement of astro pitches across the Borough. Mile End Park works now programmed for 2015. To be re-profiled.	-	-	-	0.218	0.000	0%
Bancroft Library Phase 2b	0.500	0.097	-	0.403	0.351	-0.052	-13%	Progress slower than anticipated.	-	-	-	0.500	0.000	0%
Watney Market Ideas Store	4.401	4.206	-	0.195	0.138	-0.057	-29%	Awaiting release of Retention	-	-	-	4.401	0.000	0%
Watney Market Landscaping	0.235	-	-	0.235	0.228	-0.007	-3%		-	-	-	0.235	-	0%
Culture PPP	0.255	0.246	-	0.008	-	-0.008	-100%	Awaiting release of Retention	-	-	-	0.255	-0.000	0%
Major Projects - LPP	18.068	18.050	-	0.000	0.008	0.008	1823%	Retention released	0.017	-	0.017	18.067	-0.001	0%
St Georges Pool	0.106	-	-	0.106	-	-0.106	-100%	GLL unable to programme work before year end.	-	-	-	0.106	-	0%
Brick Lane Mural	0.045	-	-	-	-	-	N/A		0.045	-	0.045	0.045	-	0%
Banglatown Art Trail & Arches	2.021	1.410	0.592	0.055	0.074	0.019	34%	Architect invoice paid pending final cost estimates. Budget will be reprofiled.	0.555	-	0.555	2.021	-0.000	0%
Provision of an outdoor gym	0.025	-	-	0.025	-	-0.025	-100%	Profiled to spend in the new year.	-	-	-	0.025	-	0%
Stepney Green Astro Turf	-	-	-	-	0.009	0.009	N/A		-	-	-	-	-	N/A
John Orwell Sports Centre	0.116	-	-	-	-	-	N/A		0.116	-	0.116	0.116	-0.000	0%
Culture and Major projects total	26.861	24.985	0.657	1.145	0.835	-0.310	-27%		0.733	-	0.733	26.861	-0.000	0%
Other														
CCTV Improvement and Enhancement	0.615	0.291	-	0.196	0.131	-0.065	-33%	Progress slower than anticipated.	0.128	-	0.128	0.615	-0.000	0%

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	A	B		C	D	E-C	D / C		F	G	H = F+G	I	I-A	%
	£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%
Generators @ Mulberry Place & Anchorage House	0.250	0.241	-	0.009	-	-0.009	-100%	Final payment not made	-	-	-	0.250	-	0%
Essential Health & Safety	0.280	0.018	0.200	0.013	-	-0.013	-100%	Budget to be reprofiled	0.250	-	0.250	0.280	0.000	0%
Contaminated land survey and works	0.324	0.037	0.210	0.045	0.045	-0.000	-1%		0.242	-	0.242	0.324	0.000	0%
Other Total	1.469	0.586	0.410	0.263	0.176	-0.086	-33%		0.620	-	0.620	1.469	-0.000	0%
CLC TOTAL	75.021	49.905	9.733	8.440	7.470	-0.971	-12%		13.327	3.349	16.676	75.020	-0.000	0%
Development & Renewal														
Millennium Quarter	0.387	0.061	0.100	0.326	-	-0.326	-100%	This scheme is to provide an enhanced bus service on the Isle of Dogs as part of the Millennium Quarter s106 agreement. The nature of this project is such that it should be treated as a revenue scheme and therefore will not be part of the capital programme in future years.	-	-	-	0.387	-	0%
Bishop's Square /Bethnal Green Terrace	0.615	0.118	0.351	0.497	0.377	-0.120	-24%	The Bethnal Green Terrace project is funded through s106 receipts in respect of the Bishop Square scheme, and English Heritage funding. It is anticipated that the scheme will finish in 2014/15.	-	-	-	0.615	-	0%
Town Centre & High Street Regeneration	0.208	0.067	-	0.141	0.001	-0.140	-99%	This scheme is now complete. The scheme will be reviewed to see whether there is potential to re-direct the unused resources to other capital priorities.	-	-	-	0.208	-	0%
Whitechapel Centre	0.067	0.064	-	0.003	-	-0.003	-100%		-	-	-	0.067	-	0%
Regional Housing Pot	7.080	1.012	3.000	6.068	-	-6.068	-100%	Resources relate to DCLG funding for St Clements Hospital site and it is anticipated that this will be transferred to the GLA in the early part of 2014/15.	-	-	-	7.080	-	0%
Affordable Housing Measures	-	-	2.775	-	-	-	N/A		-	-	-	-	-	N/A
High Street 2012	9.133	5.191	0.100	3.942	1.428	-2.514	-64%	This scheme is scheduled to finish during 2014/15. The budgets will be reduced to reflect the fact that some elements of the work have been undertaken directly by contractors as part of their s106 obligations.	-	-	-	9.133	-	0%
Disabled Facilities Grant	4.440	1.983	0.730	0.977	0.990	0.013	1%		0.730	0.750	1.480	4.440	-	0%

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A	B		C	D	E-C	D / C		F	G	H = F+G	I	I-A	%	
£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%	
Private Sector Improvement Grant	1.550	1.015	0.250	0.535	0.229	- 0.306	-57%	Expenditure and commitments are in line with the budget profile. Resources are ring-fenced and will be carried forward into 2014/15 to fund ongoing commitments.	-	-	-	1.550	-	0%
Genesis Housing	0.363	-	-	0.363	-	- 0.363	-100%	The Local Authority grant payment to Genesis Housing Group will be paid during 2014/15. The contribution is in accordance with HCA grant conditions.	-	-	-	0.363	-	0%
Installation of Automatic Energy Meters	0.092	0.092	-	-	0.003	0.003	N/A		-	-	-	0.092	-	0%
Facilities Management (DDA)	0.074	0.022	-	0.052	-	- 0.052	-100%		-	-	-	0.074	-	0%
Multi Faith Burial Grounds	3.000	-	2.000	3.000	-	- 3.000	-100%	Resources have been set aside to support the provision of a multi-faith burial facility. The resources will be carried forward into 2014/15.	-	-	-	3.000	-	0%
Faith buildings	2.000	-	3.000	2.000	0.292	- 1.708	-85%	Resources have been set aside to support a grant programme to offer financial assistance to faith communities to repair, adapt and improve buildings in Tower Hamlets in which faith-based activities occur. The resources will be carried forward into 2014/15.	-	-	-	2.000	-	0%
Whitechapel Road -Section 106	0.320	0.170	-	0.150	-	- 0.150	-100%	These s106 resources will be transferred to Transport for London during 2014/15.	-	-	-	0.320	-	0%
805 Commercial Road	0.203	0.203	-	-	0.112	0.112	N/A	This empty property scheme is fully funded through the capital receipt realised on re-sale of the property.	-	-	-	0.203	-	0%
Bromley by Bow Station upgrade	3.626	-	-	3.626	3.626	- 0.000	0%		-	-	-	3.626	-	0%
Wellington Way Health Centre	3.119	-	-	3.119	-	- 3.119	-100%	This capital estimate represents a ring-fenced s106 payment to Barts NHS Trust in respect of Wellington Way Health Centre. It is likely that the NHS Trust will not draw these funds down until 2014/15, therefore the resources will be carried forward.	-	-	-	3.119	-	0%
A10 Highway Improvements	0.050	-	-	0.050	0.050	-	0%		-	-	-	0.050	-	0%
Phase 3 of Refurbishment of the Council's Short life Properties	1.700	-	-	1.700	0.084	- 1.616	-95%	This scheme is to refurbish 12 short-life properties and bring them back into use as rented stock. Preliminary works have been undertaken with the renovations taking place in 2014/15. The resources will be carried forward accordingly.	-	-	-	1.700	-	0%
Mile End Hospital - Fit out cost primary care facilities	0.100	-	-	0.095	0.100	0.005	5%		0.005	-	0.005	0.100	-	0%

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£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%
Dora Hall and Cheadle Hall	0.161	-	-	-	-	N/A		0.161	-	0.161	0.161	-	0%
D&R TOTAL	38.288	9.998	12.306	26.644	7.293	- 19.351	-73%	0.896	0.750	1.646	38.288	-	0%

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A	B		C	D	E-C	D / C			F	G	H = F+G	I	I-A	%
£m	£m	£m	£m	£m	£m	%			£m	£m	£m	£m	£m	%
Buildings Schools for the Future														
BSF Design and Build Schemes	301.888	256.844	48.008	38.215	43.545	5.330	14%	The ten year Building Schools for the Future (BSF) programme is scheduled to complete in 2015/16.	6.829	-	6.829	301.889	0.000	0%
ICT infrastructure schemes	19.859	11.112	4.955	4.643	6.032	1.388	30%	Approximately £6m of expenditure that was scheduled for 2014/15 has been incurred in 2013/14, however, the use of BSF resources is flexible between years.	4.105	-	4.105	19.859	-0.000	0%
Wave 5 BSF (previously LPP)	3.783	1.926	-	-	-	-	N/A		1.857	-	1.857	3.783	-0.000	0%
BSF Total	325.531	269.882	52.963	42.859	49.577	6.718	16%		12.791	-	12.791	325.531	-0.000	0%
Housing Revenue Account														
Decent Homes Backlog	181.437	29.867	33.774	58.109	32.968	-25.141	-43%	The five year Decent Homes programme totals £189m, which includes £94.5m of Decent Homes backlog grant funding. The scheme is being managed in accordance with GLA grant conditions with the 2013/14 grant amount being £25m. The scheme profile for 2013/14 was £58m; the outturn is £33m, however, all contracts have now been let and it is anticipated that the slippage will be spent in the first half of 2014/15. The GLA grant element for 2013/14 has been maximised with the Authority's own resource contribution slipping into later years.	70.470	22.990	93.460	181.437	0.000	0%
Housing Capital Programme	33.053	14.645	-	14.068	11.815	-2.253	-16%	These committed resources will be carried forward into 2014/15.	4.340	-	4.340	33.053	-	0%
Ocean New Deal for Communities	24.056	13.928	6.187	10.128	3.410	-6.718	-66%	The budget has been re-aligned to reflect the funding provision for Ocean Block H leaseholder re-purchase and decant costs. This is an ongoing scheme with the resources being applied as necessary, with flexibility to utilise resources between years as required.	-	-	-	24.056	-	0%
Notional Residual Decent homes Capital Profiling - In Development	-	-	20.000	-	-	-	N/A		-	-	-	-	-	N/A
Resources available - Non Decent homes Schemes to be developed	7.625	-	15.933	6.035	-	-6.035	-100%	Cabinet in January agreed to apply £3.55m of these resources to facilitate Decent Homes works on the Malmesbury Estate. The remaining resources were incorporated into the HRA Budget report considered by Cabinet in February.	1.580	0.010	1.590	7.625	-	0%
Council Housebuilding Initiative	4.570	4.570	-	-	-0.509	-0.509	N/A	The Council has been in negotiations to reach a settlement with the contractor employed on the Building Britain's Future project and has been successful in reducing the claim against LBTH. As a result, the agreed final account is £0.509m less than the sum incorporated in last year's final accounts which has released funding for HRA capital purposes.	-	-	-	4.570	-	0%
Blackwall Reach	14.419	8.146	2.587	6.273	1.608	-4.665	-74%	The Blackwall Reach represents a £13 million capital commitment over several financial years. Expenditure of £1.608m has been incurred in 2013/14, and it is anticipated that the remaining leasehold properties will be acquired during 2014/15, however, this profile is flexible, with resources in place to adapt the profiled funding as necessary.	-	-	-	14.419	-	0%
Cotall Street -Demolition	0.007	0.007	-	-	0.001	0.001	N/A		-	-	-	0.007	-	0%

	All Years		In Year - 13/14					Future Years (FY)		FY Total	All Years			
	Approved Budget	Spend to 31st March 2013	Approved Budget [Cabinet February 2013] 13-14	Revised Budget 13/14	Spend to Q4	Slippage	2013/14 Slippage (%)	REASONS FOR SLIPPAGE IN YEAR MORE THAN 10%	14/15	15/16 Onwards	Budget	Projected Spend	Variance	Variance %
	A	B		C	D	E-C	D/C		F	G	H = F+G	I	I-A	%
	£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%
Poplar Baths and Dame Colet House	16.000	-	-	-	-	-	N/A	This budgetary provision has been established to reflect the accounting arrangements for the Poplar Baths/ Dame Colet House redevelopment scheme. It is anticipated that the first lease payments on these projects will not be incurred until 2015/16, at which stage this provision will be fully utilised.	-	16.000	16.000	16.000	-	0%
Fuel Poverty and Insulation Works on HRA Properties	4.063	-	-	4.063	0.700	- 3.363	-83%	This budget represents the Council's contribution towards energy saving schemes being developed in conjunction with an energy supplier under the government's Energy Companies Obligation (ECO) programme. The Council budget includes a grant contribution of £2.254 received from the Department of Energy and Climate Change.	-	-	-	4.063	-	0%
New Affordable Housing at Bradwell St Garages	2.451	-	-	0.245	0.133	- 0.112	-46%	The Bradwell St Garages scheme started on site in March 2014 in accordance with the GLA grant conditions.	2.206	-	2.206	2.451	-	0%
New Affordable Housing -Ashington Estate	11.470	-	-	-	0.036	0.036	N/A		11.470	-	11.470	11.470	-	0%
New Affordable Housing -Extensions	3.610	-	-	-	0.008	0.008	N/A		3.610	-	3.610	3.610	-	0%
HRA Total	302.760	71.162	78.481	98.921	50.170	- 48.751	-49%		93.676	39.000	132.676	302.760	0.000	0%
Chief Exec's & Resources														
Priority Service Remediation /Backup Expansion	0.220	0.092	-	0.128	0.128	-	0%		-	-	-	0.220	0.000	0%
TOTAL CHIEF EXEC/RESOURCES	0.220	0.092	-	0.128	0.128	-	0%		-	-	-	0.220	0.000	0%
Poplar Baths and Dame Colet House	20.000	-	-	-	-	-	N/A		-	20.000	20.000	20.000	-	0%
Corporate GF provision for Schemes under development	10.000	-	10.000	-	-	-	N/A		10.000	-	10.000	10.000	-	0%
Total	884.279	466.238	185.693	195.916	130.368	- 65.550	-33%		148.282	73.844	222.126	884.278	0.001	0.0%

REQUESTS FOR NEW / INCREASED RESERVES

Description	Contribution	Detail
Education, Social Care and Wellbeing		
Early Intervention Reserve	- 986	Contribution to Early Intervention Reserve as approved by DMT
Public Health Contingency	- 2,869	To carry forward unspent Public Health Grant funding, so that it may be applied to Public Health initiatives
Children's Services Grants Management Reserve	- 194	Mayor's Education Award & Mayor's Higher Education Award scheme resources c/fwd
Schools Maternity Scheme	- 108	Schools ring-fenced scheme
Total	- 4,157	
LPG		
Health Advocacy Services	-45	To fund increase in demand for Health Advocacy Services as part of the 2 year contract
Maternity cover funding	-50	To cover the cost of maternity leave for a POS Senior Strategy Officer post
External PwC inspection and direction	-140	To fund additional expenditure in light of PWC inspection and East End Life direction.
Legal Services Case Management System	-20	To cover licence costs of new case management and time recording system for Legal Services
Total	-255	
Development and Renewal		
BATs Trading Activities	- 35	Trading Surplus for 2013/14 Carried Forward (Ring-Fenced Account)
Building Control (Trading A/c)	- 44	Trading Surplus for 2013/14 Carried Forward (Ring-Fenced Account)
Ocean NDC (Harford St Community Centre)	- 101	For the on going management of Harford St Community Facility until Ocean Regeneration take over management responsibilities
Contribution to General Fund	- 241	Carbon Reduction Scheme Income
Decent Homes (Capital)	- 2,426	Contribution from New Homes Bonus for 2013/14
Total	- 2,847	
Communities, Localities & Culture		
Mayor's Accelerated Delivery - Enforcement & Markets	- 292	To recruit additional enforcement staff for a period of 2 years
Early Intervention - University of Cumbria	- 114	Accessing 3 new buildings including St Andrews, Skyline and Youth Village.
Mobile Bus Station	- 120	To tackle crime and anti-social behaviour in partnership with the Metropolitan Police
Parking Control	- 540	Will be utilised in accordance with s55 of the Road Traffic Act (1994)
Victim Support	- 70	To fund two Borough-based Victim Support Officers
ICT Localisation Hubs	- 102	ICT work programme solution through Agilisys that supports the localisation hubs front and back office
Contribution to General Fund *	- 7,354	Parking Contribution to Council Service
Total	- 8,592	
Resources		
Internal Audit Programme	- 41	To support the fraud investigation programme
Director's Office	- 90	£50k to fund HR Implementation of ITRES, £30k to fund cost within Occupational Health for external medical consultant and £10k to fund corporate related expenditure
ICT Review	- 410	To fund the gap in the Agilisys contract between the schedule amount and the actual cost of the baseline.
Resources (PAS)	- 100	To implement key development and employment initiative outlined in the WFTRC action plan
Total	- 641	
Corporate		
Public Health Contingency	- 530	Contingency in relation to unspent PH Grant for 2013/14
Welfare Benefit Reform Contingency	- 1,000	Financial Impact of Welfare Benefits following the welfare benefit cap announcement in Sept 2013
Contribution to Future Savings Programme	- 801	Contribution to Future Savings Programme
Council Audit & Judicial Reviews	- 150	To fund best value inspection of Tower Hamlets in a number of areas and pending judicial reviews in year
Free School Meals - Contribution to GF	- 478	Full council decision on the 26th March to fund free school meals for primary pupils for 1 year
LPFA Supplementary Levy	- 1,200	To fund potential increase in levy charge from the LPFA
Street Lighting	- 1,600	To fund Phase 1 of the Street lighting capital scheme
Working Start for Women in Health & Childcare - Contribution to GF	- 790	Mayor's Executive Decision following the reversal of funding at Full council 26th March 2014
Efficiency Reserve	- 3,258	to contribute towards the costs of schemes to deliver efficiency savings towards the Council's savings target
Severance	- 4,000	To pay redundancy and pensions top-ups for staff taking voluntary redundancy and for compulsory severance
Watts Grove	- 1,000	To fund Decant of the Watts Grove depot site
PC Refresh	- 500	To support the XP replacement and other ICT related works
Total	- 15,307	
Total Contribution to Reserve	- 31,799	
Movement Between Reserve		
From Director's Office Reserve to Procurement Programme	187	To support the delivery of the Procurement Policy Imperatives (agreed in Cabinet Jan 2013)
From Homelessness Reserve £312k & Housing and PDG revenue funding (Planning & Development)£137k to Welfare Reform- Mayor's Discretionary Payments Reserve	449	To Deal with welfare reform issues in 2014/15
Total	636	

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

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Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
A Great Place to Live					
Strategic Priority 1.1: Provide good quality affordable housing					
Activity	Lead Officer	Deadline	Status	% Comp	
Increase availability of affordable family sized housing	Alison Thomas (D&R)	31/03/2014	Completed	100%	72 affordable family homes were delivered this quarter, with 228 delivered over Q1-4. In percentage terms 39% of new affordable homes delivered in 13/14 were family sized.
Milestone	Lead Officer	Deadline	Status	%	Comments
Operate new Viability Assessment Framework Agreement.	Owen Whalley (D&R)	30/04/2013	Completed	100%	Completed
Support registered providers and developers to ensure that 45% of new rented homes are family sized.	Alison Thomas (D&R)	31/03/2014	Completed	100%	187 social and affordable rented family units were delivered in this financial year, which represents 48% of the total rented housing to be delivered
Ensure East London Housing Partnership allocate the maximum number of affordable homes from the Olympic site.	Alison Thomas (D&R)	31/03/2014	Completed	100%	LBTH were allocated 27 homes from the Triathlon Village this financial year. The agreed nominations protocol is that 40% would be for the host borough, 30% ELHP sub-region, 10% RP, 10% GLA and 10% LLDC, which in effect means LBTH will retain most of the homes in the Borough. Senior officers and Lead Member for Housing represent the Borough at the East London Chief Officers Meeting to advocate for nominations.
Liaise with the GLA to maximise grant to increase affordable housing delivery in Tower Hamlets.	Alison Thomas (D&R)	31/03/2014	Completed	100%	The Borough was successful in attracting grants from the London Mayor's Pipeline bid to enable the delivery of 65 new Council affordable homes in the Borough which will be managed by THH. These were Ashington House infills (53) and Bradwell Street Garages (12). In addition to these a further 11 schemes also attracted funding with the potential to deliver a further 600 affordable homes in the Borough. The outcome of the March 2014 GLA funding programme is still awaited. Officers will continue their work with the GLA, THH and RPs to enable appropriate affordable housing schemes to be developed in the Borough and be successful in attracting GLA grants.
Progress council new build through bringing forward sites from THH Estate Capacity programme and progress to design and development stage.	John Coker (D&R)	31/12/2013	Completed	100%	Ongoing - Bradwell Street - planning agreed and scheme is now on site. Ashington now has cabinet approval for capital estimates. Staff on site for March 2015. New GLA bids submitted for Locksley & Hereford estates.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Deliver regeneration at Robin Hood Gardens and Ocean Estate	John Coker (D&R)	31/03/2014	Overdue	95%	Development in progress but CPO resolution from DCLG awaited for Robin Hood Gardens. Decent homes works complete for Ocean Estate and new affordable homes built but completions to follow for some of the units for sale.
Milestone	Lead Officer	Deadline	Status	%	Comments
Continue the development of Phase 1A of Robin Hood Gardens and progression of design and planning application for Phase 1B.	John Coker (D&R)	31/07/2013	Completed	100%	Phase 1a on target for completion March 2015. 1b design and planning progressing for submission of application in 2014/15.
Continue the programme of voluntary tenant and home owner decants and land assembly at Robin Hood Gardens.	John Coker (D&R)	28/02/2014	Completed	100%	Pre Allocations in place for secure tenants and homeowners to be rehoused to Phase 1a. 93 secure tenants now rehoused, 114 remaining. 21 home owner properties now acquired.
Progress confirmation of Compulsory Purchase Order for RHG, subject to Public Inquiry.	John Coker (D&R)	28/02/2014	Completed	100%	Public enquiry completed 22nd May 2014.
Complete the 4 year Decent Homes programme at Ocean Estate: 780 homes refurbished and the completion of 819 new homes, including 396 for target rent.	John Coker (D&R)	31/03/2014	Overdue	95%	All refurbishment works completed. All 396 new affordable homes completed, 88 private sale units (of a 423 total) yet to complete. These are being delivered by Bellway, who will complete next year. The revised completion timeline is due to Bellway's own build programme.
Activity	Lead Officer	Deadline	Status	% Comp	
Mitigate homelessness and improve housing options	Colin Cormack (D&R)	31/01/2014	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Adopt the Homelessness Statement	Colin Cormack (D&R)	31/07/2013	Completed	100%	Completed
Adopt the Overcrowding Statement as part of Housing Statement.	Alison Thomas (D&R)	30/06/2013	Completed	100%	Completed
Report progress to Homelessness Partnership Board.	Colin Cormack (D&R)	31/01/2014	Completed	100%	Completed

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Strategic Priority 1.2: Maintain and improve the quality of housing					
Activity	Lead Officer	Deadline	Status	% Comp	
Reduce the number of council homes that fall below a decent standard	John Coker (D&R)	31/03/2014	On target	75%	Over the Decent Homes (DH) Backlog Programme of 2011/12, 2012/13 and 2013/14 the Council made circa 3,385 homes decent. On the whole over 5000 have had DH works effectively preventing these homes from falling into non-decency. For 2013/14 alone a total of 1,785 homes have been made decent. This optimised delivery will favourably contribute towards halving non decency over the Mayoral term.
Milestone	Lead Officer	Deadline	Status	%	Comments
Commence Year 3 of Decent Homes programme.	John Coker (D&R)	30/04/2013	Completed	100%	Completed
Ensure delivery of local community benefits targets.	John Coker (D&R)	31/03/2014	On target	90%	<p>The Local Deliverables Programme has progressed well so far with some good results e.g.</p> <p>% LBTH Employment: Target = 30% - Achieved = 33%</p> <p>All staff = 373 of which 124 are LBTH based (33%)</p> <p>Apprentices = 57 achieved against a target of 56, broken down by as follows:</p> <p>24% of apprentices are female, about 63% of all apprentices represent BAME groups, all apprentices are LBTH residents and around 49% are council tenants (based on the data available).</p> <p>The breakdown of apprenticeships consists of:</p> <ul style="list-style-type: none"> • 8 Resident Liaison Officers • 10 Business Administrators • 6 Multi-trade • 3 Trainee Site Managers • 4 Carpenters • 8 Plumbers • 8 Electricians • 4 Painter and Decorators • 4 Trainee Quantity Surveyors • 1 Purchase order clerk trainee
Make 1774 homes decent.	John Coker (D&R)	31/03/2014	Completed	100%	A total of 1,785 homes have been made decent against a target of 1,774.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Improve the quality of housing services	Alison Thomas (D&R)	31/03/2013	Overdue	75%	Good progress has been made on establishing the process for Members to deal with housing complaints, recommendations of which have been approved by DMT and the Tower Hamlets Housing Forum (THHF) Executive. However, the administration decided not to take the Mayor's Housing Statement forward, and a review of the Consolidated Action Plan is subject to the re-procurement of auditors, which is in progress.
Milestone	Lead Officer	Deadline	Status	%	Comments
Implement Democratic Filter for housing complaints and RP Regulation.	Alison Thomas (D&R)	30/04/2013	Completed	100%	Paper produced jointly by Strategic Housing and Legal and arrangements approved by DMT and THHF Executive
Adoption of Mayor's Housing Statement. (June 2013)	Alison Thomas (D&R)	30/06/2013	Discontinued	0%	Administration agreed not to take the Statement forward.
Review progress against the Leaseholders Consolidated Action Plan and undertake actions for 13/14.	John Coker (D&R)	31/03/2014	Overdue	50%	The Project Steering Group Chaired by the Lead Member for Housing has asked officers to re-procure auditors to review the progress of the implementation of the Consolidated Action Plan. Procurement of the Auditors is in progress.
Activity		Deadline	Status	% Comp	
Implement Tower Hamlets Energy Community Power (Energy Co-operative)	Abdul Khan (D&R)	31/03/2014	Completed	100%	T.H.E Community Power Energy Cooperative established and has been successfully up and running, the project has saved on average £130 per household in the borough.
Milestone	Lead Officer	Deadline	Status	%	Comments
Establish Tower Hamlets Energy Community Power as a Community Interest Company (CIC).	Abdul Khan (D&R)	30/06/2013	Completed	100%	More than 4,000 households have signed up to the Energy Co-operative
Establish the Energy Co-op management board and working group.	Abdul Khan (D&R)	30/06/2013	Completed	100%	Registration logged but not finalised as the Energy Co-operative is not the traditional Energy Co-operative Model. Its been agreed to keep the registration of the Co-op open.
Continue with resident sign-up and hold first auction to secure cheaper tariffs for residents.	Abdul Khan (D&R)	30/06/2013	Completed	100%	Board Established and meet quarterly
Continue with the Energy Co-op campaign and hold second auction.	Abdul Khan (D&R)	31/12/2013	Completed	100%	So far we have held four auctions and a further two are planned for June and November 2014. Average savings per household is £130.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Provide a service to vulnerable households to assess the energy efficiency of their property and their eligibility for energy efficiency grants to help ensure they are able to keep warm and well.	Abdul Khan (D&R)	31/03/2014	Completed	100%	Energy efficiency assessment offered as part of the borough's RENEW 2 programme, two energy advisors now doing home visits where we receive requests from residents, an Energy Monitor loan scheme is now in place, with some of the Department of Energy and Climate Change money left we are piloting a Green Energy Doctor scheme for the most vulnerable households in the borough.
Undertake an assessment of the borough's housing stock to determine the potential for Green Deal and ECO (Energy Company Obligation) funding to undertake energy efficiency works.	Abdul Khan (D&R)	31/03/2014	Completed	100%	Through our planning policies we have secured various amount of carbon offsetting monies through s106 to be utilised for domestic and community energy projects. We also secured £23k to fund the borough's carbon offsetting strategy (identifying projects), this will include ECO and Green Deal opportunities. Consultants appointed to undertake study.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Strategic Priority 1.3: Improve the local environment and public realm					
Activity	Lead Officer	Deadline	Status	% Comp	
Initiate Phase 1 of the Carbon Reduction Plan for council buildings	Abdul Khan (D&R)	31/03/2014	Overdue	93%	On course to meet the 2016 CMP targets of reducing council operational carbon emissions by 40% by
Milestone	Lead Officer	Deadline	Status	%	Comments
Connect voltage optimisation at Mulberry Place, saving 300 tonnes of CO2 and £55,000 a year in fuel costs.	Abdul Khan (D&R)	30/09/2013	Completed	99%	All technical works for installing the voltage optimiser completed, it is now just awaiting to be connected. No movement on the landlord's position and the attempts for connection continues to be actively blocked. We are working with his new agent. Should this project not go ahead we have identified switching off the decorative atrium lighting in Mulberry Place will save approx. £15,000 per annum and also sorting out the early morning spike in Mulberry Place energy use which has no affect on the building or its occupant could save an additional £30,000 per annum.
Deliver first phase of a staff engagement programme to reduce energy use in key council buildings, saving 500 tonnes of CO2 and £75,000 a year in fuel costs.	Abdul Khan (D&R)	31/12/2013	Completed	100%	All building managers can now log on and monitor the building energy consumptions, next phase of the programme is to use monitors to display energy use of key council buildings.
Deliver the RE: FIT programme across 15 of the council's top energy using buildings, saving 625 tonnes of CO2 and £100,000 a year in fuel costs.	Abdul Khan (D&R)	31/03/2014	Overdue	80%	The buildings list has been approved. Moving to a corporate landlord model makes this project much easier to implement. The project needs circa £450k to implement and so far has secured £116k. We have identified some Barkantine money held in reserves not required for a number of years which could be potentially used to finance the remainder of the project. The procurement framework has been agreed by legal and procurement, this project needs to be considered as part of the councils Invest To Save Programme. Project could be delivered by September 2014. In other areas of the Carbon Management Plan we have secured funding for an LED street lighting
Activity	Lead Officer	Deadline	Status	% Comp	
Protect and improve the local environment through engagement with major utility companies and Crossrail	Jamie Blake and Shazia Hussain (CLC)	31/03/2014	Completed	100%	Regular meetings with Crossrail, the operation of the London Permit Scheme and negotiation with Thames Water on the Tideway Tunnel have minimised disturbance to residents and local access from these projects.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Milestone	Lead Officer	Deadline	Status	%	Comments
Continue to liaise with the Crossrail delivery contractors to ensure that the impact on the environment and local residents is minimised	Jamie Blake and Shazia Hussain (CLC)	31/03/2014	Completed	100%	Major works associated with Crossrail have been closely monitored and mitigating action has been delivered where required.
Deliver year 1 of the new street works permit scheme for utilities operations on highways with an aim to reduce the total number of openings.	Jamie Blake and Shazia Hussain (CLC)	31/03/2014	Completed	100%	The permit scheme has been fully implemented with significant improvements in managing and co-ordinating works on the public highway. Further quality checks are planned.
Support the community to lobby water utilities, their agents and contractors to minimise impact of the Thames Tideway Tunnel scheme on King Edward Memorial Park.	Jamie Blake and Shazia Hussain (CLC)	31/03/2014	Completed	100%	Save KEMP has been fully supported during the examination in public process and in the event of KEMP being the site for the planned works, a significant Section 106 payment has been agreed.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Work in partnership to improve our public realm	Jamie Blake (CLC)	31/03/2014	Completed	100%	A successful year of innovative engagement projects have underpinned the improvements in service delivery standards.
Milestone	Lead Officer	Deadline	Status	%	Comments
Launch the Find It, Fix It, Love It (FIFILI) campaign.	Jamie Blake (CLC)	30/09/2013	Completed	100%	Initial awareness campaign closed. The FIFILI app was promoted through various mediums such as coffee mornings held by the Muslim Women's Collective, East End Life advertisements and the placement a 6ft banner in events across the borough. Marketing for FIFILI will be ongoing in 2014/15.
Undertake a borough wide deep clean.	Jamie Blake (CLC)	30/06/2013	Completed	100%	Two months remain of the 'Deep Clean' programme. The Mayor's funded programme has enabled the service to deploy extra resources in high footfall areas, including, litter pickers and graffiti/chewing gum removal teams. Borough cleanliness has improved on the previous year, as displayed by the results of the tranche surveys results from 2012/13 to 2013/14.
Develop further the Community Payback programme with new provider SERCO and deliver at least 50 projects.	Jamie Blake (CLC)	31/03/2014	Completed	100%	There have been 43 projects undertaken by Community Payback during 2013/14. This figure is slightly down on the predicted 50 due to staffing issues at SERCO and the reallocation of groups outside the borough. The current service provider, SERCO has decided to take the 'opt out' clause within their contract from April 2014 and will no longer deliver the service from October 2014. At this stage the effect this will have on the service is unknown, but constant communication between parties is hoped to minimise any disruption.
Plant over 50 new street trees.	Jamie Blake (CLC)	31/03/2014	Completed	100%	The Arboriculture section have planted in excess of 200 trees making Tower Hamlets a brighter and greener Borough for residents and visitors alike. We successfully gained match funding from the London Mayor's street tree planting initiative, for the planting of 110 of these trees.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Increase household waste sent for reuse, recycling & composting	Jamie Blake (CLC)	31/01/2014	Completed	100%	In Quarter 3, the recycling rate [NI 192] was at 28.4% and recycling has continued to increase on last year. For this period, Tower Hamlets has the second highest reported dry recycling rate in inner London. The Council aims to increase household recycling recovered through community education and outreach activities, and by working in partnership with Veolia to deliver continuous service improvements.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop a 'Lifecycle' media campaign to promote awareness of reuse, recycling & composting arrangements and opportunities.	Jamie Blake (CLC)	31/07/2013	Completed	100%	The Education and Outreach team delivered 'Recycle Right' campaign during 2013/14. New leaflets were also developed to promote the Reuse and Recycling Centre and clothes/household items reuse and recycling.
Encourage resident engagement and publish at least three articles on borough reuse, recycling & composting facilities (waste treatment centres).	Jamie Blake (CLC)	31/01/2014	Completed	100%	In addition to the above, at least 3 articles and adverts were published in East End Life alongside the regular 'Green Page'.
Activity	Lead Officer	Deadline	Status	% Comp	
Improve our parks and open spaces	Shazia Hussain (CLC)	31/03/2014	Completed	100%	A number of capital parks improvements have been made successfully; this includes bringing in additional external funds of multi-million pounds to make improvements on leisure facilities based in Parks.
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete improvements to the changing facilities at Victoria Park.	Shazia Hussain (CLC)	31/03/2014	Completed	100%	Completed
Deliver carriageway and parking improvements at Victoria Park as part of the Heritage Lottery Fund supported improvement	Shazia Hussain (CLC)	31/01/2014	Completed	100%	The works are now complete and the car park area fully operational.
Commence implementation of Phase 1 of Bartlett Park Master Plan.	Shazia Hussain (CLC)	31/03/2014	Completed	100%	Completed

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Work with residents to develop a park improvement scheme for King Edward Memorial Park to support and safeguard the restitution of the park following completion of the Thames Tideway Tunnel project.	Shazia Hussain (CLC)	31/03/2014	Completed	100%	Whilst maintaining our objections to the KEMP foreshore scheme, a package of works has been negotiated with Thames Water (TW) secured within the draft s106 agreement, should the works proceed. A draft master plan has been agreed and the contributions include: <ul style="list-style-type: none"> • Landscaping Master Plan Contribution • Glamis Road Adventure Playground Works Contribution • Shadwell Basin Landscaping Works Contribution • Local Open Space Contribution • Section 106 monitoring Contribution Further investment will be made by TW to remediate the grounds within the development area in accordance with the agreed master plan.
Strategic Priority 1.4: Provide effective local services and facilities					
Activity	Lead Officer	Deadline	Status	% Comp	
Manage national planning changes effectively to deliver local priorities	Michael Bell (D&R)	31/01/2014	Completed	100%	Applications for round 1 and round 2 were determined at February Cabinet.
Milestone	Lead Officer	Deadline	Status	%	Comments
Cabinet determine first round of applications for Neighbourhood Forums.	Michael Bell (D&R)	31/07/2013	Completed	100%	as above
Cabinet determine second round of applications for Neighbourhood Forums.	Michael Bell (D&R)	31/01/2014	Completed	100%	as above
Activity	Lead Officer	Deadline	Status	% Comp	
Implement the Markets Strategy	Andy Bamber (CLC)	31/03/2014	Completed	100%	The Market Strategy is on-going and an action plan has been developed, as per the recommendations in the recent audit report, to give clear and smart timelines, actions and responsibilities for the implementation of the strategy. All milestones have been completed for this year.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop and agree the Food for Health standards for application at three key markets to encourage fruit, vegetable and fresh food trading.	Andy Bamber (CLC)	30/09/2013	Completed	100%	The required criteria has been set for successful applicants to sell fruit and vegetables. All temporary licences for the sale of fruit and vegetables will be pre-allocated in advance to successful applicants who attend an interview to confirm ability to meet required criteria. New traders are monitored in partnership with public health to ensure compliance of agreed criteria. The 'Mary Portas' pilot has also been developed and delivered, in identified markets, to improve the quality and business acumen of street traders.
Work with the Town Centre Scheme stakeholder groups to improve licensing and pre-allocation arrangements for pitches with an aim to reduce vacant pitches by 25%.	Andy Bamber (CLC)	31/03/2014	Completed	100%	The introduction of additional fruit and vegetable and hot food licenses have been granted reducing vacant pitches in some market areas. A new market IT solution is also being developed to assist with the roll out of pre-allocation of pitches. Vacant pitches have been reduced by 27%.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement footway improvements to extend off-road trading areas in Bethnal Green Road.	Jamie Blake (CLC)	31/03/2014	Completed	100%	Original plan to implement demonstration projects has been completed; in addition a detailed design for the entire corridor through the market area, has been produced ready for consultation. Markets, Parking and Highways issues have been addressed and TfL secured for start of works in October 2014 after extensive public consultation.
Activity	Lead Officer	Deadline	Status	% Comp	
Introduce the Tower Hamlets local Community Infrastructure Levy (CIL)	Anne-Marie Berni (D&R)	31/01/2014	Overdue	85%	The Examination in Public has been a real challenge to schedule, due to the availability of the inspector and our Counsel. It is therefore later than we would have liked. This has influenced the final 'go live' date.
Milestone	Lead Officer	Deadline	Status	%	Comments
Examination in Public (EiP) for LBTH CIL.	Anne-Marie Berni (D&R)	31/10/2013	Overdue	95%	The Examination in Public has been a real challenge to schedule, due to the availability of the inspector and our Counsel. It is therefore later than we would have liked. The EiP is now scheduled for 28th May 2014. This is a major milestone in this process.
Full Council Adoption of LBTH CIL.	Anne-Marie Berni (D&R)	31/01/2014	Overdue	85%	The Examination in Public has been a real challenge to schedule, due to the availability of the inspector and our Counsel. It is therefore later than we would have liked. This has influenced the final 'go live' date.
Activity	Lead Officer	Deadline	Status	% Comp	
Improve community facilities	Shazia Hussain (CLC)	30/06/2013	Completed	100%	The new Idea Store at Watney Market (ISWM) has seen very high visitor levels with 323,124 visits in the 10 months since it opened. Customer satisfaction in the One Stop Shop service at ISWM is also significantly higher than at other OSSs.(90% positive).
Milestone	Lead Officer	Deadline	Status	%	Comments
Open the Idea Store Watney Market and One Stop Shop.	Shazia Hussain (CLC)	30/06/2013	Completed	100%	see above
Activity	Lead Officer	Deadline	Status	% Comp	
Develop a Masterplan for Whitechapel	Owen Whalley (D&R)	30/11/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Approve draft Whitechapel Masterplan Supplementary Planning Document (SPD) for statutory consultation.	Owen Whalley (D&R)	30/11/2013	Completed	100%	The draft Masterplan was approved for public consultation at September Cabinet.
Approve final Whitechapel Masterplan SPD.	Owen Whalley (D&R)	30/11/2013	Completed	100%	Approved at December 2013 Cabinet.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Provide support for the improvement of faith buildings in the borough	Dave Clark (D&R)	31/12/2013	Completed	100%	Monitoring of Round 1 Schemes is ongoing. Round 2 applications have been received and assessed by officers but as yet not reviewed by the Corporate Programme Grants Board.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop process for assessment, evaluation, publicity and allocation of the Round 2 of the Community Faith Buildings programme.	Dave Clark (D&R)	31/07/2013	Completed	100%	
Launch Round 2 of the grant application process.	Dave Clark (D&R)	30/09/2013	Completed	100%	
Announce Round 2 successful applicants.	Dave Clark (D&R)	31/12/2013	Completed	99%	Round 2 of the Scheme has been launched, applications received and assessed by officers. Officers assessments have as yet not been reviewed by the Corporate Grants Programme Board.
Activity	Lead Officer	Deadline	Status	% Comp	
Progress the Multi Faith Burial Ground proposal	Ann Sutcliffe (D&R)	31/07/2014	Completed	100%	Planning permission still to be secured
Milestone	Lead Officer	Deadline	Status	%	Comments
Select best two options on cost and location.	Ann Sutcliffe (D&R)	30/04/2013	Completed	100%	Completed
Enter negotiations and select preferred single site.	Ann Sutcliffe (D&R)	30/04/2013	Completed	100%	Completed
Negotiate final offer.	Ann Sutcliffe (D&R)	31/05/2013	Completed	100%	Completed
Award contract.	Ann Sutcliffe (D&R)	31/07/2014	Completed	100%	Lease / heads of terms agreed.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Design and implement the People's History Plaque Scheme	Shazia Hussain (CLC)	31/03/2014	Completed	100%	The People's Plaque Schemes provides the community of Tower Hamlets the chance to honour the diversity of the voices which make the history of Tower Hamlets.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop the Tower Hamlets History Plaque scheme to highlight key aspects of the borough's history and its people with scope and design of plaques agreed.	Shazia Hussain (CLC)	30/06/2013	Completed	100%	History plaque was successfully launched with advertising for nominations by the community placed in East End Life.
List of plaques developed, prioritised and agreed, along with the identification and investigation of locations.	Shazia Hussain (CLC)	31/08/2013	Completed	100%	Nomination forms and criteria developed and advertised with shortlisting panel created for the public to make final votes on.
Plaques in position from August 2013 with accompanying communications.	Shazia Hussain (CLC)	31/03/2014	Completed	100%	Seven plaques produced with media and communications developed to highlight the winners.
Strategic Priority 1.5: Improve local transport links and connectivity					
Activity	Lead Officer	Deadline	Status	% Comp	
Accelerate delivery of pothole repairs	Jamie Blake (CLC)	30/06/2013	Completed	100%	All roads inspected; 1700 potholes reported and repaired
Milestone	Lead Officer	Deadline	Status	%	Comments
All Tower Hamlets streets visited and potholes repaired.	Jamie Blake (CLC)	30/06/2013	Completed	100%	All roads inspected; 1700 potholes reported and repaired
Activity	Lead Officer	Deadline	Status	% Comp	
Deliver additional cycle improvements	Jamie Blake (CLC)	31/03/2014	Completed	100%	Improvements completed; in total 5 cycle pump bollards, 10 permeability projects and 50 new cycle parking spaces.
Milestone	Lead Officer	Deadline	Status	%	Comments
Deliver 50 new or improved cycle parking facilities.	Jamie Blake (CLC)	31/03/2014	Completed	100%	50 spaces provided as per milestone
Improve ten locations for cycle permeability.	Jamie Blake (CLC)	31/03/2014	Completed	100%	10 locations completed as per milestone
Install five cycle pump bollard installations and deliver two cycle safety awareness events.	Jamie Blake (CLC)	31/03/2014	Completed	100%	5 cycle pump bollards installed and 2 cycle safety awareness events, "Exchanging Places", held in June and July 2013.
Activity	Lead Officer	Deadline	Status	% Comp	
Support local transport	Jamie Blake (CLC)	31/03/2014	Overdue	98%	See delay to contract award below which has affected this result
Milestone	Lead Officer	Deadline	Status	%	Comments
Establish a framework for engagement with TfL on draft proposals for river crossings to ensure that the benefits for residents are maximised and potential impacts are minimised or prevented.	Owen Whalley (D&R)	31/03/2014	Completed	100%	Framework for engagement with TfL in place. This will be an ongoing project over the coming years.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Award the highway construction and maintenance contracts.	Jamie Blake (CLC)	31/03/2014	Overdue	95%	Delays have arisen as a result of supplier questions and clarifications at tender stage. Tender evaluations completed and due diligence being carried out prior to award of contracts, now planned for May. Contingency plans have been put in place to extend existing contracts, to provide for the delay to the start of new contracts; which will now be 1st October 2014.
Deliver phase 2 of the £3m highway infrastructure improvement programme, ensuring that projects meet accessibility standards through relevant specification and contract management.	Jamie Blake (CLC)	31/03/2014	Completed	100%	Full programme complete
Strategic Priority 1.6: Developing stronger communities					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a citizen centred local governance structure	Shazia Hussain (CLC)	31/03/2014	Completed	100%	A citizen centred local governance structure has been developed with the establishment of the Local Community Ward Forums. Over 80 Community Champion Coordinators (CCC) successfully recruited and trained with both Local Community Ward Forum meetings taking place. Each of the 17 forums successfully set themselves 3 local priorities each and over 50 local projects successfully commissioned.
Milestone	Lead Officer	Deadline	Status	%	Comments
Begin the roll out of the Local Community Ward Forum (LCWF) structure for all wards (from June 2013) with a programme of meetings established for each ward forum.	Shazia Hussain (CLC)	31/03/2014	Completed	100%	The LCWF structure was rolled out across all 17 wards in the borough and a programme of meetings held in December 2013 and February 2014 to select local priorities.
Create a sustainable framework to support residents in the LCWF meetings to prioritise, co-produce and commission activity.	Shazia Hussain (CLC)	31/03/2014	Completed	100%	A sustainable framework was created to support residents in the LCWF meetings to prioritise and commission activities to secure improvements to the local area.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver the Partnership community offer through the Community Champion Programme	Shazia Hussain (CLC)	31/03/2014	Completed	100%	The Partnership Community offer is being delivered through the establishment of the Community Champions Programme.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop an outreach framework to guide local Community Champion Coordinators (CCC) when engaging with the local community.	Shazia Hussain (CLC)	30/09/2013	Completed	100%	An outreach framework has been developed to guide and support the CCCs in engaging with the local community. This includes a bespoke training programme, training manual, and new workshops that the CCCs themselves requested on Delivering Projects.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Recruit, train and develop between 5-15 Community Champion coordinators per ward.	Shazia Hussain (CLC)	30/09/2013	Completed	100%	Whilst some CCCs have stepped down recently, to stand in the local elections, most, if not all, have expressed a wish to continue their involvement with the forums as residents.
Recruit and develop Community Champions for 3 key service areas.	Shazia Hussain (CLC)	31/03/2014	Completed	100%	CCC were recruited to help support the snowangel scheme, parks clearance and trained and supported the Money Matters scheme established through the Welfare Reform work.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver the local governance structure for the Partnership	Shazia Hussain (CLC)	31/03/2014	Completed	100%	The local governance structure for the partnership has been delivered with the establishment of the LCWFs and the recruitment of the Community Champion Coordinators, and the completion of the review of the Partnership Executive Board.
Milestone	Lead Officer	Deadline	Status	%	Comments
Design and set up the Participatory Budgeting (PB) framework.	Shazia Hussain (CLC)	31/07/2013	Completed	100%	The participatory budget framework has been designed and implemented. This is still considered to be a leading scheme across the country for empowering local residents to participate in Local Budgets.
Commission PB activity against £10k per ward (minimum).	Shazia Hussain (CLC)	31/03/2014	Completed	100%	54 local projects have been commissioned against the £10k budget allocation per ward.
Further roll out of 10 Neighbourhood Agreements across the borough – subject to Community Cohesion Funding.	Shazia Hussain (CLC)	31/03/2014	Completed	100%	As funding is made available further Neighbourhood Agreements will be established.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Engage residents and community leaders in policy and budget changes	Shazia Hussain (CLC)	31/03/2014	Completed	100%	Over 150 non-executive members of the community successfully involved in 2 Mayor's Budgets.
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete an assessment to determine the method of delivering the first Community Budget.	Shazia Hussain (CLC)	31/01/2014	Completed	100%	Framework created for setting up and delivering local community budgets through the LCWF. This was completed in February 2014 with over 50 local projects commissioned. This will continue in future years.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a framework for engagement of borough-wide equality forums in the Partnership	Louise Russell (CE)	30/09/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Proposals for framework presented to Partnership Executive.	Louise Russell (CE)	30/06/2013	Completed	100%	A report with proposals on involving third sector and equality forum representatives in the Community Plan Delivery Groups was considered and agreed by the Partnership Executive in June 2013.
Agreed framework in place.	Louise Russell (CE)	30/09/2013	Completed	100%	All CPDGs now have third sector representation.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Celebrate the achievements and contribution made by the local third sector	Dave Clark (D&R)	31/03/2014	Completed	100%	Framework for engagement with TfL in place. This will be an ongoing project over the coming years.
Milestone	Lead Officer	Deadline	Status	%	Comments
Scope programme for event.	Dave Clark (D&R)	31/10/2013	Completed	100%	Scoping complete.
Tender for delivery of event if required.	Dave Clark (D&R)	31/10/2013	Completed	100%	Procurement activities complete.
Appoint event deliverers.	Dave Clark (D&R)	30/11/2013	Completed	100%	
Implement event.	Dave Clark (D&R)	31/03/2014	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	
Deliver locally appropriate services through the 4 locality Hubs	Shazia Hussain (CLC)	31/10/2013	Completed	100%	The site of all 4 Locality Hubs have been established.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop with the relevant communities a clear priority framework for each of the 4 Locality Hubs to improve the targeting of service delivery locally.	Shazia Hussain (CLC)	30/09/2013	Completed	100%	Established by the LCWF, Police ward forums and key partner working groups.
Establish integrated service delivery teams in at least three localised Hubs, including the co-location of police, public health, youth services and CLC frontline services.	Shazia Hussain (CLC)	31/10/2013	Completed	100%	Established at the Toby Club, Shadwell Centre and Onslow House.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
A Prosperous Community					
Strategic Priority 2.1: Improve educational aspiration and attainment					
Activity	Lead Officer	Deadline	Status	% Comp	
Ensure sufficient places are provided to meet the need for statutory school places	Kate Bingham (ESW)	31/03/2014	Completed	100%	Sufficient places available and offered for 2014/15 school year
Milestone	Lead Officer	Deadline	Status	%	Comments
Review land and asset options to plan for growth of primary and secondary provision and report to Cabinet on progress and further plans for implementation.	Kate Bingham (ESW)	30/09/2013	Completed	100%	Cabinet report 11 September 2013
Review annual projections and adjust short, medium and long term planning accordingly.	Kate Bingham (ESW)	30/09/2013	Completed	100%	Cabinet report 11 September 2013
Complete implementation of expansion schemes and any temporary schemes to provide sufficient primary places.	Kate Bingham (ESW)	31/03/2014	Completed	100%	Cayley School expansion completed on programme; Bonner, Stebon and Woolmore expansion schemes in progress and are on programme.
Plan for implementation of expansion schemes, working with D&R on land and funding matters where required, including implications for CIL and s. 106, and planning for use of capital resources to implement schemes.	Kate Bingham (ESW)	31/03/2014	Completed	100%	Development work ongoing. London Dock and Neptune Wharf sites - outline approval for schools obtained and option agreements signed.
Develop proposals for new school sites, including working with developers/owners and seeking school proposers as required.	Kate Bingham (ESW)	31/03/2014	Completed	100%	Ongoing development work
Develop medium and long term strategy to meet projected pupil growth to 2020.	Kate Bingham (ESW)	31/03/2014	Completed	100%	Ongoing development work towards 2014/15 review of projections and need.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Expand free early education places of high quality for disadvantaged two-year-olds	Anne Canning (ESW)	31/03/2014	Overdue	40%	The target remains extremely challenging as finding and setting up new childcare facilities is a complex and lengthy process. 398 places have been created with a further 248 opening in April 2014.
Milestone	Lead Officer	Deadline	Status	%	Comments
Use capital and trajectory building allocation from Dedicated Schools Grant to develop new and expand existing provision for eligible 2 year olds.	Anne Canning (ESW)	31/03/2014	Overdue	35%	200k was spent of capital by end March 2014. Capital funding will be carried forward. We have around 20 additional projects which we are working on which are at various stages of development. We will be continuing work throughout 2014/15. Schools Forum has approved a revenue to capital transfer of £2.5m. This is pending sign off by the DfE.
Implement early years funding and admissions proposals to support the expansion of early learning places for eligible 2 year olds.	Anne Canning (ESW)	30/09/2013	Completed	100%	Application process in place; eligibility checking service being used; panel established to review application for children in need. Processes regularly reviewed. Targeted advertising been carried out to families with two year olds.
Work with identified settings to ensure that they are of high enough quality to provide places for eligible 2 year olds.	Anne Canning (ESW)	31/03/2014	Overdue	80%	43 settings approved to take 2 year olds. There are 19 additional settings who theoretically could take two year olds but only 9 are interested and we are working with these groups. There are also 17 child-minders who are approved for funded two year old provision.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Raise attainment and narrow the gap between the lowest 20% and the median of all children at the end of the Early Years Foundation Stage (EYFS)	Anne Canning (ESW)	31/03/2014	Completed	100%	The EYFS curriculum and its statutory assessment were completely changed from September 2012. This change in legislation means that data cannot be collected and analysed as described in these activities. Because the curriculum has changed, the content of the assessment has also changed. It is highly unlikely that we will be able to map previous scores onto the new collection. The structure of the EYFSP was radically altered from September 2012 for the data year 2012-2013. This activity no longer reflects the statutory data collected by this and all other LAs. We have developed a robust approach to analysing the new data and have begun to work with schools and settings to improve outcomes further.
Milestone	Lead Officer	Deadline			
Support the implementation of the revised EYFS with a particular emphasis on reviewing and revising the assessment and reporting process for the EYFS profile.	Anne Canning (ESW)	31/07/2013	Completed	100%	The Early Years Service began preparing for the changes shortly after the report from Dame Clare Tickell. All curriculum and assessment training has included information about the changes from late 2011. The Standards and Testing Agency commended our preparations when they audited our readiness for moderating the new assessment in schools in 2013.
Identify children at the lowest 20% of attainment at the EYFS, using universal services as a gateway to targeted support.	Anne Canning (ESW)	31/07/2013	Completed	100%	We have identified the lowest achieving 20% of children using the new assessment. Schools use this information to plan the appropriate next steps for children. This is the first year of a new data collection and it is important not to over-estimate our success, but it does appear that whilst our children enter life as members of the most disadvantaged families nationally, their performance after 5 years is more comparable to that of children from more advantaged backgrounds.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Achieve improvements in EYFS results through continued, intensive support to improve the quality of provision in targeted schools and settings, learning from the lessons of 2012/13.	Anne Canning (ESW)	31/03/2014	Completed	100.00%	We have identified the key areas for work with schools and settings – environments and early language. We are delivering an in-depth language programme – Every Tower Hamlets Child a Talker. This is aimed at increasing children’s progress and attainment and at improving adult interactions with children. We hope to continue this programme by working to enable staff to support each other more effectively as they work with children. Environments are key in improving attainment overall and helping Tower Hamlets children catch up with their more advantaged peers. We have been working on this for some time through the Forest Schools programme and through Healthy Early Years. Both of these initiatives are showing that they help children catch up, support their parents in finding the most supportive ways of encouraging learning at home. We have used the ETHCaT programme. Healthy Early Years and the Forest Schools programme to target environments and staff skills across all sectors. We plan to extend EYFSP moderation to ensure that all schools are analysing their own data as early as possible to address under-achievement.
Activity	Lead Officer	Deadline	Status	% Comp	
Increase the number of children achieving 5 A* to C grades including English and maths grades at GCSE	Anne Canning (ESW)	31/03/2014	On target	75%	Continued improvement at GCSE: Tower Hamlets’ pupils now out-perform the national average. In 2013, 64.7% of Tower Hamlets pupils achieved 5 or more GCSE at grade A*-C (including English & Maths GCSE) compared to 51.8% in 2010 representing a 12.9% point improvement. The attainment of vulnerable groups is also improving: for example, looked after children in Tower Hamlets outperform their peers in other parts of the country in Key Stage 2 English and Maths and on the 5 A*-C GCSEs including English and Maths measure. Their performance against these measures has also improved in the last 3 years. No schools (mainstream LA maintained secondary schools) are below 45% in attaining 5 or more grades A*-C at GCSE or equivalent (including English and Maths).

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Milestone	Lead Officer	Deadline	Status	%	Comments
Monitor and share best practice in tracking progress and provide good and better teaching and learning.	Anne Canning (ESW)	31/03/2014	Completed	100%	Visits to schools currently underway and picture emerging of best practice. Network meetings sharing in November. On-going 2014-15
Support schools to determine an appropriate curriculum offer.	Anne Canning (ESW)	31/03/2014	Completed	100%	Constant changes in the system make for challenges. However, post 16 understanding most complex. Preparation for KS4 is in place in all schools but much still to debate. On going 2014-15
Support the development of strong literacy improvement strategies.	Anne Canning (ESW)	31/03/2014	Completed	100%	Much good work underway at KS4 and post 16 with tutoring and group work with experts in place in all school providers. On going into 2014-15

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Bring A Level results above the national average	Anne Canning (ESW)	31/03/2014	Completed	100%	Tower Hamlets overall average point score per candidate is 627.6, down 17.3 points from the 2012 results. The performance of male pupils accounts for the entire decrease, with female performance in line with 2012. In England (all schools), the overall average point score per candidate is 724.3, down 8.7 points from the 2012 result. Tower Hamlets overall average point score per entry is 202.4, up 1.4 points from the 2012 result. In England (all schools), the overall average point score per entry is 213.7, up 0.9 points from the 2012 result. The DfE has changed the way that the Performance Tables are presented; academic and vocational subjects are now reported upon separately and there will be a range of further reporting or accountability measure over the coming years. A levels, together with GCSEs, are undergoing significant reforms over the next few years and the Secondary Learning Team is working with all our schools to manage the change.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Milestone	Lead Officer	Deadline	Status	%	Comments
Provide further training for schools in analysing results, and develop strategies to raise achievement.	Anne Canning (ESW)	31/03/2014	Completed	100.00%	Data development sessions have been held in schools and all Head teachers and Heads of Sixths are aware of the demands of the new DfE performance tables. All schools are supported through the Alps data system. All schools have had feedback on the Alps report and a synopsis of the main points and this has helped intervention strategies. Each school's Alps report is also being used to establish subject network groups that are being launched in July. This will enable schools to share good practice. All schools have access to an academic writing programme and this enables students to develop the appropriate writing style for achieving the top grades. Schools have established strong tracking and monitoring processes to make sure that students make appropriate progress towards their target grades. Targeted Intervention Groups have been established in schools where required. The Secondary Learning Team has carried out several sixth form health checks as well as running training sessions on the transition from year 11 to 12 and on the use of data in schools.
Develop robust understanding of post 16 offer and progression routes.	Anne Canning (ESW)	31/03/2014	Completed	100.00%	A post 16 curriculum map has been drawn up and this has led to a new curriculum offer developing across the borough. There is a better balance of vocational and academic courses emerging. There has been a lot of work carried out on developing different progression routes and the Careers Service has been more involved in sixth form related work. A quality assurance group has been established for monitoring alternative provision. There has also been a lot of development work carried out in raising awareness of the apprenticeship route.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Monitor A level average point scores by ethnicity and gender.	Anne Canning (ESW)	31/01/2014	Completed	100.00%	Gender and ethnicity achievement patterns have been researched and analysed for 2013. The emerging patterns have been analysed and reported upon. There is often a significant gap in favour of girls across most ethnic groups and there are distinct patterns across different groups. Schools are aware of the patterns and are targeting groups as appropriate. Some ethnic groups are very small in number so data has to be approached with some caution.
Activity	Lead Officer	Deadline	Status	% Comp	
Continue to deliver the Mayor's Educational Allowance	Chris Holme (Resources) & Anne Canning (ESW)	31/01/2014	Completed	100%	The Mayor's Educational Allowance is on target for delivery.
Milestone	Lead Officer	Deadline	Status	%	Comments
Place advertisement for the MEA Scheme and undertake publicity.	Chris Holme (Resources) & Anne Canning (ESW)	30/09/2013	Completed	100%	Activity complete
Apply the MEA Policy to determine applications.	Chris Holme (Resources) & Anne Canning (ESW)	31/12/2013	Completed	100%	We have received 2292 applications for the MEA in year 2013/2014. Out of the 2292 we have paid 1203 students their first payment.
Make payments.	Chris Holme (Resources) & Anne Canning (ESW)	31/01/2014	Completed	100%	The second payment list went out to the schools and colleges in March. Once we have received the details regarding attendance we can start issuing the second payments. Work is ongoing.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Maintain investment in Youth Services	Andy Bamber (CLC)	31/03/2014	Overdue	93%	<p>3 milestones completed 100%. (please see details below).</p> <p>In addition to milestone below, Youth Services generated income of £558,58 for 13/14 financial year. It is expected to generate £556K for 14/15 financial year.</p> <p>The service has been brought in-house, since then we have carried out:</p> <ul style="list-style-type: none"> • Developed and update business plan • Restructure of the service • Recruitment completed but waiting for Disclosure and Barring Service (DBS) and reference check
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete the development of a service improvement programme for the Youth Service.	Andy Bamber (CLC)	31/12/2013	Completed	100%	
Include measures to ensure that the services are accessible and inclusive for groups that may not traditionally access them, including girls, LGBT young people and young people with disabilities.	Andy Bamber (CLC)	31/12/2013	Completed	100%	
Provide services in at least four locations per LAP area and each provision to deliver a minimum of four sessions per week.	Andy Bamber (CLC)	31/03/2014	Overdue	95%	The service have secured a minimum of 4 provisions in all LAP areas. Each provision delivered a minimum of four sessions per week, except in LAP 5 where venues could not be secured and where outreach work was delivered instead. In total 14 sessions instead of 16 sessions were delivered.
Provide services at new premises: St Andrew's Community Site (LAP 6), Skyline (LAP 8) and Youth Village (LAP 4), and maintain provision at the Haileybury Youth Club over the period of development for the new centre.	Andy Bamber (CLC)	31/03/2014	Overdue	25%	The service have secured a minimum of 4 provisions in all LAP areas. Each provision delivered a minimum of four sessions per week, except in LAP 5 where venues could not be secured and where outreach work was delivered instead. In total 14 sessions instead of 16 sessions were delivered

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Provide effective support for parents and governors	Anne Canning (ESW)	31/03/2014	Completed	100%	A wide range of provision has been delivered to parents in schools and early years settings through a traded service model. Programmes aim to increase parental engagement to raise standards, improve outcomes and contribute to the school development plan. There are two targeted parenting programmes for parents currently living in the refuge. All governors have access to the central training programme provided by the LA and are invited to the termly meetings with the Director and workshops at the meeting dealing with topics requested by governors. A wide range of provision has been delivered to parents in schools and early years settings through a traded service model. Programmes aim to increase parental engagement to raise standards, improve outcomes and contribute to the school development plan.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Milestone	Lead Officer	Deadline	Status	%	Comments
Expand holiday childcare provision for working parents to include children up to the age of 13 years.	Anne Canning (ESW)	31/07/2013	Completed	100%	The holiday childcare scheme provided an additional 32 spaces during the summer scheme 2013, resulting in 145 spaces being available each day. The scheme continues to be oversubscribed with waiting lists for places in each age band. The 'teen-space' for children up to the age of 13 has been welcomed by parents and is now embedded within the scheme.
Develop a parent workshop to inform and empower parents and carers to become actively involved in the post 16 decision making process.	Anne Canning (ESW)	31/07/2013	Completed	100%	"Moving Up" Workshop developed and delivered at Parents Conference March 13. Workshop offered to all secondary schools.
Increase access to information, advice and signposting to family services through drop-in and outreach provision for parents, carers and families.	Anne Canning (ESW)	30/09/2013	Completed	100%	There has been a 38% increase in Family Information Service enquiries compared to the same period in 2012. There has also been a steady increase in the Tower Hamlets Family Services Directory usage, (with a dip in August enquiries which could be due to the holiday period). The breadth of information given has widened with the FIS becoming the first point of contact for Early Learning for 2 year olds in September 2013. The FIS drop in service has extended from one day a week to 5 days a week in September 2013 and are providing first point of contact to the Dads' Network. Work has commenced on outreach in children's centres, housing offices and with the voluntary sector. We are also following up outreach opportunities in schools and with health
Recruit and train Healthy Families Parent Ambassadors in 4 school clusters.	Anne Canning (ESW)	31/03/2014	Completed	100%	Target completed by March 2014.
Promote, support and celebrate parental engagement in children's learning and attainment through the Annual Parent Conference, Fathers Event, Family Learning / Parent Week and school based events (600 parents participating).	Anne Canning (ESW)	31/03/2014	Completed	100%	150 parents attended the Annual Parents Conference, five fathers events have taken place since February 2013 under the umbrella of the Dads' Network. More than 70 dads and male carers have joined the Dads' Network to date. More than 650 parents/ carers participated in Family Learning or Parents' Week activities supported by the Parental Engagement Team.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Provide training for governors to support the development of their role in involving parents and carers in school life and children's learning.	Anne Canning (ESW)	31/12/2013	Completed	100%	The Annual Conference for School Governors took place in the autumn term. The workshop "Parental Engagement and School Governance" was delivered twice and was attend by approximately 70 governors. Further training planned for Spring Term 2014.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Provide training in the autumn term for governors conducting Headteacher appraisals.	Anne Canning (ESW)	31/12/2013	Completed	100%	This training was provided on 12 October 2013. 65 governors signed up for the course
Ensure new governors undertake induction training and monitor take-up: 50% of governors newly appointed in 2012/13 to attend the course within one year of being appointed.	Anne Canning (ESW)	31/03/2014	Completed	100%	Places on the LA induction course are reserved for all new governors. 41% of LA governors and 48% of parent governors appointed in 2012/13 have attended induction training to date. Governors unable to attend are offered induction sessions with Governor Support Officers and alternative dates for the course.
Monitor the equality profile of governors and encourage the recruitment of under-represented groups.	Anne Canning (ESW)	31/03/2014	Completed	100%	This continues to be work in progress. Partnership work with the Collective of Bangladeshi School Governors and Ocean Somali Community Association will continue. Where LA vacancies arise, governing bodies are asked to consider equalities issues as well as skills sets needed. LA governor appointments are decided by the General Purposes
Activity	Lead Officer	Deadline			
Deliver the Mayor's University Grant	Anne Canning (ESW)	31/12/2013	Completed	100%	This activity is complete
Milestone	Lead Officer	Deadline			
Incorporate Mayor's University Grant into Council Discretionary Awards Policy.	Anne Canning (ESW)	31/05/2013	Completed	100%	This activity is complete
Publicise awards to Tower Hamlets students.	Anne Canning (ESW)	31/12/2013	Completed	100%	This activity is complete
Distribute awards according to eligibility criteria.	Anne Canning (ESW)	31/12/2013	Completed	100%	This activity is complete

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Strategic Priority 2.2: Support more people into work					
Activity	Lead Officer	Deadline	Status	% Comp	
Work with mainstream providers to maximise employment	Andy Scott (D&R)	31/03/2014	Completed	100%	Joint working has been maximised and continual liaison has allowed access to a wider range of opportunities for local residents mandated to the Work Programme. Due to the contractual nature of Work Programme the Council can only assist those individuals referred to the services. Whilst the Work Programme is generally underperforming there have been joint work for some clients. Skillsmatch have been associated closely with clients from all three Work Programme providers but any referrals are heavily weighted toward accessing the free services provided by the council. The Careers Development Group (CDG) as been the most prolific and the Dodds Street office is the highest performing of all CDG delivery. Jobs fairs opportunities and access to vacancies have been circulated to the organisations and they have referred into the vacancies with some success. There is a need to continue to develop the relationships which are commercially limited by DWP contracting arrangements. Joint marketing and pre employment training in place to assure those Work Programme clients from Tower Hamlets have access to LBTH vacancies and opportunities. Invitations to jobs fairs events have brought job ready clients to be introduced to job vacancies.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Milestone	Lead Officer	Deadline	Status	%	Comments
Establish a Tower Hamlets Economic Development Taskforce, bringing together key providers and stakeholders.	Andy Scott (D&R)	30/06/2013	Completed	100%	
Hold at least four meetings of the Tower Hamlets Economic Development Taskforce in the year.	Andy Scott (D&R)	31/03/2014	Completed	100%	Key partners from the Economic Task Group have met to develop the identified strands of work. Stakeholders across business, skills and employment have held workshop discussions to identify specific areas for development and the early ideas for tasks which link to both Council objectives and the findings of the recent Fairness Commission. To date four meetings have been held. This work will be collated to report at the next meeting which will include formalising chairing and structural arrangements with the expectation of updating the Partnership Executive following the local elections in May 2014.
Begin implementation of Raising Aspirations – a geographically targeted programme.	Andy Scott (D&R)	30/09/2013	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	
Support residents into jobs through employment and skills programmes	Andy Scott (D&R)	31/03/2014	Completed	100%	The revised Employment & Skills structure has delivered a 25% increase in output for the year and will continue to build its partnerships. Early coordination of programmes across the Council including those supporting young people, NEETs, apprenticeships, women and those leaving care will be critical groups as the service moves toward a review and redesign as part of the recommendations of the Fairness Commission.
Milestone	Lead Officer	Deadline	Status	%	Comments
Support 150 Tower Hamlets residents into jobs.	Andy Scott (D&R)	30/06/2013	Completed	100%	Completed
Support 340 Tower Hamlets residents into jobs.	Andy Scott (D&R)	30/09/2013	Completed	100%	
Support 530 Tower Hamlets residents into jobs.	Andy Scott (D&R)	31/12/2013	Completed	100%	

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Support 750 Tower Hamlets residents into jobs.	Andy Scott (D&R)	31/03/2014	Completed	100%	788 job outcomes achieved through Employment & Skills programmes with further evidence still being collected.
Monitor equality profile of those supported into employment.	Andy Scott (D&R)	31/03/2014	Completed	100%	Equalities profile monitored and will be used for analysis and to input into programme design going forward. Current early findings are: 56.2% aged 16-24. 49.2% Asian, or Asian British or Bangladeshi. 27% White British/Irish/Other. 62.1% male, 36.7% female. Provision of service is directly related to groups who are disproportionately represented in the disadvantaged or claimant rate statistics.
Activity	Lead Officer	Deadline	Status	% Comp	
Maximise the benefits of the Olympic Legacy	Andy Scott (D&R)	31/03/2014	Completed	100%	Ongoing liaison and discussion with the London Legacy Development Corporation (LLDC) on training and access to jobs. This work will continue to join together the aspirations of local residents, the skills needs required by business and the route way to access these jobs by local TH people. TH Employment and Skills Team have built and managed close relationships with employers in the park and the recruiting managers from both existing organisations as well as those who are known to be moving into the park.
Milestone	Lead Officer	Deadline	Status	%	Comments
Implement a working model for access to vacancies in partnership with London Legacy Development Corporation (LLDC).	Andy Scott (D&R)	30/06/2013	Completed	100%	Completed
Provide training provision to 150 Tower Hamlets residents to support them in accessing Olympic Legacy vacancies.	Andy Scott (D&R)	31/03/2014	Completed	100%	TH Employment and Skills Programmes have assisted over 159 local people in Business admin, retail NVQ, ICT, Security SIA licenses, and other related training associated with the employers' needs on the park transformation and longer term delivery of the site. This includes over 125 construction trade based training certificates in 2013/14.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review progress of local residents in accessing Olympic Legacy jobs.	Andy Scott (D&R)	31/03/2014	Completed	100%	There are a number of sectors that have recruited from the TH population. The Copper Box recruitment involved close liaison with Skillsmatch and LLDC colleagues to produce a 90% TH workforce. Construction Desk produced 134 job output for 2013-14 with some gaining early experience and then going onto a full time role. Additional funding of £75k was secured by TH from LLDC to specifically train 41 local residents. Due to its success TH are revisiting LLDC funding to explore the possibility of continuation of the programme.
Activity	Lead Officer	Deadline	Status	% Comp	
Increase the number of apprenticeships available to local residents and support them to take up these opportunities	Andy Scott (D&R)	31/03/2014	Completed	100%	The targets set for achievement in 2013-14 have all been met and work continues to improve both the quality and quantity of apprenticeship opportunities within the borough, as well as to maximise opportunities for TH residents to access opportunities outside the borough. Officers are working closely with the procurement and planning to maximise contractual obligations across a range of services. TH is leading London on generation of opportunity through the Procurement Pledge. Alongside the recent National Procurement Award, TH Officers Chair the London Councils Apprenticeship Sub Group to maximise coordination of generation and delivery across the capital and exploit the regional opportunities presenting themselves.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Milestone	Lead Officer	Deadline	Status	%	Comments
Launch the Tower Hamlets Homes Decent Homes (THHDC) Apprenticeship Programme.	Andy Scott (D&R)	30/04/2013	Completed	100%	Completed
Establish the Apprenticeship Task Group.	Andy Scott (D&R)	30/06/2013	Completed	100%	Completed
Support 10 apprenticeships in local creative industries.	Andy Scott (D&R)	31/03/2014	Completed	100%	The programme will achieve its overall target to deliver 120 months of apprenticeship learning and employment. Thirteen Creative Apprenticeship starts, with nine currently sustained and ongoing and will continue to completion in September 2014 and February 2015. The programme has generated interest from the Arts Council and their local delivery partner, A New Direction. Further discussions are underway to extend this programme further into 2014/15 however this will depend on securing matched funding for the programme.
Support 200 Tower Hamlets residents into apprenticeships.	Andy Scott (D&R)	31/03/2014	Completed	100%	
Monitor equality profile of local people supported to take up apprenticeships.	Andy Scott (D&R)	31/03/2014	Completed	100%	THHDC = 24% of apprentices are female, about 63% of all apprentices represent BAME groups, all apprentices are LBTH residents and around 49% are council tenants (based on the data available).
Activity	Lead Officer	Deadline	Status	% Comp	
Introduce 'TH Personnel' as a mechanism for recruiting local residents into temporary opportunities	Andy Scott (D&R)	31/03/2014	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Establish an operational TH Personnel Temp Desk.	Andy Scott (D&R)	30/04/2013	Completed	100%	Completed
Develop referral routes into external temporary agencies across East London businesses and agencies.	Andy Scott (D&R)	30/06/2013	Completed	100%	Completed
Create talent pool of at least 50 local residents with at least 15 placed into temporary opportunities.	Andy Scott (D&R)	30/09/2013	Completed	100%	Completed
Progress report on 50 temporary placements and monitor equality profile of those supported and placed.	Andy Scott (D&R)	31/03/2014	Completed	100%	First progress report received. Full evaluation will take place at year end.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Support English for Speakers of Other Languages (ESOL)	Shazia Hussain (CLC)	31/03/2014	Completed	100%	ESOL programmes in place. 1,713 learners in programme funded through Skills Funding Agency.
Milestone	Lead Officer	Deadline	Status	%	Comments
Support employability through the 2013/14 academic year curriculum with a focus on courses, training and formal entry level qualifications.	Shazia Hussain (CLC)	30/09/2013	Completed	100%	Employability links within the programmes developed. "Aspire" programme in place to support progression to higher levels of qualification.
Map and create progression routes (including employability) for ESOL learners at all levels in both the 3 rd and public sectors via the External Partners Advisory Group (EPAG).	Shazia Hussain (CLC)	31/03/2014	Completed	100%	Progression routes in place and identified. Regular meetings of EPAG group to monitor the delivery.
Deliver a consistent offer for ESOL, with quality assessments and standards, through use of a consistent Advice & Information toolkit by all ESOL providers.	Shazia Hussain (CLC)	31/03/2014	Completed	100%	Assessment standardised and validated by OFSTED. Achieved grade 2 "good".
Measure uptake and performance of ESOL for different groups (including analysis by ethnicity, age and gender) to support progression through ESOL qualifications.	Shazia Hussain (CLC)	31/03/2014	Completed	100%	The data on outcomes (available through the Idea Store Learning Management Information System) is being incorporated in 2014-15 action plan to support ongoing progression through ESOL qualifications.
Strategic Priority 2.3: Manage the impact of welfare reform on local residents					
Activity	Lead Officer	Deadline	Status	% Comp	
Implement the new council tax support and local social fund scheme	Roger Jones (Resources)	31/03/2014	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
New council tax support scheme operational.	Roger Jones (Resources)	30/04/2013	Completed	100%	
New support & crisis grant scheme (Local Social Fund) operational.	Roger Jones (Resources)	30/04/2013	Completed	100%	In the first 6 months to the end of September, we received almost 6,000 applications for Crisis and Support Grants, and made 3,000 payments totalling just under £600,000.
Ensure 100% of the support & crisis grant is utilised to support residents.	Roger Jones (Resources)	31/03/2014	Completed	100%	The latest figures for 2013/14 show that over 99% of the funding was utilised.
Activity	Lead Officer	Deadline	Status	% Comp	
Implement Welfare Reform Temporary Accommodation Support Fund	Colin Cormack (D&R)	31/03/2014	Completed	100%	TASF disbursements being made to affected households.
Milestone	Lead Officer	Deadline	Status	%	Comments
Formalise criteria for administering fund, aligning this with other emergency funding.	Colin Cormack (D&R)	30/06/2013	Completed	100%	Completed
Identify most vulnerable residents who will receive fund.	Colin Cormack (D&R)	31/07/2013	Completed	100%	Completed
Monitor residents who require the fund and feed back to Welfare Reform Task Group.	Colin Cormack (D&R)	31/03/2014	Completed	100%	Completed

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Develop a Partnership wide programme of information and awareness raising around welfare reform	Louise Russell (CE)	31/03/2014	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Provide targeted communications to those affected by the benefit cap including additional local community events to coincide with local implementation.	Louise Russell (CE)	30/09/2013	Completed	100%	Five engagement events have been held over the summer. A targeted poster was produced and communications campaigns were undertaken.
Deliver on-going briefings and training for frontline staff as changes are introduced.	Louise Russell (CE)	31/12/2013	Completed	100%	Briefings and training provided, with a specific focus on staff in Education Socialcare and Wellbeing.
Engage with housing providers through the Welfare Reform Task Group and Tower Hamlets Housing Forum to ensure a co-ordinated approach to welfare changes.	Louise Russell (CE)	31/12/2013	Completed	100%	Regular (six weekly) Taskgroups held, with representation from housing providers. Regular sharing of best practice around supporting residents affected by welfare reform.
Work with the Task Group to monitor the impact of welfare reform and review the impact on services and policies as required.	Louise Russell (CE)	31/03/2014	Completed	100%	Regular monitoring completed and the Centre for Social Inclusion commissioned to provide an overview of the current and future impact and to make proposals for how services and support could be delivered in future
Activity	Lead Officer	Deadline	Status	% Comp	
Optimise use of existing funding and maximise prospects for future funding	Andy Scott (D&R)	31/03/2014	Overdue	50%	Optimising use of existing funds and maximising prospects for future funding continues into 2014/15. Building an evidence base and evaluating the effectiveness of currently funded provision will be done before future programmes are defined. Testing of the online monitoring tool is scheduled for Q1 of 2014/15 and whilst the launch of round 3 European Social Fund (ESF) / Community grants continues, no additional ESF / Community Grant packages have

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Milestone	Lead Officer	Deadline	Status	%	Comments
Define a robust programme and funding case for fully integrated community engagement and employment development activity to enhance the employability of workless adults, including BME women and disabled residents.	Andy Scott (D&R)	30/04/2013	Overdue	25%	Original work to identify potential project led by the former Head of Third Sector team in conjunction with the Employment & Enterprise team failed to come to fruition. The aim of a fully integrated community engagement and employment development activity has now been incorporated into the wider programme development for 2014/15 and beyond. Building an evidence base and evaluating the effectiveness of currently funded provision to be done before future programmes will be defined. A decision on whether to proceed with Main Stream Grants 2015-18 programme for project start in April 2015 or delay and rollover funding while further work is still to be taken.
Monitor the effectiveness of organisations to collect and present equalities data on beneficiaries of grant funded community, economic and social welfare advice.	Andy Scott (D&R)	31/03/2014	Overdue	45%	The use of online monitoring forms by grant recipients will enable collation and reporting of equalities information. Test by sample external projects has been delayed until Q1 2014/15 (April - June).
Develop a comprehensive information base on which to strategically determine from where and how Third Sector funds should be attracted and deployed.	Andy Scott (D&R)	30/09/2013	Overdue	40%	Analysis of existing funding (Community Chest, Community Events, MSG) continuing, including geographical data, target groups and outcomes. Comprehensive evidence base and evaluation of whether existing funds are meeting the needs of residents to be completed. A review of the Community Chest fund presented to Corporate Grants Programme Board in April. A review of MSG to take place when monitoring information up to March 2014 received in Q1 2014/15.
Develop a Partnership framework for welfare advice and initiatives with JCP, housing providers and voluntary sector groups on supporting residents through welfare reform.	Andy Scott (D&R)	31/12/2013	Completed	100%	
Refine and develop grant management systems to improve productivity, management information and effectiveness of contract compliance monitoring.	Andy Scott (D&R)	31/12/2013	Overdue	55%	3 groups receiving MSG Community & Economic Engagement funding stream identified to test the on-line monitoring form. Revision of on-line monitoring form carried out with support from Buzzacott. Testing due to take place in July on Q1 2014/15 (April - June).
Secure ESF/Community Grant packages and other opportunities to increase funding available to help alleviate the adverse impacts of welfare reform.	Andy Scott (D&R)	31/03/2014	Overdue	50%	The Tower Hamlets Mayor's ESF Community Grants programme continues with Round 3 (the final round) being launched. No additional ESF / Community Grant packages have been secured.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Strategic Priority 2.4: Foster enterprise and entrepreneurship					
Activity	Lead Officer	Deadline	Status	% Comp	
Implement a programme of information to third sector and social enterprises to support commercial independence	Andy Scott (D&R)	31/03/2014	Completed	100%	Activity/objective transferred to THCVS for implementation as part of their £200k per year Grant Agreement. Progress is monitored on a quarterly basis in line with current project assurance processes and procedures.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop and commission programme of information to third sector and social enterprises.	Andy Scott (D&R)	30/06/2013	Completed	100%	CVS have now prepared a comprehensive support programme and implementation plan. However work is behind schedule due to protracted restructure of the Third Sector Team. TH planning work however, is completed.
Begin implementation of programme.	Andy Scott (D&R)	30/09/2013	Completed	100%	
Produce an interim review of programme effectiveness.	Andy Scott (D&R)	31/03/2014	Completed	100%	

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Support growth sectors in the context of Tower Hamlets as a central London economy	Andy Scott (D&R)	31/03/2014	Completed	100%	Developed route ways to work within the key sectors and designed client journey including specialised skills in partnership with sector employers.
Milestone	Lead Officer	Deadline	Status	%	Comments
Identify relevant growth sectors	Andy Scott (D&R)	30/06/2013	Completed	100%	Completed
Engage with key stakeholders	Andy Scott (D&R)	30/06/2013	Completed	100%	Completed
Develop training route-ways for identified sectors	Andy Scott (D&R)	31/12/2013	Completed	100%	Completed
Review of progress in support for growth sectors	Andy Scott (D&R)	31/03/2014	Completed	100%	Continued provision on pre-employment training and brokerage across a number of sectors including construction, security, teaching assistants, hospitality, catering and business admin. Continued development in digitech alongside ICT training with key partners and linkages to Tech City and tech City Stars programme.
Activity	Lead Officer	Deadline	Status	% Comp	
Support enterprise activity in the borough's town centres and commercial districts	Andy Scott (D&R)	30/09/2014	Completed	100%	Business information delivered alongside a wider Business Forum event. Small business Saturday promotional events held in four areas and a comprehensive series of promotional material distributed to promote the shop locally campaign. Also two new shopping guides for Burdett Road and Bethnal Green Road.
Milestone	Lead Officer	Deadline	Status	%	Comments
Appoint an officer with responsibility for operational enhancements in Roman Road town centre.	Andy Scott (D&R)	30/09/2013	Completed	100%	
Local business promotional campaigns underway in Bethnal Green and Brick Lane.	Andy Scott (D&R)	31/12/2013	Completed	100%	
Establish effective partnership mechanisms for engagement with Roman Road businesses.	Andy Scott (D&R)	31/03/2014	Completed	100%	Economic Assessment completed alongside promotional events. The 'Town Centre Audit' or Assessment will form part of the future discussion with local residents and businesses to identify future potential delivery or provision.
Undertake competitiveness analysis for Roman Road.	Andy Scott (D&R)	31/03/2014	Completed	100%	
Carry out town centre audit for Brick Lane.	Andy Scott (D&R)	31/03/2014	Completed	100%	

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Local business promotional campaign underway in Burdett Road, linked to launch of new market.	Andy Scott (D&R)	31/03/2014	Completed	100%	Economic Assessment completed alongside Christmas Market events, and Small Business Saturday promotional day. The 'Town Centre Audit' or Assessment will form part of a much wider discussion on potential action plan tasks in association with the Roman Road Town Centre Team and local businesses.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
A Safe and Cohesive Community					
Strategic Priority 3.1: Focus on crime and anti-social behaviour					
Activity	Lead Officer	Deadline	Status	% Comp	
Further develop the Tower Hamlets Enforcement Officer (THEO) service	Andy Bamber (CLC)	31/03/2014	Completed	100%	Dog handler services have been added to the THEO team to develop the THEO service further across the borough.
Milestone	Lead Officer	Deadline	Status	%	Comments
Increase the number of THEOs with ten additional uniformed officers operating across the borough.	Andy Bamber (CLC)	31/08/2013	Completed	100%	Total recruitment programme has been completed and all THEO posts are now full.
THEOs operating in 4 localities, supporting the new local ward forums and their priorities for reducing Anti-social Behaviour (ASB).	Andy Bamber (CLC)	31/03/2014	Completed	100%	THEOs are now based at John Onslow House, the Shadwell Centre and the Toby Club and support the new local ward forums.
Activity	Lead Officer	Deadline	Status	% Comp	
Develop a partnership 'Violence Against Women & Girls' (VAWG) approach	Andy Bamber (CLC)	31/03/2014	Completed	100%	The new post, the VAWG strategy manager, commenced in December 2012 and is funded for a 3 year period by the Council. Funding has also been received for 4 years from MOPAC for a VAWG Training & Awareness Officer to work directly with young people, schools & agencies to provide training in the VAWG strands which include new training on subjects such as Honour Based Violence, FGM, Prostitution, Sexual Exploitation & Forced Marriage. New developments for 2014-2015 will be to develop 3rd party reporting centres for all VAWG disclosures.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop an anti-Violence Against Women and Girls Forum.	Andy Bamber (CLC)	30/04/2013	Completed	100%	The quarterly DV Forum has now been developed to include all the 8 VAWG strands.
Facilitate a VAWG Day to forge links with specialist organisations, develop joint working and review and develop the VAWG action plan.	Andy Bamber (CLC)	30/04/2013	Completed	100%	This was facilitated in July 2013. All agencies have signed up to committing to the VAWG Action Plan and a comprehensive VAWG training programme has been developed and commenced providing training to agencies.
Develop and provide a programme of VAWG training to key statutory and voluntary organisations.	Andy Bamber (CLC)	31/03/2014	Completed	100%	We have developed a comprehensive VAWG training programme to agencies and have a new post of a VAWG training & awareness officer funded by MOPAC for 3 years specifically to complete this piece of work.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Manage the night time economy	Andy Bamber (CLC)	31/12/2014	Completed	100%	The policies detailed below have enabled further controls to be exerted on the night time economy, where necessary. Members are now able to consider saturation of licensed premises within the Cumulative Impact Zone, Sexual Entertainment Venues are now able to be licensed to address some concerns raised by the public during the consultation and the Licensing Policy has been reviewed and refreshed to detail to licensees the standards that are expected to reduce nuisance and ASB due to alcohol sales.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Milestone	Lead Officer	Deadline	Status	%	Comments
Adopt a Cumulative Impact Policy (Saturation Policy) to provide stronger controls around the licensing of additional premises in the Brick Lane area (subject to the outcome of consultation findings and approval by Full Council).	Andy Bamber (CLC)	31/03/2014	Completed	100%	Completed and is now being implemented. The Cumulative Impact Policy gives a presumptive rebuttal to any further alcohol or late night refreshments licences being granted within the zone.
Adopt additional legislative powers to better control the impact of Sex Entertainment Venues.	Andy Bamber (CLC)	31/12/2014	Completed	100%	Agreed by full Council; to be implemented 1st June 2014
Complete a review of the council's Licencing Policies.	Andy Bamber (CLC)	31/12/2014	Completed	100%	Completed and implemented.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
With our partners, deliver the Partnership Community Safety Plan	Andy Bamber (CLC)	31/03/2014	Completed	100%	The CSP Plan 2013-16 was approved at Full Council on 26th March 2014 and was adopted by the CSP in March 2014. The Partnership has been working towards the actions and priorities within this plan and have recently carried out their annual review of the Plan, which is a statutory duty of the Partnership.
Milestone	Lead Officer	Deadline	Status	%	Comments
Continue the commitment to provide additional uniformed Police presence through the Partnership Task Force (PTF) initiatives PTF 1 (to July 2013) and PTF2 (to September 2015).	Andy Bamber (CLC)	31/07/2013	Completed	100%	35 Police officers have been purchased with an additional 5 officers contributed by the Met Police. PTF 1 and 2 are being tasked fortnightly at the safer communities operations group.
Further develop the Tower Hamlets Enforcement Officers (THEOs) via generic working to improve the effectiveness of Police deployment.	Andy Bamber (CLC)	31/08/2013	Completed	100%	Joint Police/THEO patrols are now taking place in ASB hot-spot areas. THEO's are also being tasked to patrol more ASB areas so that police resources can be used on more serious crime issues, such as drug dealing.
Complete a review of joint Police / officer teams and their quarterly and end of year reports.	Andy Bamber (CLC)	31/08/2013	Completed	100%	The first 6 month report has been received, we are now waiting for the next 6 month report.
Complete the strategic review of Crime and ASB.	Andy Bamber (CLC)	31/12/2013	Completed	100%	The Community Safety Partnership (CSP) Strategic Assessment completed and signed off by Community Safety Partnership at meeting on 12th March 2014. The Assessment and Executive Summary are now in the process of being reviewed and redacted where necessary before it can be published.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review and update the Community Safety Plan for 2014/15.	Andy Bamber (CLC)	31/03/2014	Completed	100%	The CSP Plan 2013-16 (year 2 onwards), was presented to the CSP on 23rd April for final approval. The CSP requested two minor amendments which will be made before it is published by the partnership on member websites, after Purdah ends following the local elections in May 2014.
Strategic Priority 3.2: Reduce fear of crime					
Activity	Lead Officer	Deadline	Status	% Comp	
Improve the responsiveness of our ASB services	Andy Bamber (CLC)	31/03/2014	Completed	100%	Projects to streamline the responsiveness of the ASB service have been implemented. This has resulted in a joint Premise Closure Order being undertaken by the new ASB process, with a further closure being considered.
Milestone	Lead Officer	Deadline	Status	%	Comments
Implement the THH ASB response service following the success of the pilot project.	Andy Bamber (CLC)	31/07/2013	Completed	100%	Implemented as above.
Develop and implement the revised ASB Policy.	Andy Bamber (CLC)	31/01/2014	Completed	100%	The new ASB Policy will be implemented in May.
Complete the redesign of the ASB call handling process for greater efficiency including a revised out of hours service and embedded triage arrangements (subject to funding).	Andy Bamber (CLC)	31/03/2014	Completed	100%	All ASB calls are now handled by the CCTV staff from the CCTV room, this is now a landline number rather than a Freephone 0800 service. 101 publicity continues as a central number for all ASB reporting. Adverts are now in ethnic media papers and continue to be in East End Life.
Strategic Priority 3.3: Foster greater community cohesion					
Activity	Lead Officer	Deadline	Status	% Comp	
Support the delivery of a wide range of community events	Shazia Hussain (CLC)	31/03/2014	Completed	100%	Community events supported and delivered with audience of over 120. This included the successful relocation of the Mela to Victoria Park and a new events contract for 10 events in Victoria Park.
Milestone	Lead Officer	Deadline	Status	%	Comments
Support the successful delivery of the 2013 Film Festival.	Shazia Hussain (CLC)	31/08/2013	Completed	100%	Completed
Tender the events contract for commercial events in Victoria Park.	Shazia Hussain (CLC)	31/12/2013	Completed	100%	Successfully tendered for a 3 year contract for ten event days in Victoria Park to commercial event organisation Lovebox. This has enabled the council to maximise income potential and bring continuity to events there.
Support the delivery of a programme of events which celebrate the contribution of diverse communities to building 'One Tower Hamlets' including disabled people, LGBT communities and older people.	Shazia Hussain (CLC)	31/03/2014	Completed	100%	Completed

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity		Deadline	Status	% Comp	
Embed the learning from the 2012-13 Mayor's One Tower Hamlets fund into the 2013-14 scheme	Louise Russell (CE)	31/03/2014	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Evaluation report submitted to Tower Hamlets Equalities Steering Group and Partnership Executive.	Louise Russell (CE)	31/05/2013	Completed	100%	A report was produced and presented to the Partnership Executive in June 2013.
Launch 2013/14 Mayor's One Tower Hamlets Fund.	Louise Russell (CE)	30/06/2013	Completed	100%	The fund was launched in October 2013.
Review of project delivery submitted to Tower Hamlets Equalities Steering Group	Louise Russell (CE)	31/03/2014	Completed	100%	A report was submitted to Tower Hamlets Equalities Steering Group as part of the Equality Framework for Local Government self-assessment documentation in January 2014.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
A Healthy and Supportive Community					
Strategic Priority 4.1: Reduce health inequalities and promote healthy lifestyles					
Activity	Lead Officer	Deadline	Status	% Comp	
Deliver free school meals for all reception and year 1 pupils	Kate Bingham (ESW)	31/07/2013	Completed	100%	All Reception and Year 1 pupils are now entitled to a free school meal - either a Statutory Free School Meal (FSM) or a Mayor's FSM.
Milestone	Lead Officer	Deadline	Status	%	Comments
Assess catering staffing needs on school by school basis.	Kate Bingham (ESW)	30/04/2013	Completed	100%	This was completed initially ahead of the start of the project. There will be an on-going review of staffing needs over the coming months.
Recruit additional staff through Skillsmatch.	Kate Bingham (ESW)	31/07/2013	Completed	100%	A recruitment exercise through Skillsmatch was carried out in early November to support teams in schools and fill vacant kitchen assistant posts across the service. Between April 2013 to March 2014, we have supported 50 people into employment, 38 permanent staff who live in LBTH.
Publicise scheme to parents of Reception and Year 1 parents.	Kate Bingham (ESW)	31/07/2013	Completed	100%	A letter was sent to each parent from the Mayor via schools explaining the process and the project was advertised on the April menu which was distributed to all primary parents and will also feature on the November menu which has the same distribution. Further coverage was included in EEL and also following the official Mayor's launch.
Activity	Lead Officer	Deadline	Status	% Comp	
Support young people to live healthy lives	Anne Canning (ESW)	31/10/2013	Completed	100%	This activity is complete
Milestone	Lead Officer	Deadline	Status	%	Comments
Provide healthy eating and physical activity support to 25 schools.	Anne Canning (ESW)	31/07/2013	Completed	100%	Healthy eating and physical activity support provided to 33 schools through renewal of Healthy Schools Award, Advanced Healthy schools, Pupil Led Projects and workshops in schools.
Run healthy lives champions project in 12 primary schools to carry out targeted work with pupils identified as overweight or obese.	Anne Canning (ESW)	31/07/2013	Completed	100%	13 schools have delivered the Healthy Lives Champions Project with targeted pupils.
Support 10 schools to achieve Advanced Healthy School Status.	Anne Canning (ESW)	31/07/2013	Completed	100%	16 schools have now achieved Advanced Healthy Schools Status.
Develop a year 6 lesson plan; deliver to 150 pupils and model effective drug education for teachers.	Anne Canning (ESW)	31/10/2013	Completed	100%	Lesson plan completed. We work in academic years so from September 2012 until now we have delivered to 730 pupils.
Develop a key stage 3 alcohol lesson plan and deliver to 150 pupils and model effective alcohol education to secondary school teachers.	Anne Canning (ESW)	31/10/2013	Completed	100%	Lesson plan completed. We work in academic years so from September 2012 until now we have delivered to 995 students.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Ensure that integrated governance arrangements are in place to maximise health outcomes	Deborah Cohen (ESW), Somen Banerjee (Public Health)	30/09/2013	Overdue	91%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Agree the Health and Wellbeing joint implementation plan.	Deborah Cohen (ESW), Somen Banerjee (Public Health)	30/09/2013	Completed	100%	The shadow Health and Wellbeing Board has agreed the Towards a Healthier Tower Hamlets Strategy and delivery plan.
Provide support to embed the newly commissioned Healthwatch.	Louise Russell (CE)	30/09/2013	Completed	100%	
Identify via the Health and Well-being Board, 3 locally appropriate interventions to co-produce with residents in a locality.	Somen Banerjee (Public Health)	30/06/2013	Overdue	75%	The first piece of work of a coproduction work on diabetes in the Aberfeldy Estate has been completed and reported to the Health and Wellbeing Strategy Officers Group. This has provided the basis for a successful approach which we will seek to replicate in other locations in the borough. It has also provided the basis for the establishment of a Diabetes Alliance which we plan to launch in October/November 2014. The initial plan was changed in order to develop a new approach to engagement and coproduction based on participatory research (training and involving local people to do research). This required a longer period but the approach was successful and could be used for a range of health and non health issues across the council.
Activity	Lead Officer	Deadline	Status	% Comp	
Embed the Public Health function into the council	Somen Banerjee (Public Health)	31/03/2014	Overdue	88%	This is complete for 13/14. Further work and review is incorporated into the wider plans for restructure of ESCW
Milestone	Lead Officer	Deadline	Status	%	Comments
Align emerging Public Health Outcomes Framework indicators with JSNA and Health and Wellbeing Strategy.	Somen Banerjee (Public Health)	31/03/2014	Completed	100%	The HWBS strategy contains priority PHOF indicators. For 14/15 we have identified leads for each indicator and plan a Council-wide session on the PHOF with leads.
Deliver the Public Health commissioning milestones as set out in the January 2013 Cabinet paper.	Somen Banerjee (Public Health)	31/03/2014	Overdue	75%	The process is largely on track with the majority of contracts having reached the point at which successful providers have been identified. However, we are awaiting Mayoral consultation on a number of key contracts before we can proceed to award stage.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Invest in the borough's leisure centres and playing pitches	Shazia Hussain (CLC), Ann Sutcliffe (D&R), Stephen Halsey (CLC)	31/03/2014	Overdue	85%	A programme of works has been carried out with the addition of 2 million being levered in from external funders. Although planning permission was secured in January 2014 on the Poplar Baths development, financial closure on this project has been delayed due to continuing queries from funders / banks, thus delaying start on site of construction work.
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete improvement works to multi-use facilities at St. George's Pool.	Shazia Hussain (CLC), Stephen Halsey (CLC)	31/03/2014	Completed	100%	These works are complete with an improved facility.
Complete improvement works to cricket and football pitches at Victoria Park and Millwall Park.	Shazia Hussain (CLC), Stephen Halsey (CLC)	31/03/2014	Completed	100%	Improvements made to the Victoria Park cricket pitches with designs and works commencing for the football pitches scheduled to ensure there is minimal impact made to the football season, with continued maintenance work at Millwall Park.
Install a replacement 3G sports surface at Stepney Green along with improved changing accommodation.	Shazia Hussain (CLC), Stephen Halsey (CLC)	31/03/2014	Completed	100%	Completed
Complete the procurement and associated legal and licence agreements to re-open Poplar Baths as a local leisure centre.	Shazia Hussain (CLC), Stephen Halsey (CLC)	31/08/2013	Completed	100%	
Poplar Baths – Planning application approved.	Ann Sutcliffe (D&R)	30/09/2013	Completed	100%	Planning permission was granted in January 2014
Poplar Baths – Preferred partner financial close.	Ann Sutcliffe (D&R)	31/08/2013	Overdue	97%	Delays on closing due to continuing queries from funders / banks.
Start construction of the new Poplar Baths development, including to deliver 100 socially rented housing units.	Ann Sutcliffe (D&R)	31/12/2013	Overdue	0%	Delayed pending Financial Close.
Activity	Lead Officer	Deadline	Status	% Comp	
Implement our Substance Misuse Strategy	Andy Bamber (CLC)	31/03/2014	Completed	100%	A large amount of preparation work has been completed to move the boroughs treatment system forward to deliver better outcomes and efficiencies.
Milestone	Lead Officer	Deadline	Status	%	Comments
Facilitate the effective transfer of, and review on-going arrangements for, comprehensive contractual management of all substance misuse services as part of the Public Health transition process.	Andy Bamber (CLC)	31/03/2014	Completed	100%	The effective transfer of contract management arrangements has been offered and review completed.
Implement action plan for improving drug and alcohol treatment recovery rates across the borough, including for younger adults, Bangladeshi women, people with disabilities and LGBT residents.	Andy Bamber (CLC)	31/03/2014	Completed	100%	Current re-procurement work has taken this on board and new service arrangements will be specifically designed to take account of previous limitations. The evidence base (i.e. Needs Assessment and Service Review have clearly highlighted how these issues can be resolved going forward).
Deliver the dealer a day programme.	Andy Bamber (CLC)	31/03/2014	Completed	100%	The dealer a day programme continues; we are currently waiting for arrest and operations data.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete a programme of activities to encourage people to give up smoking.	Andy Bamber (CLC)	31/03/2014	Completed	100%	Programme completed
Strategic Priority 4.2: Enable people to live independently					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve support to Carers	Bozena Allen, Deborah Cohen (ESW)	31/03/2014	Completed	10%	This activity is complete.
Milestone	Lead Officer	Deadline	Status	%	Comments
Introduce a new health check for carers project linked to the development of the carers three year plan (subject to evaluation).	Bozena Allen, Deborah Cohen (ESW)	30/11/2013	Completed	100%	This has been commissioned by social care for a further year. The forward plan is that it becomes part of the wider Health check programme that Public Health is currently commissioning for 14/15 onwards. Health checks currently continue to progress via GP surgeries.
Introduce and expand carers' budgets to give carers control over the services they choose to receive.	Bozena Allen, Deborah Cohen (ESW)	30/11/2013	Completed	100%	Now that the Carers Plan has been agreed by Cabinet, carers budgets have been taken forward by the Work stream 4 of the Carers Programme Board. Carers are receiving an allocated budget to meet their eligible needs.
Implement the commissioning actions within the Carers Three Year Plan.	Bozena Allen, Deborah Cohen (ESW)	31/03/2014	Completed	100%	All new contracts have been awarded
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve the customer journey by embedding the principles of choice and control	Bozena Allen, Deborah Cohen (ESW)	31/03/2014	Overdue	75%	Slight delays have meant this will not be completed for 2013/14 deadlines however work expected to be successfully completed at the start of 2014/15.
Milestone	Lead Officer	Deadline	Status	%	Comments
Launch the e-marketplace to enable people to purchase health and social care services over the internet.	Bozena Allen, Deborah Cohen (ESW)	30/06/2013	Overdue	80%	Sign-off requirements necessitated by new strategic partnership with Agilysis have meant the implementation has been delayed, but contract now signed by Agilysis and implementation in progress. Launch expected end of May 2014.
Implement the new 'Customer Journey' for the community learning disability service.	Bozena Allen, Deborah Cohen (ESW)	31/10/2013	Overdue	90%	Currently going through final stages of Consultation period for new Community Learning Disability Service structure and customer journey which is scheduled to end on the 9th of May. New Community Learning Disability Service structure and customer journey arrangements will come in to operation from end of June 2014.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop a Quality Standards Framework for non-regulated services.	Bozena Allen, Deborah Cohen (ESW)	31/12/2013	Overdue	75%	Collaborative project across East London Solutions. Overall project on track. Implementation of initial phase being progressed in LBTH to coincide with implementation of e-Marketplace. East London Solutions boroughs have agreed to fund the project for a further two years, to January 2016, and a new project plan, widening the scope of the framework and ensuring it is embedded in business as usual practice across East London.
Refresh market position statement and approach to social care market locally in line with requirements in the Care and Support Bill with support from the Department of Health.	Bozena Allen, Deborah Cohen (ESW)	31/12/2013	Completed	100%	Market position statement refreshed January 2014. Next iteration to include Children's Services, to be released October 2014.
Redesign and recommission community services for older people and other adults to improve the ability of services to support people to live independently.	Bozena Allen, Deborah Cohen (ESW)	31/03/2014	Overdue	70%	At request of the Mayor we have been asked to delay this until 2014-15.
Re-commission statutory mental health services to improve their ability to enable people to live safe, independent and fulfilled lives in the community.	Bozena Allen, Deborah Cohen (ESW)	31/03/2014	Overdue	75%	Consultation on Mental Health Strategy closed on 10th October and the commissioning plan was approved at the Health and Wellbeing Board meeting in December. Implementation of this plan will be over the period to 31st March 2015 - reflecting dates some contracts expire and members wishes to delay procurement of day services (which is a significant part of this programme).
Support more people aged 18-69 with learning disabilities and mental health needs into employment.	Bozena Allen, Deborah Cohen (ESW)	31/03/2014	Completed	100%	7.9% of LBTH Adult Social Care Clients with a Learning Disability are in full time employment whilst 5.7% of people who use secondary mental health services in the borough are currently in employment.
Activity	Lead Officer	Deadline	Status	% Comp	
Improve Accommodation and Equipment	Bozena Allen, Deborah Cohen (ESW)	31/03/2014	Overdue	75%	Current delays in developments, work expected to be completed at the start of 14/15
Milestone	Lead Officer	Deadline	Status	%	Comments
Present the Hostels Strategy to Cabinet.	Bozena Allen, Deborah Cohen (ESW)	30/06/2013	Completed	100%	Hostels Strategy was presented to Cabinet in July 2013.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Create an equipment demonstration centre to support independence and wellbeing.	Bozena Allen, Deborah Cohen (ESW)	30/09/2013	Overdue	75%	The equipment demonstration centre plan has been put on hold and is currently with the Mayor for a decision as to whether to proceed or not. The design for this has been done and the works tendered however Hackney Council, our partner in the project, is not willing to contribute to operational costs of the demonstration centre and as such finances are currently being worked out.
Develop a new range of accommodation for people with learning disabilities, and establish a pathway in the new customer journey for learning disability services.	Bozena Allen, Deborah Cohen (ESW)	31/03/2014	Overdue	0%	This piece of work was delayed for a number of reasons and will need to be carried forward into next year.
Develop new supported accommodation for people with mental health needs, requiring high end support in the borough.	Bozena Allen, Deborah Cohen (ESW)	31/03/2014	Overdue	80%	Broadly in line with the 4 year strategy. Slight delay currently on one of the two new developments, awaiting planning consent. First unit opened February 2014 and second due to open in June 14.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Strategic Priority 4.3: Provide excellent primary and community care					
Activity	Lead Officer	Deadline	Status	% Comp	
Ensure effective partnership working across health and social care	Bozena Allen, Deborah Cohen (ESW)	31/03/2014	Overdue	75%	This is part of a larger piece of work that is currently ongoing and will carry over into 2014/15.
Milestone	Lead Officer	Deadline	Status	%	Comments
Work with health partners to establish the governance for the integrated care programme and agree the role of the local authority.	Bozena Allen, Deborah Cohen (ESW)	30/06/2013	Completed	100%	Governance arrangements in place.
Agree council policy on integrated care pathways.	Bozena Allen, Deborah Cohen (ESW)	30/09/2013	Overdue	75%	Currently working in partnership with health to agree on integrated care pathways. Work will be continued, milestone should be carried over to next year
Develop and publish the Mental Health Strategy for Tower Hamlets with an implementation plan.	Bozena Allen, Deborah Cohen (ESW)	30/09/2013	Completed	100%	Strategy now complete.
Identify and implement further opportunities beyond the virtual ward for health and social care joint delivery.	Bozena Allen, Deborah Cohen (ESW)	31/03/2014	Overdue	75%	Ongoing discussions with health on the delivery of a more integrated approach. This will be delivered through the Better Care Fund programme. This will be carried over to 2014/15.
Strategic Priority 4.4: Keep vulnerable children, adults and families safer, minimising harm and neglect					
Activity	Lead Officer	Deadline	Status	% Comp	
Deliver the Adults Safeguarding work programme	Bozena Allen (ESW)	31/12/2013	Completed	80%	Activity complete
Milestone	Lead Officer	Deadline	Status	%	Comments
Introduce an inter-agency approach to managing risk in relation to hard to reach groups.	Bozena Allen (ESW)	30/09/2013	Completed	100%	A safeguarding risk panel has now been established introducing an inter-agency approach to managing risk in relation to hard to reach groups.
Ensure service user and community views are represented in the work of the Safeguarding Adults Board.	Bozena Allen (ESW)	30/09/2013	Completed	100%	The Safeguarding Adults Board (SAB) work plan for 2014-2015 includes a sub group on service user feedback on safeguarding processes and outcomes. Discussions are ongoing about peer research and also audits. The new safeguarding conclusion form includes questions for service users/their advocates about how they experienced the process and how they felt about the outcome. This year's SAB report will include an analysis of their responses
Develop a public communications strategy to raise awareness of safeguarding and how to make a safeguarding referral.	Bozena Allen (ESW)	31/12/2013	Completed	100%	The communications sub group is an ongoing group of the SAB. During the last year it agreed the need to raise awareness of safeguarding issues directly with the public through the media. Safeguarding adults was advertised on a wrap of East End Life and four further pages have been purchased for the coming year to keep the agenda live in people's minds.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Provide proportionate support to vulnerable children and families	Steve Liddicott (ESW)	31/08/2013	Completed	100%	Activity complete
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop a Tower Hamlets Multi-Agency Safeguarding Hub (MASH), in partnership with the police and NHS.	Steve Liddicott (ESW)	30/06/2013	Completed	100%	Work complete, the Tower Hamlets Multi-Agency Safeguarding Hub (MASH) was formally launched in February at the Town Hall. It brings local agencies involved in child protection together into a single team, so they can share intelligence and work in partnership to inform better decision making on responding to risk and the needs of vulnerable children and families. It co-locates the Metropolitan Police with Tower Hamlets Council's social workers, Youth Offending Team and Family Intervention Project as well as officers from health, education and housing along with staff from probation, mental health services and the Bart's NHS Trust.
Extend and develop the Family Wellbeing Model to ensure that children receive support commensurate to their level of need (early help, team around the child, social care intervention) and assess the impact of those services.	Steve Liddicott (ESW)	31/08/2013	Completed	100.00%	Agreed in January 2014 at the Local Safeguarding Children Board, work to extend and develop the FWM has now been completed.
Activity	Lead Officer	Deadline	Status	% Comp	
Introduce improvements to the adoption system	Steve Liddicott (ESW)	31/12/2013	Completed	100%	Improvements to the system have been made and new targets met. However there are still some issues with adopters that need to be worked on due to new system in place. Work will take place in 14/15.
Milestone	Lead Officer	Deadline	Status	%	Comments
Commission an independent, diagnostic review of the adoption process and implement any changes recommended.	Steve Liddicott (ESW)	30/06/2013	Completed	100%	Diagnostic review undertaken in January 2013. Recommendations arising out of the review have been implemented as part of the Adoption Improvement Plan.
Improve the processes for the identification, introduction, assessment and approval of prospective adoptive families with a target of no more than 6 months from application to approval.	Steve Liddicott (ESW)	30/09/2013	Completed	100%	With the introduction of the two stage adopters assessment in July 2013, all adopters assessments have to be completed in 6 months. We have met this target for this new adoption process, however there were still some assessments from the previous process (8 month target) that we did not meet, due to issues that needed to be worked on with the adopters. Work will carry over into 14/15.
Increase the proportion of looked after children from BME backgrounds that are placed for adoption to the same level as that for other children, through broadening engagement with community groups and targeted recruitment campaigns.	Steve Liddicott (ESW)	31/12/2013	Completed	100%	The Adoption Scorecard, due to be published in November 2013, will show that the rate of adoption for children from BME backgrounds is similar to that for other children.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
One Tower Hamlets					
Strategic Priority 5.1: Reduce inequalities					
Activity	Lead Officer	Deadline	Status	% Comp	
Employ a workforce that fully reflects the community it serves	Simon Kilbey (Resources)	31/03/2014	Overdue	97%	This is an ongoing activity, however, the majority of milestones for 13/14 were achieved. The only milestone not achieved relates to apprentices and is due to apprentice recruitment being delayed. The delay was to allow work to be put in place to expand the focus of apprenticeships, to widen their scope and look at including more professional roles. Recruitment of apprentices will happen in July 2014 for them to start in September 2014.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop profiles of Navigate members to enable identification of learning and development needs and career pathways.	Simon Kilbey (Resources)	30/06/2013	Completed	100%	Profile completed for all current members on the Navigate scheme. 41 new members on the programme from September 13.
Carry out a training needs analysis following the annual PDR process.	Simon Kilbey (Resources)	31/07/2013	Completed	100%	
People Board identify development opportunities for Navigate members as job opportunities arise.	Simon Kilbey (Resources)	31/10/2013	Completed	100%	Development of opportunities is ongoing.
Quarterly reporting to People Board and DMTs on progression of Navigate members.	Simon Kilbey (Resources)	31/10/2013	Completed	100%	Reporting is ongoing
25% progression or development of Navigate members.	Simon Kilbey (Resources)	31/03/2014	Completed	100%	48% progression of Navigate Members has been achieved.
Business partners develop workforce plans with service managers, including approach to succession planning and establishment of local targets to improve BME representation in more senior roles.	Simon Kilbey (Resources)	31/03/2014	Completed	100%	Ongoing as workforce planning is embedded into business as usual. The WFRC action plan includes a new recruitment initiative to build on the talent within the organisation.
Support 50 Apprentices in vocational training by identifying apprenticeship placements across directorates.	Simon Kilbey (Resources)	31/03/2014	Overdue	80%	40 apprentices have been placed across the directorates. The full 50 placements have not been achieved due to apprentice recruitment being delayed. The delay was to allow work to be put in place to expand the focus of apprenticeships, to widen their scope and look at including more professional roles - thus 80% has been achieved. Recruitment of apprentices is due to happen in July 2014 for them to start in September 2014.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Increase the number of temporary workers resourced from the local community	Simon Kilbey (Resources)	31/03/2014	Completed	100%	Work continues to source temporary workers from the local community.
Milestone	Lead Officer	Deadline	Status	%	Comments
Implement the Tower Hamlets in-house temporary resourcing service by setting up a database of available staff.	Simon Kilbey (Resources)	30/04/2013	Completed	100%	
Work with local SMEs to increase the external supply of agency staff sourced from the community.	Simon Kilbey (Resources)	31/10/2013	Completed	100%	
Produce monitoring information on all temporary staff including by equality strands, residency and proportion of business procured through local SMEs.	Simon Kilbey (Resources)	31/03/2014	Completed	100%	Reports being produced monthly.
Activity	Lead Officer	Deadline	Status	% Comp	
Coordinate and support the delivery of the Tower Hamlets Fairness Commission report and recommendations	Louise Russell (CE)	31/03/2014	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Commission evidence gathering completed.	Louise Russell (CE)	30/06/2013	Completed	100%	Three evidence gathering days took place looking at different themes - housing, income & poverty and safety nets.
Final report and recommendations produced.	Louise Russell (CE)	31/12/2013	Completed	100%	Report was launched in September 2013.
Response to report presented to Cabinet.	Louise Russell (CE)	31/03/2014	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	
Launch a mechanism for engaging local disabled people in design, delivery and scrutiny of local services	Louise Russell (CE)	31/07/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Review current arrangements for engaging disabled people in service design and delivery.	Louise Russell (CE)	31/07/2013	Completed	100%	The Local Voices project reported in June 2013 with a number of recommendations on how to improve engagement of disabled people in service design and delivery. An action plan has been developed and agreed by the Tower Hamlets Equalities Steering Group and the next phase of Local Voices has been commissioned for a further two years to enable the engagement of disabled people with a range of topics including Welfare Reform; getting out and about; and negative attitudes to disabled people.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Strategic Priority 5.2: Work efficiently and effectively as One Council					
Activity	Lead Officer	Deadline	Status	% Comp	
Work with managers to improve and reduce staff sickness absence	Simon Kilbey (Resources)	31/03/2014	Completed	100%	This is ongoing but a reduction has been achieved, with sickness absence now at 6.59 days, which is 0.09 above the Council's target of 6.5 days.
Milestone	Lead Officer	Deadline	Status	%	Comments
Reduce staff sickness by ensuring that Directorate Absence Management Panels (DAMPs) meet monthly to effectively review absence data.	Simon Kilbey (Resources)	31/03/2014	Completed	100%	Directorate People Panels (DPPs) have now taken over DAMP's role and continue to review absence management.
Ensure managers review staff sickness absence statistics in conjunction with HR business partners and begin taking formal action under the policy.	Simon Kilbey (Resources)	31/03/2014	Completed	100%	Ongoing.
CAMP to identify actions to support managers in areas of high sickness absence to ensure best practice is shared.	Simon Kilbey (Resources)	31/03/2014	Completed	100%	People Board Operations has taken over CAMP's role and continues to identify actions and to share best practice.
Activity	Lead Officer	Deadline	Status	% Comp	
Develop the strategic ICT partnership	Shirley Hamilton (Resources)	31/03/2014	Overdue	80%	To be delivered as part of the milestone on developing an ICT strategy as set out in the Strategic Plan 2014/15 action plan.
Milestone	Lead Officer	Deadline	Status	%	Comments
Initiate scoping work in the areas of procurement and transformation to support greater efficiency.	Shirley Hamilton (Resources)	30/04/2013	Overdue	0%	
Develop a pipeline of ICT improvement projects that reduce costs.	Shirley Hamilton (Resources)	31/03/2014	Overdue	0%	Managed print function project delivered with savings in 2015/16 onwards. Further projects to be scoped as part of the ICT strategy.
Recruit 36 new apprentices and complete 36 new job starts within the year, with training provided at the Agilisys Institute within the	Shirley Hamilton (Resources)	31/03/2014	Overdue	80%	39 apprentice starts and 19 new job starts. Continues to be a work in progress.
Activity	Lead Officer	Deadline	Status	% Comp	
Improve revenue collection	Steve Hill (Resources)	31/12/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Assess the technical changes to council tax, as well as their impact on taxpayers affected and collection rates.	Roger Jones (Resources)	30/6/13 & 31/12/13	Completed	100%	
Report the effect of the implementation of council tax support scheme on claims and collection rates.	Roger Jones (Resources)	30/6/13 & 31/12/13	Completed	100%	


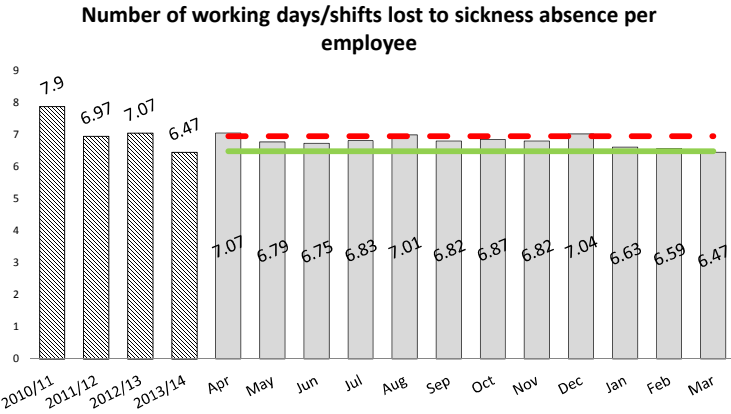
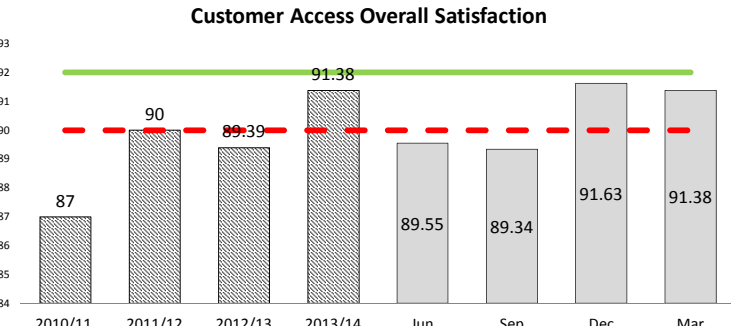
Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Assess the impact of Business Rates retention schemes compared to predictions on growth, appeals and income.	Roger Jones (Resources)	30/6/13 & 31/12/13	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	
Improve customer satisfaction and value for money	Keith Paulin (Resources)	31/03/2014	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Appraise telephony self-service options with strategic partner.	Keith Paulin (Resources)	30/04/2013	Completed	100%	Collection rates have not suffered but the yield from the taxbase has improved.
Implement the telephony self-service system.	Keith Paulin (Resources)	30/06/2013	Completed	100%	Collection rates have not suffered as a result of the implementation of the local scheme and the value of claims have reduced by £1m from April to 2013 to April 2014.
Relocate Cheviot House One Stop Shop to Watney Market.	Keith Paulin (Resources)	31/03/2014	Completed	100%	This has been completed for 2013/2014 but must continue for future years and must be further developed to monitor closely any future risk and
Activity	Lead Officer	Deadline	Status	% Comp	
Develop Progressive Partnerships to further the Mayor's social objectives	Zamil Ahmed (Resources)	31/03/2014	Completed	90%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Promote ethical sourcing and sustainability including fair-trade products.	Zamil Ahmed (Resources)	30/09/2013	Completed	100%	Ethical sourcing is embedded in the specifications in all our construction contracts. Suppliers sustainability policy is assessed and scored as part of the Pre-Qualification Questionnaire (PQQ) in all contracts above EU threshold. Fair Trade products are included in specifications where nature of contract allows application.
Implement community benefit clauses in council contracts.	Zamil Ahmed (Resources)	31/12/2013	Completed	100%	From July 2013, all the contracts above 100k include local employment and community benefits clauses as apart of the requirement. All other contracts to consider inclusion depending on nature and value of contract.
Build a dynamic local supply chain to stimulate the local economy.	Zamil Ahmed (Resources)	31/03/2014	Completed	100%	As part of the local community benefit, contractors are encouraged to source their subcontracted opportunities from local suppliers, especially SMEs. A Local Supplier Engagement project is currently underway to expand on this initiative. Procurement Procedures has been reviewed in order to encourage spend with the local businesses. Level 1 spend - up to £10,000 should be placed with suppliers within the borough's postcodes. The second phase of this project will be implemented as part of 14/15 initiatives.


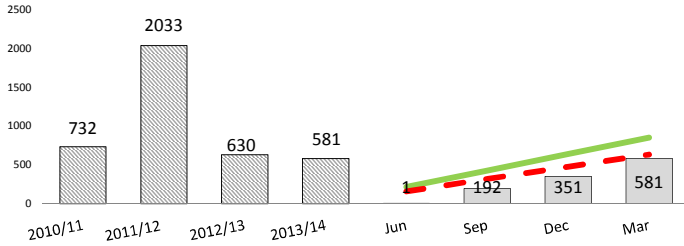
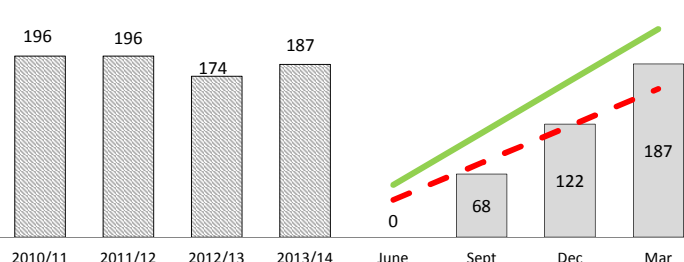
Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Introduce smarter sourcing practices to deliver savings and increase compliance.	Zamil Ahmed (Resources)	31/03/2014	Completed	50%	Standard Pan London PQQ (Pre-Qualification Documents) has been implemented to support SMEs and help streamline our procurement process. Tower Hamlets have now fully automated the current PQQ process which went live on Friday 27th September on the Print Framework procurement. Annual spend analysis is presented to Competition Board to highlight areas for collaboration, saving opportunities and lack of compliance. The Council has subscribed to the London Councils initiative to produce across London spend analysis.
Carry out self-assessment of all procurement categories and identify areas where partnerships with third parties could be strengthened to deliver improved equality outcomes for local people.	Zamil Ahmed (Resources)	30/09/2013	Completed	100%	Participation on East London Solutions (ELS) boards highlights areas for collaboration. Tollgate process requires assessment of collaboration opportunities. Suppliers Events are held on all contracts over £250k and a percentage of overall award criteria is allocated to securing Economic and Community Benefits for TH residents.
Activity	Lead Officer	Deadline	Status	% Comp	
Tackle misuse of public assets	Paul Thorogood (Resources)	31/03/2014	Overdue	99%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete restructure of the anti-fraud service.	Paul Thorogood (Resources)	30/08/2013	Completed	100%	Restructure completed in September 2013, recruitment for two vacant posts has started.
Recover £50k from anti-fraud work.	Paul Thorogood (Resources)	31/03/2014	Completed	100%	£76k recovered, through Duplicate Payments exercise.
Recover 35 sub-let properties.	Paul Thorogood (Resources)	31/03/2014	Completed	100%	41 recovered - 30 were Tower Hamlets Homes properties.
Secure 50 benefit prosecutions.	Paul Thorogood (Resources)	31/03/2014	Overdue	94%	47 Prosecutions achieved. Slightly below the target but still our second best ever performance. Target missed due to a re-structure and related to the transfer of housing benefit fraud investigators to the Department of Work and Pensions.


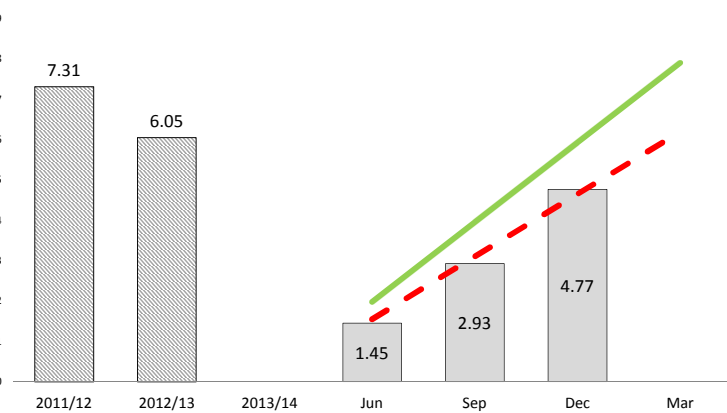
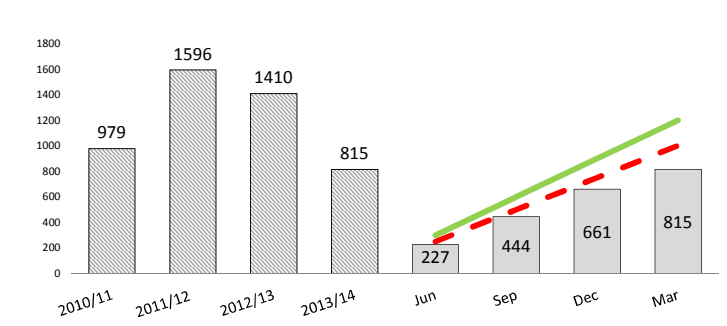
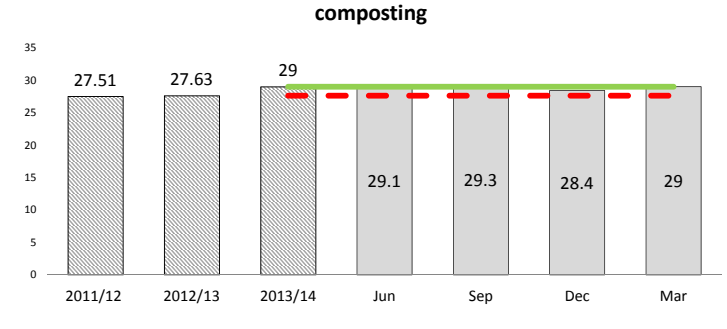
Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Make better use of our buildings	Ann Sutcliffe (D&R)	28/02/2014	Overdue	10%	The renewed Asset Management Strategy is on track for Cabinet approval in July 2014, also informing the disposals programme.
Milestone	Lead Officer	Deadline	Status	%	Comments
Update the Asset Strategy to align with Mayoral Priorities.	Ann Sutcliffe (D&R)	31/10/2013	Overdue	10%	The renewed Asset Management Strategy once approved by the Asset Management Board in May 2014 will be scheduled for Cabinet approval in July 2014. Further delayed due to the lack of buy in from Directorates for the need of an updated strategy.
Develop a programme of disposals to achieve capital receipts.	Ann Sutcliffe (D&R)	31/12/2013	Overdue	0%	The disposals programme is linked to the overarching Asset Management Strategy, and disposals of surplus assets are delayed until this is completed.
Implement the Corporate Landlord Model.	Ann Sutcliffe (D&R)	31/12/2013	Overdue	80%	The Corporate project is now in its phased implementation stage.

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Description			Annual Stretched Target (2013/14)	Annual Actual (2013/14)	Q4 Stretched Target (Jan-Mar 2014)	Q4 actual (Jan-Mar 2014)	Variance (performance against annual stretch target)	Direction of Travel (comparing 12/13 and 13/14 actual)
	One Tower Hamlets							
Percentage of LP07 or above Local Authority staff that are women (%) Measured in: % Good Performance: Higher	% of staff that are LP07 or above that are women 		50.0	48.28	50.0	48.28	AMBER	↔
Performance on this measure has risen by 2.94 percentage points in 2013/14 compared to 2012/13. This is now only 0.72 percentage points below target. Work will continue through the Workforce to Reflect the Community Action Plan, with the aim of reaching our target next year. It should be noted as this group is fairly small, minimal changes can have a significant impact in percentage terms. As reported previously, several actions have been put in place to increase the proportion of women in posts graded LP07 and above, including: -Recruitment target to be set and monitored by People Board for the Council as a whole -Workforce planning and succession planning embedded across the organisation -Navigate initiative used as a platform to increase representation of women into more senior positions.								
Percentage of LP07 or above Local Authority staff that are from an ethnic minority (%) Measured in: % Good Performance: Higher	Percentage of earners that are LP07 or above of LA staff that are from an ethnic minority 		30.0	23.05	30.0	23.05	RED	↔
Performance for this measure has dropped slightly, by 0.86 percentage points in 2013/14 compared to 2012/13. This figure is now 6.95 percentage points below stretch target. Actions being taken to increase the percentage of LP07+ staff who are from an ethnic minority include: - Implementation of the Talent Management Programme – Navigate Initiative -Local targets set within directorates -Monitoring of progression of BME groups -BME staff focus groups and Snr Manager (HOPS) sponsorship of the BME Staff Forum -Targeted development for BME staff in PDRs to develop skills for progression - Exploring the need to implement Positive Action Schemes to increase representation.								
Percentage of LP07 or above Local Authority staff who have a disability (excluding those in maintained schools) (%) Measured in: % Good Performance: Higher	Percentage of earners that are LP07 or above of LA staff that have a disability 		5.8	6.34	5.8	6.34	GREEN	↑
Performance for this measure has risen by 0.85 percentage points in 2013/14 compared to 2012/13. This is now 0.84 percentage points above target. This has been achieved by work under the Workforce to Reflect the Community Action Plan and the Time to Change pledge.								

Description		Annual Stretched Target (2013/14)	Annual Actual (2013/14)	Q4 Stretched Target (Jan-Mar 2014)	Q4 actual (Jan-Mar 2014)	Variance (performance against annual stretch target)	Direction of Travel (comparing 12/13 and 13/14 actual)																																		
<p>Number of working days/shifts lost to sickness absence per employee</p> <p>Measured in: Number (the aggregate of working days lost due to sickness absence divided by the average number of FTE staff) Good Performance: Lower</p>	<p>Number of working days/shifts lost to sickness absence per employee</p>  <table border="1"> <caption>Sickness Absence Data</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2010/11</td><td>1.9</td></tr> <tr><td>2011/12</td><td>6.97</td></tr> <tr><td>2012/13</td><td>7.07</td></tr> <tr><td>2013/14</td><td>6.47</td></tr> <tr><td>Apr</td><td>7.07</td></tr> <tr><td>May</td><td>6.79</td></tr> <tr><td>Jun</td><td>6.75</td></tr> <tr><td>Jul</td><td>6.83</td></tr> <tr><td>Aug</td><td>7.01</td></tr> <tr><td>Sep</td><td>6.82</td></tr> <tr><td>Oct</td><td>6.87</td></tr> <tr><td>Nov</td><td>6.82</td></tr> <tr><td>Dec</td><td>7.04</td></tr> <tr><td>Jan</td><td>6.63</td></tr> <tr><td>Feb</td><td>6.59</td></tr> <tr><td>Mar</td><td>6.47</td></tr> </tbody> </table>	Year	Value	2010/11	1.9	2011/12	6.97	2012/13	7.07	2013/14	6.47	Apr	7.07	May	6.79	Jun	6.75	Jul	6.83	Aug	7.01	Sep	6.82	Oct	6.87	Nov	6.82	Dec	7.04	Jan	6.63	Feb	6.59	Mar	6.47	6.5	6.47	6.5	6.47	GREEN	↑
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<p>Customer Access Overall Satisfaction (telephone contact)</p> <p>Measured in: % Good Performance: Higher</p>	<p>Customer Access Overall Satisfaction</p>  <table border="1"> <caption>Customer Access Overall Satisfaction Data</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2010/11</td><td>87</td></tr> <tr><td>2011/12</td><td>90</td></tr> <tr><td>2012/13</td><td>89.39</td></tr> <tr><td>2013/14</td><td>91.38</td></tr> <tr><td>Jun</td><td>89.55</td></tr> <tr><td>Sep</td><td>89.34</td></tr> <tr><td>Dec</td><td>91.63</td></tr> <tr><td>Mar</td><td>91.38</td></tr> </tbody> </table>	Year	Value	2010/11	87	2011/12	90	2012/13	89.39	2013/14	91.38	Jun	89.55	Sep	89.34	Dec	91.63	Mar	91.38	92	91.38	92	91.38	AMBER	↔																
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<p>The target for 2013/14 has been met as the final year figure is 6.47, which is marginally below the 6.5 target. Short term absence in particular has fallen from 3.53 to 2.95 while long term sickness absence has remained constant at around 3.6 days lost per employee. Sickness within each directorate has fluctuated very marginally with no significant increases or decreases. Directorates continue to focus on sickness and interventions such as training for managers, participation in local sickness management boards and the provision of detailed reports are on-going.</p> <p>Actions undertaken which helped to achieve the target include:</p> <ol style="list-style-type: none"> 1) Staff who reach certain trigger levels are asked to produce medical certificates on their first day of absence 2) Robust monitoring is in place. Service Heads with highest levels of sickness absence are required to attend PRG to explain how they will reduce absence in their teams. Corporate and Directorate Absence Management Panels to be established. 3) The Council invested in activities to promote health and wellbeing. 																																									
<p>Although the final quarter performance was marginally below stretch target, overall customer satisfaction has remained consistent over the last three years despite pressure on resources. Development work will continue to focus on maintaining high standards of customer care and on call resolution at first point of contact as key drivers of satisfaction.</p>																																									

Description		Annual Stretched Target (2013/14)	Annual Actual (2013/14)	Q4 Stretched Target (Jan-Mar 2014)	Q4 actual (Jan-Mar 2014)	Variance (performance against annual stretch target)	Direction of Travel (comparing 12/13 and 13/14 actual)																		
Great Place to Live																									
<p>Number of affordable homes delivered (gross)</p> <p>Measured in: Number (the sum of social rent housing and intermediate housing - low cost home ownership and intermediate rent) Good Performance: Higher</p>	<p>Number of affordable homes delivered (gross)</p>  <table border="1"> <caption>Number of affordable homes delivered (gross)</caption> <thead> <tr> <th>Year/Period</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2010/11</td><td>732</td></tr> <tr><td>2011/12</td><td>2033</td></tr> <tr><td>2012/13</td><td>630</td></tr> <tr><td>2013/14</td><td>581</td></tr> <tr><td>Jun</td><td>192</td></tr> <tr><td>Sep</td><td>351</td></tr> <tr><td>Mar</td><td>581</td></tr> </tbody> </table>	Year/Period	Value	2010/11	732	2011/12	2033	2012/13	630	2013/14	581	Jun	192	Sep	351	Mar	581	850	581	850	581	RED	↓		
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<p>Performance for Quarter 4 is well above the quarterly target, with 230 units of affordable housing being produced during January to end March 2014. Total delivery of new build affordable units represents 65% of the stretch target for 13/14, lower than the 839 forecasted in Q3, however a total of 4,076 affordable homes will be delivered against the Mayoral target of 4,000. A large number of schemes had slipped from Quarter 3 into Quarter 4, but almost as many units have just missed their 31st March deadline and will now complete in the first quarter of next year. Once again, one of the causes appears to be delays in utility connections and highways works. The largest scheme which has been delayed is Gladstone Place, with 117 units. However, the delayed schemes are almost all due to complete in April or early May 2014. A total of 237 more units due to complete before mid-May, bringing total delivery of new build affordable homes from April 2013 – May 2014 to 818 units. Tower Hamlets has a strong track record of housing delivery and continues to provide among the highest number of affordable homes in the country.</p>																									
<p>Number of social rented housing completions for family housing (gross)</p> <p>Measured in: Number (a count of the number of affordable housing - local authority, housing associations, and co-operative tenants. Family housing is 3 bedrooms or more) Good Performance: Higher</p>	<p>No of social rented housing completions for family housing (gross)</p>  <table border="1"> <caption>No of social rented housing completions for family housing (gross)</caption> <thead> <tr> <th>Year/Period</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2010/11</td><td>196</td></tr> <tr><td>2011/12</td><td>196</td></tr> <tr><td>2012/13</td><td>174</td></tr> <tr><td>2013/14</td><td>187</td></tr> <tr><td>June</td><td>0</td></tr> <tr><td>Sept</td><td>68</td></tr> <tr><td>Dec</td><td>122</td></tr> <tr><td>Mar</td><td>187</td></tr> </tbody> </table>	Year/Period	Value	2010/11	196	2011/12	196	2012/13	174	2013/14	187	June	0	Sept	68	Dec	122	Mar	187	225	187	225	187	AMBER	↓
Year/Period	Value																								
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<p>The quarterly and annual figures for production of family housing are within our bandwidth target figures. Family rented units currently total 187, 83% of the upper target. Scheme slippages due to utility connections, highways works and other delays have resulted in reduced delivery against the forecast at Q3 of 242 units. Total delivery of social and affordable family rented units represents 39% of total affordable homes delivered ending March 2014 and 48% of total rented housing delivered. An additional 70 rented family homes are forecasted for delivery by May 2014, bringing total delivery from April 2013 – May 2014 to 257 rented family units delivered.</p>																									

Description		Annual Stretched Target (2013/14)	Annual Actual (2013/14)	Q4 Stretched Target (Jan-Mar 2014)	Q4 actual (Jan-Mar 2014)	Variance (performance against annual stretch target)	Direction of Travel (comparing 12/13 and 13/14 actual)
<p>The number of households who considered themselves as homeless, who approached the local authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation.</p> <p>Measured in: The number of cases assisted through successful casework intervention divided by the number of thousand households in the local authority area. Good Performance: Higher</p>	<p>Homelessness Prevention</p> 	8	[end-June]	6	4.77	AMBER	↑
<p>The number of overcrowded families rehoused, lets to overcrowded households</p> <p>Measured in: Number (count of lets to overcrowded housing applicants and tenants of CHR partner landlords lacking one or more bedrooms) Good Performance: Higher</p>	<p>Lets to overcrowded families</p> 	1200	815	1200	815	RED	↓
<p>Percentage of household waste sent for reuse, recycling and composting</p> <p>Measured in % Good performance: Higher</p>	<p>Percentage of household waste sent for reuse, recycling & composting</p> 	29	29 (provisional)	29	29 (provisional)	GREEN	↑

Due to a data collection and verification time lag, Q4 data for the P1E return will be available end of June 2014.

At Quarter 3 reporting period, the rate was 4.77 against a stretch target of 5.93 - the stretch target was missed but performance is within the minimum standard. There were 520 homelessness preventions in Q3. There is a severe shortage of affordable private sector properties available to homeless households as an alternative to pursuing a statutory homeless application and the problem is increasing. Consequently, our ability to prevent homelessness by securing an alternative tenancy has diminished immensely. We are about to improve the incentive provided to landlords so they will let their admittedly small number of properties available at, or close to, Local Housing Allowance levels via the Council to one of our customers rather than let them to a member of the general public. This will be for a finite period to see if there is any improvement in supply and a subsequent improvement in homeless preventions. It is envisaged that performance will improve within the next couple of months and we will meet this year's target


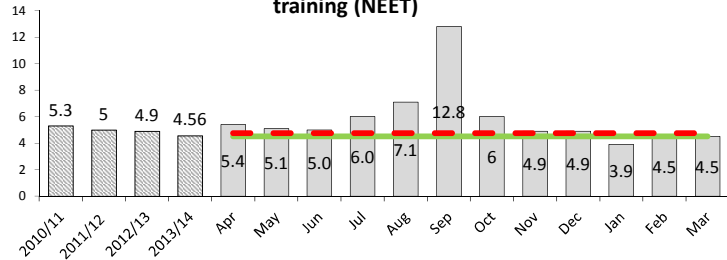
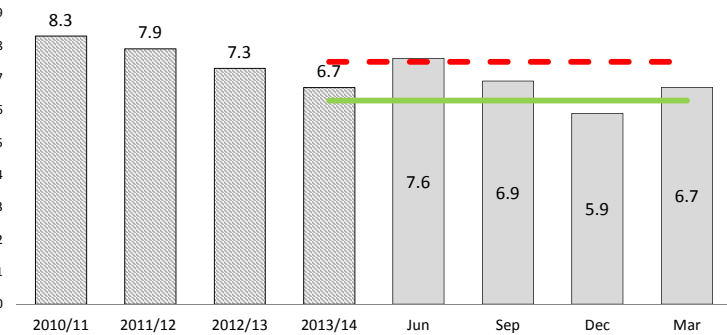
As the total number of lets this year was not as high as in previous years (1,757 as opposed to an average of 2,440 in the previous years), the actual number of lets to overcrowded households had a consequential reduction to 815. As forecasted, this measure would have also been affected by an increasing number of offers to non-priority cases and the 10% target set for Band 3 applicants (who are adequately housed) under the Council's lettings plan. The impact of reduced number of lets to overcrowded families could be mitigated by revising the target lets set for Band 3 applicants. The number of lets in 14/15 is likely to increase as a greater number of new build homes is expected to be handed over. However, performance against this measure has continued to remain strong with a total of 4,870 overcrowded households housed from April 2011 against a Mayoral target of 1,000 lets to overcrowded households per year, achieving an average of 1,218 lets p/a.


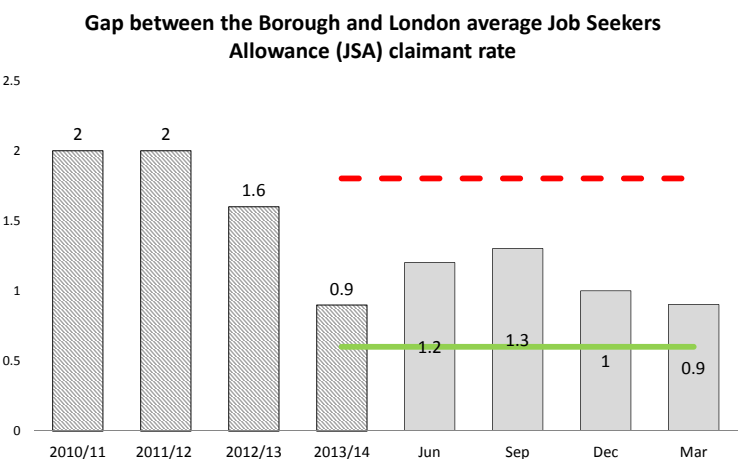
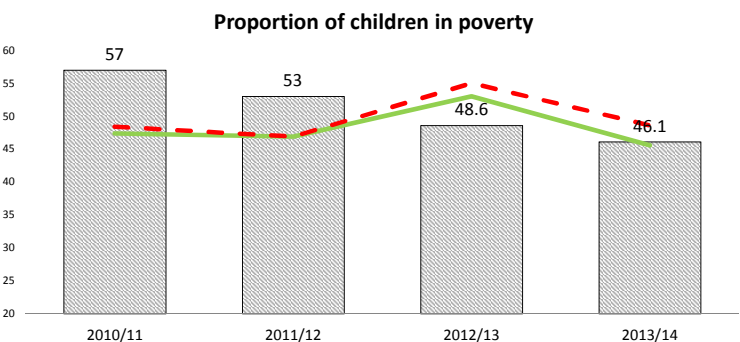
Outturn currently provision, the final outturn will be available in September following the completion of the validation process. Current provisional figures suggest that the Council will meet the 29% stretch target. Tower Hamlets has the second highest reported dry recycling rate in inner London. Improvements made this year at the Reuse and Recycling Centre have doubled the recycling rate of the site. Loads of contaminated dry recycling have declined by 18%. When materials recycled from energy recovery processes are included, the total household recycling rate is 36%. The Council aims to increase household recycling recovered through community education and outreach activities, and by working in partnership with Veolia to deliver continuous service improvements.

Description	Legend		Annual Stretched Target (2013/14)	Annual Actual (2013/14)	Q4 Stretched Target (Jan-Mar 2014)	Q4 actual (Jan-Mar 2014)	Variance (performance against annual stretch target)	Direction of Travel (comparing 12/13 and 13/14 actual)
	— Stretch Target	- - Standard Target						
<p>Level of street and environmental cleanliness - litter (%)</p> <p>Measured in % Good performance: Lower</p>	<p>Improved street & environmental cleanliness - Litter</p>		1	1.9	1	1	AMBER	↔
<p>The final outturn has remained consistent at 1.9% over 12/13 and 13/14. The previous Tranche survey results displayed a positive result within our parks and open spaces meeting the stretched target. There were in total 33 grade A's and B's for litter across the selected recreation areas that were surveyed with no failures (grades C's and D's).</p> <p>The reason for not being in line with the stretched target was due to increased residential densities and positive economic growth in areas, such as street markets, placing additional strains on the Council's cleansing requirements. However with the introduction new communication channel such as FIFIL and QR technology we aim to provide a more rapid response to clearing rubbish and more effective usage of resources such as more sweeping where needed in order to improve litter levels in 2014/15.</p>								
<p>Level of street and environmental cleanliness - detritus (%)</p> <p>Measured in % Good performance: Lower</p>	<p>Improved street & environmental cleanliness - detritus</p>		2	2.4	2	3.6	AMBER	↑
<p>The final outturn for 13/14 is 2.4%, which shows a positive continual downward trend from last year's outturn of 3.6%. We are 0.4 percentage points off the stretched target due to poor weather conditions that we have had this year especially when Tranche 3 was carried out. Moving forward we plan to improve the level of detritus via a stronger contract management focus on detritus, tackling hot spot areas where it is more needed. Tower Hamlets is already in the top quartile (London Councils based on 25 borough returns) for detritus and is one of the best performing boroughs in London. The targets set are stretching as this cleansing element is subject to short term pressure due to local events, variations in weather conditions (and therefore footfall) and the growing population and commercial density in the Borough. Deep cleansing activities and related promotional activity will have a positive influence, and in particular should improve resident perceptions of cleanliness. Since the Tidy Britain monitoring methodology for this indicator is based on random sampling through-out the Borough the hot spot targeting approach of the deep cleaning initiative, whilst effective at the target localities, may not be picked up by the performance measure.</p>								


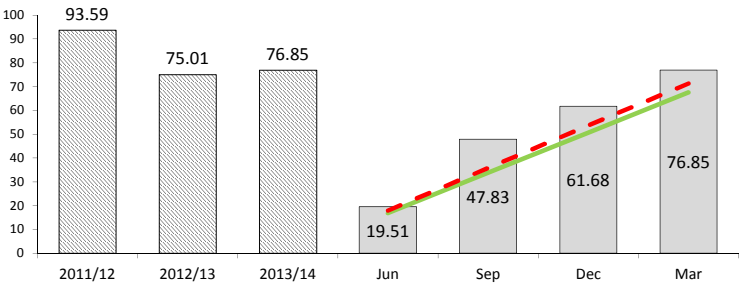
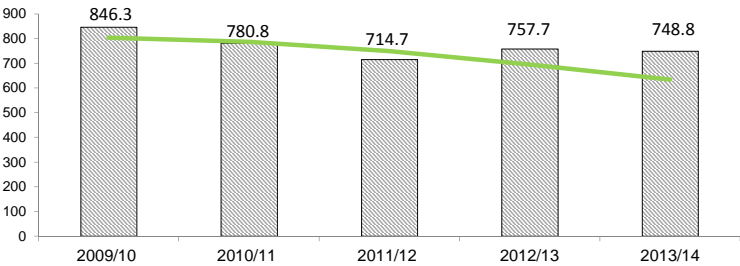
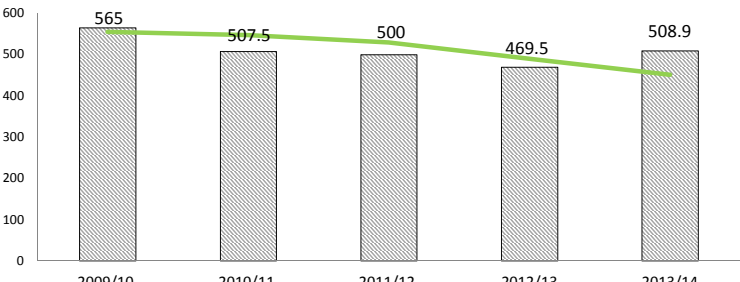
Description	Legend		Annual Stretched Target (2013/14)	Annual Actual (2013/14)	Q4 Stretched Target (Jan-Mar 2014)	Q4 actual (Jan-Mar 2014)	Variance (performance against annual stretch target)	Direction of Travel (comparing 12/13 and 13/14 actual)
	— Stretch Target	-- Standard Target						
<p>Improved street and environmental cleanliness - graffiti (%)</p> <p>Measured in % Good performance: Lower</p>	<p>Improved street & environmental cleanliness -Graffiti</p>		6	6.2	6	3	AMBER	↑
<p>The final outturn for 13/14 is 6.2%, which shows a positive continual downward trend from last years outturn of 8.8%. The stretched target was only marginally missed with the last survey recording a significant improvement, scoring 3.</p> <p>Extra resources were allocated to reduce defacement via the Mayor's Accelerated Delivery Programme, which started in June. Continuous improvement is anticipated in 2014/15 with the adoption of a cohesive graffiti and defacement policy.</p>								
<p>Improved street and environmental cleanliness - fly-posting (%)</p> <p>Measured in % Good performance: Lower</p>	<p>Improved street & environmental cleanliness -Fly-posting</p>		1	2.0	1	0.3	AMBER	↑
<p>The final outturn for 13/14 is 2.0%, which is an improvement on last years outturn of 2.2%.</p> <p>Extra resources were allocated to reduce defacement via the Mayor's Accelerated Delivery Programme. The Programme started in June and significant improvement have been recorded in the last two tranche surveys.</p> <p>Continuous improvement is anticipated in 2014/15 with the adoption of a cohesive graffiti and defacement policy.</p>								
Prosperous Community								
<p>Early Years Foundation Profile - achievement of a good level of development</p> <p>Measured in % Good performance: Higher</p>	<p>Early Years Foundation Profile - achievement of a good level of development</p>		n/a	45.9	n/a	45.9	New Measure	New
<p>This measure has recently been revised by the Government. The revised Early Years Foundation Stage Profile (EYFSP) is based on on-going observation and assessment in the three prime and four specific areas of learning, and the three learning characteristics:</p> <ul style="list-style-type: none"> • The prime areas of learning: communication and language; physical development; personal, social and emotional development. • The specific areas of learning: literacy; mathematics; understanding the world; expressive arts and design. • The learning characteristics: playing and exploring active learning; creating and thinking critically. <p>This measure records the percentage of the cohort who achieved 'a good level of development'.</p>								


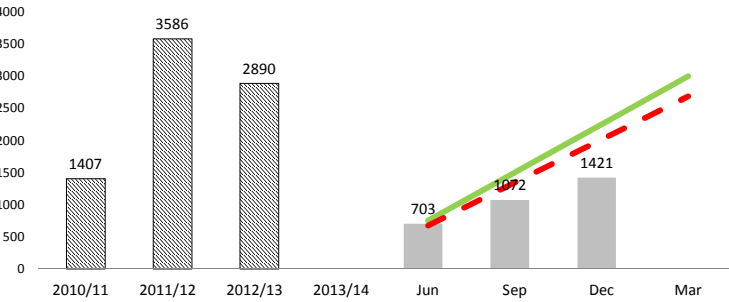
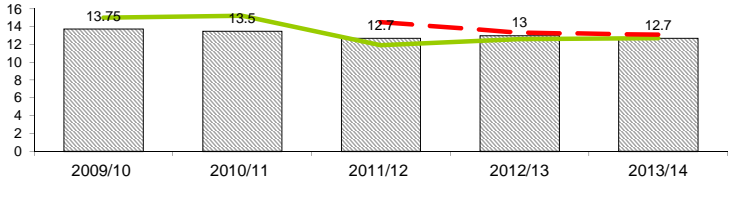
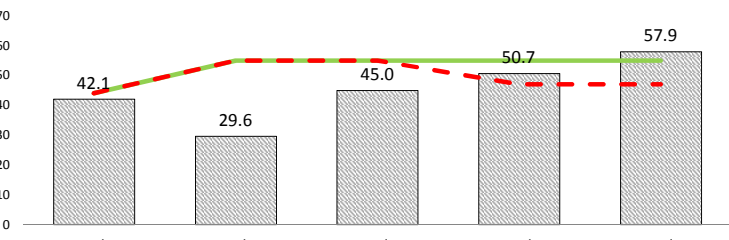
Description	Legend		Annual Stretched Target (2013/14)	Annual Actual (2013/14)	Q4 Stretched Target (Jan-Mar 2014)	Q4 actual (Jan-Mar 2014)	Variance (performance against annual stretch target)	Direction of Travel (comparing 12/13 and 13/14 actual)
	— Stretch Target	- - Standard Target						
<p>Key Stage 2 pupil attainment in Reading, Writing and Maths (KS2 RWM) (%)</p> <p>Measured in: % Good Performance: Higher</p>	<p>Key Stage 2 pupil attainment in Reading, Writing and Maths (%)</p>		n/a	78	n/a	78	New Measure	New
		<p>Data first provided in Q1 2013/14, relating to 2012/13 academic year. This year the DfES has published separate reading and writing scores and a new combined measure for reading, writing and mathematics (RWM). It does not intend to publish a combined English or English & Maths score, as previously. This new Level 4+ RWM score is not comparable to the previous Level 4+ EM score, as the new measure is calculated with the component levels only (i.e. each assessment area must be L4+ for the child to be counted as L4+ in RWM).</p>						
<p>Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths.</p> <p>Measured in % Good performance: Higher</p>	<p>Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths</p>		65	64.7	65	64.7	AMBER	↑
		<p>In the academic year 2012/13 (financial year 2013/14), the final outturn for this measure was first reported in the Q3 monitoring.</p> <p>The final outturn for 2012/13 is 64.7 which is well above our standard target (61.8) and is only 0.3 ppt below our stretch target (65). Our overall performance remains above the national average of 60.8% and has improved by 2.9% points compared to 2012.</p>						
<p>A Level Average Points Score per student in Tower Hamlets.</p> <p>Measured in % Good performance: Higher</p>	<p>Improving A Level attainment - A Level Average Points Score per student in Tower Hamlets</p>		700	627.6	700	627.6	RED	↔
		<p>In the academic year 2012/13 (financial year 2013/14), the final outturn for this measure was first reported in the Q2 monitoring.</p> <p>7 out of 11 providers exceeded the borough minimum target points per student, however our highest performing schools have relatively small numbers of students in their year 13 A level groups, compared to other schools in the borough. All of the smaller schools have improved their points per student scores for 2012 – 2013. Our larger sixth forms – Mulberry, Sir John Cass have achieved above target but dipped from last year. Tower Hamlets College has dipped significantly from the previous year, which is of significance to our overall APS score. Aggregation of the schools only provision APS is 681.2 – above the minimum target. Staff changes in 6th form management across Mulberry School, Sir John Cass School, Tower Hamlets College, and Cambridge Heath (comprised of Morpeth, Oaklands and Swanlea) may have played some role in their underperformance.</p>						


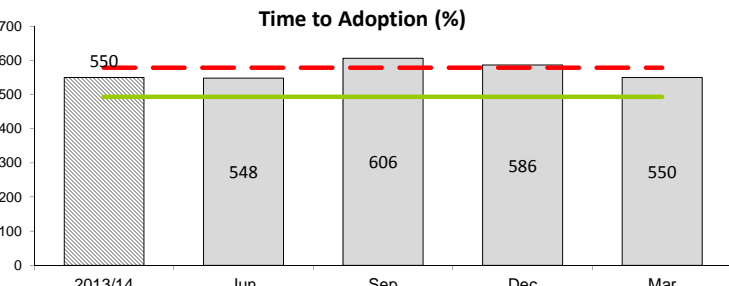
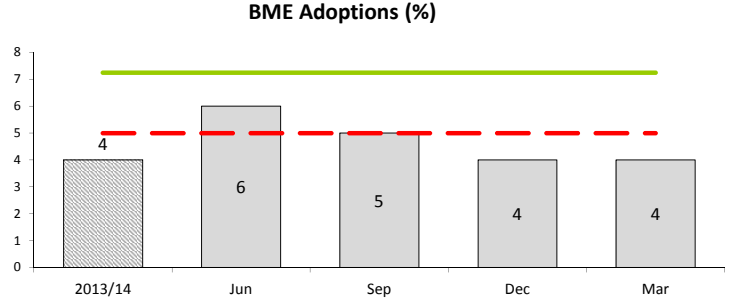
Description		Annual Stretched Target (2013/14)	Annual Actual (2013/14)	Q4 Stretched Target (Jan-Mar 2014)	Q4 actual (Jan-Mar 2014)	Variance (performance against annual stretch target)	Direction of Travel (comparing 12/13 and 13/14 actual)
<p>16 to 19 year olds who are not in education, employment or training (NEET) (%)</p> <p>Measured in: % Good Performance: Lower</p>	<p>16-18 Year olds who are not in education, employment or training (NEET)</p> 	4.75	4.56	4.75	4.5	GREEN	↑
<p>Overall employment rate - gap between the Borough and London average rate (working age) (%)</p> <p>Measured in: % Good Performance: Gap - Lower</p>	<p>Gap between the Borough and London average employment rate (working age)</p> 	6.3	6.7	6.3	6.7	AMBER	↑
<p>The NEET figure is established by taking the average monthly figures from November, December & January. A change in the definition now means that NEET is looked at by young people's residency and includes year groups 12,13 & 14 and not just the 16-18 age group. This means that an average 2500 additional young people need to be tracked and monitored per year. The target has been achieved following a concerted effort by all partners in Tower Hamlets with clear strategic leadership and engagement from the NEET reduction strategic group, leaders in the local authority, schools, the college, community partners, work based learning providers and EBP. The partnership work will continue into 2014-15 delivery with clear co-ordination by the NEET reduction strategic group. There is a positive outlook to put effective solutions in place for obstacles identified during 2013-14.</p>		<p>The employment rate for Tower Hamlets is 63.4%, compared to the London Average of 70.1% - the gap between TH & London average rate is 6.7pp.</p>		<p>Tower Hamlets is 0.4pps below meeting the upper bandwidth target however statistics demonstrate good progress towards this. It is important to note that over the last year (Dec 2013 to Dec 2014), the change in the borough employment rate has been greater than that of the London rate, figures are 1.8pps and 1.2pps respectively. Furthermore, compared to neighbouring boroughs Hackney (62.8%), and Newham (62.6%), Tower Hamlets (63.4%) has a higher rate, all three boroughs experienced a reduction in the rate over the last quarter but this was highest in Newham (0.7pps).</p>		<p>Tower Hamlets employment rate experienced a 0.5pps decline from the previous quarter update – although this represents a modest decline, the overall trend over the last year has been positive (March 2013 +0.3pps, June 2013 +0.6pps, Sept 2013 +1.4pps). Further analysis shows that the two age cohorts that have contributed to the decline of the employment rate in the last quarter are 16 to 24 year olds, and the 50 to 64 year olds.</p>	

Description		Annual Stretched Target (2013/14)	Annual Actual (2013/14)	Q4 Stretched Target (Jan-Mar 2014)	Q4 actual (Jan-Mar 2014)	Variance (performance against annual stretch target)	Direction of Travel (comparing 12/13 and 13/14 actual)
<p>JSA Claimant Rate (gap between the Borough and London average rate (working age) (%)</p> <p>Measured in: % Good Performance: Gap - Lower</p>	<p>Gap between the Borough and London average Job Seekers Allowance (JSA) claimant rate</p> 	0.6	0.9	0.6	0.9	AMBER	↑
<p>Proportion of children in poverty</p> <p>Measured in: % Good Performance: Lower</p>	<p>Proportion of children in poverty</p> 	45.6	46.1	45.6	46.1	AMBER	↑
<p>The JSA claimant rate in Tower Hamlets is 3.8%, the London Average is 2.9%. Therefore the gap between TH & the London Average is 0.9pp. The borough is 0.3pps below achieving the upper bandwidth target. 22.2% of JSA claimants in borough are young people ages 18 to 24 years, this cohort contributes considerably to the overall rate. Neighbouring boroughs Newham and Hackney as well as London in general have lower proportions of young claimants, 21.8%, 15.5% and 19.3% respectively. Despite this, over the last year (March 2013 to March 2014), Tower Hamlets has performed well against neighbouring boroughs Newham and Hackney and regionally. The rate of change over this period for Tower Hamlets is a 1.6pps reduction, compared 1.5pps for Newham, 1.3pps for Hackney and 1.0pps regionally. The economic recession of 2008 caused long-term structural problems in the labour market. Evidence suggests this has caused a deficit in labour market demand (increasing competition, and fewer vacancies which are taken up more quickly) which will take longer to recover. This has a worsened effect on areas with high youth unemployment and for people with limited education and skills. Job creation, skills matching, and the availability of suitable opportunities will continue to be key to local labour markets to ensure positive impact on both the Employment rate and JSA rate.</p>		<p>This indicator measures the proportion of dependent children living in families in receipt of out-of-work (means tested) benefits or those in receipt of tax credits where their reported income is less than 60 per cent of the national median income. The HMRC data for 2011 (latest available data) shows that 46.1% of all children in Tower Hamlets live in poverty. This continues to be the highest child poverty rate in England (and the UK). It falls within the agreed corporate target range.</p> <p>The child poverty rate in Tower Hamlets has fallen considerably since 2007 from 64% to 46.1% - a fall of 17.9 percentage points. The drop in rate reflects a significant fall in the number of children in relative poverty against a steadily growing child population. London also saw a fall over the same period but it was far less pronounced (a drop from 33% to 26.7% - a fall of 6.3 percentage points). Nationally rates have shown little change – falling only by 1.9 percentage points since 2007.</p>					


Description	Legend		Annual Stretched Target (2013/14)	Annual Actual (2013/14)	Q4 Stretched Target (Jan-Mar 2014)	Q4 actual (Jan-Mar 2014)	Variance (performance against annual stretch target)	Direction of Travel (comparing 12/13 and 13/14 actual)
	— Stretch Target	- - Standard Target						
Safe and Cohesive Community								
Rate of personal robbery crimes 1,000 population Measured in: Number (No. of personal robbery incidents/total population x 1,000) Good Performance: Lower	Number of personal robbery incidents (per 1,000 population) 		4.78	4.47	4.78	4.47	GREEN	↑
Target exceeded.								
Rate of residential burglary crimes per 1,000 households Measured in: Number (No. of residential burglary incidents/total population x 1,000) Good Performance: Lower	Number of residential burglary incidents (per 1,000 households) 		12.35	13.77	12.35	13.77	RED	↓
The target for residential burglary has been missed and the final outturn is a slight deterioration on last year's outturn.								
Commentary from the Police has not been provided due to resourcing issues.								
Rate of motor vehicle crimes per 1,000 population Measured in: Number (No. of motor vehicle crimes/total population x 1,000) Good Performance: Lower	Number of motor vehicle incidents (per 1,000 population) 		9.35	10.85	9.35	10.85	RED	↔
The target for motor vehicle incidents has been missed.								
Commentary from the Police has not been provided due to resourcing issues.								

Description		Annual Stretched Target (2013/14)	Annual Actual (2013/14)	Q4 Stretched Target (Jan-Mar 2014)	Q4 actual (Jan-Mar 2014)	Variance (performance against annual stretch target)	Direction of Travel (comparing 12/13 and 13/14 actual)
<p>Computer Aided Despatch (CAD) calls for ASB</p> <p>Measured in: Number (No. of CAD calls/total population x 1,000) Good Performance: Lower</p>	<p>Rate of CAD calls for ASB (per 1,000 population)</p> 	67.51	76.85	67.51	76.85	RED	↓
<p>The target has been missed and the final outturn is below the 2012/13 result. Commentary from the police has not been provided due to resourcing issues.</p>							
<p>Healthy and Supportive Community</p>							
<p>All-age all-cause mortality rate - Male</p> <p>Measured in: Standardised mortality rate per 100,000 population, from all causes at all ages (three year rolling average) Good Performance: Lower</p>	<p>All-age, all-cause mortality - male</p> 	634	748.80	634	748.8	RED	↑
<p>This final outturn relates to the 2012 calendar year. The target was missed but the final outturn was an improvement on last year's mortality rate.</p>							
<p>All-age all-cause mortality rate - Female</p> <p>Measured in: Standardised mortality rate per 100,000 population, from all causes at all ages (three year rolling average) Good Performance: Lower</p>	<p>All-age, all-cause mortality - female</p> 	451	508.90	451	508.9	RED	↓
<p>This final outturn relates to the 2012 calendar year. The target was missed.</p>							

Description		Annual Stretched Target (2013/14)	Annual Actual (2013/14)	Q4 Stretched Target (Jan-Mar 2014)	Q4 actual (Jan-Mar 2014)	Variance (performance against annual stretch target)	Direction of Travel (comparing 12/13 and 13/14 actual)
<p>Smoking Quitters</p> <p>Measured in: a straight count of the number of four-week smoking quitters who have attended NHS Stop Smoking Services . Good Performance: Higher</p>	<p>Stopping Smoking</p> 	3000	[end-June]	3000	1421	RED	↓
<p>Percentage of children in Reception with height and weight recorded who are obese.</p> <p>Measured in: % Good Performance: Lower</p>	<p>Percentage of children in reception with height and weight recorded who are obese</p> 	12.7	12.7	12.7	12.7	GREEN	↔
<p>Under 18 conception rate.</p> <p>Measured in: % reduction from 1998 baseline Good Performance: Higher</p>	<p>Under 18 Conception Rate</p> 	55	57.9	55	57.9	GREEN	↑
<p>349 people achieved the four week quit in quarter 3, bringing the total for 2013/14 so far to 1,421. Data is provided a quarter in arrears. The final outturn will be available around June 2014.</p>		<p>Target achieved</p>		<p>The conception rate for 2012 was 24.3 per 1,000 population. The 2008 base rate is 57.8 under 18 conceptions. The reduction from the base rate is therefore 57.9%. The target has been exceeded and has improved since last year.</p>			

Description		Annual Stretched Target (2013/14)	Annual Actual (2013/14)	Q4 Stretched Target (Jan-Mar 2014)	Q4 actual (Jan-Mar 2014)	Variance (performance against annual stretch target)	Direction of Travel (comparing 12/13 and 13/14 actual)	
<p>Average time between a child entering care and moving in with adoptive family (Time to adoption)</p> <p>Measured in: Days Good Performance: Lower</p>		493	550	493	550	AMBER	New	
<p>This measure, as published in the Adoption Scorecard, is a three year average. The average number of days has reduced to 550 for the April 2011 – Mar 2014 period, still higher than the aspirational target set for this strategic measure but meeting the minimum standard set and an improvement on the last quarter at 586 days.</p>	<p>Percentage of ethnic minority background children adopted (BME adoptions)</p> <p>Measured in: % Good Performance: Higher</p>		7.25	4	7.25	4	RED	New
<p>4% of BME children leaving care were adopted in the 2011/14 three year period. This is below the minimum target set for this strategic measure, and in line with the final performance for 2010/13 period. For comparison: overall, 7% of children leaving care were adopted in the same period. There are a number of stages within the process that leads to a child leaving care through adoption and whilst the number of BME children in that process has increased, they have yet to actually be adopted.</p>								

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Cabinet 23 July 2014	 TOWER HAMLETS
Report of: Louise Russell, Service Head – Corporate Strategy and Equality	Classification: Unrestricted
Scrutiny Report on Resident Engagement in the Budget Process	

Lead Member	Councillor Alibor Choudhury, Cabinet Member for Resources
Originating Officer(s)	Shamima Khatun
Wards affected	All wards
Community Plan Theme	A Prosperous Community
Key Decision?	Yes

Executive Summary

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

Low attendance figures at budget road shows and responses to online consultation on the budget process over the past few years has been identified as a recurring issue, by both the Communications service and Financial planning team who design and deliver this programme of consultation work. Furthermore, this concern has been magnified since going forward; the council is expected to make greater savings which will inevitably impact on frontline services. The budget-setting process is an important annual opportunity for the council to engage with residents and businesses in the borough to ensure that the priorities reflected in the budget coincide with the requirements of service users. The aim of the Challenge Session was to specifically address the general perception that there is no appetite amongst the borough's residents to be involved in budget setting (and therefore no need to start new strands of consultation work in regards to the budget process), through the identification of best practice which could be implemented locally to educate people on the process. In addition, the Review Group wanted to appraise the methods undertaken by the council in their approach to involving residents in the budget process within the period 2010-2013, and explore whether the council is fully utilising its communication and consultation channels in order to improve the process for engaging residents in budget setting.

Recommendations:

1. The Mayor in Cabinet is recommended to consider this report of the scrutiny working group and agree the action plan in response to the review recommendations.

1. REASONS FOR THE DECISIONS

- 1.1 The budget-setting process is an important annual opportunity for the council to engage with residents and businesses in the borough to ensure that the priorities reflected in the budget coincide with the requirements of service users. Going forward, the council is expected to make greater savings which will inevitably impact on frontline services, therefore, these decisions have been based on the Review Group appraising the methods undertaken by the council in their approach to involving residents in the budget process within the period 2010-2013, and exploring whether the council is fully utilising its communication and consultation channels in order to improve the process for engaging residents in budget setting.

2. ALTERNATIVE OPTIONS

- 2.1 The alternative option is to:
 - Continue with the current engagement model

3. DETAILS OF REPORT

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

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

The Group also considered some examples of practice elsewhere.

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

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

3.7 Officers involved in this review felt that the recommendations were useful although the Service Head for Communications and Marketing advised that a number of measures had been taken since 2010 to engage residents in the budget process which are described below, however there had been limited interest and that interest had decreased.

3.8 *Tower Hamlets resident engagement model*

Consultation activities undertaken by the Communications service

Post-2010, the budget did not have an impact on frontline services therefore very little work on consultation/communication was undertaken in relation to resident engagement. This approach altered in the periods 2010/11 and 2011/12 as a result of substantial reductions in public spending where the council carried out a number of activities which included the use and promotion of an online budget simulator tool.¹

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

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

¹Data on the number of users is not available however this figure is close to 200 hits. The level of usage on the online budget simulator tool YouChoose, on both occasions has been disappointing.

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

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

Best practice implemented by the council includes the following:

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

This approach has, however, yielded low results despite high visibility.² The Communications team has also worked directly with Corporate Strategy and Equality to formulate a response to the recent reforms introduced to the national welfare system.

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

Overall, the Communications team has observed that it has not experienced the take-up it would desire of opportunities to become involved in budget setting.³

Finance planning team

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

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

The finance team has organised budget road shows which involve presentations from finance officers and councillors. Finance officers are also on hand to support residents with filling out forms and recording feedback.

² This may in part be due to settled budgets

³ Dec-Jan views go to Cabinet to inform process

Consultation and communication work around budget setting is ongoing and is carried out through various different routes owing to the long lead time.

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

- 3.9 The Service Head for Communications and Marketing also added that there was a long term programme for consultation with residents on possible reductions in services over the next few years, including the promotion of electronic channels of communication. Therefore, officers felt that they could achieve the result anticipated for recommendation 6 but using different methods to that proposed in the action plan.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

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

5. LEGALCOMMENTS

- 5.1 The Council is required by Section 9F of the Local Government Act 2000 to have an Overview and Scrutiny Committee and to have executive arrangements which ensure the committee has specified powers. Consistent with that obligation Article 6 of the Council's Constitution provides that the Overview and Scrutiny Committee may consider any matter affecting the area or its inhabitants and may make reports and recommendations to the Full Council or the Executive, as appropriate, in connection with the discharge of any functions. It is consistent with the Constitution and the statutory framework that this scrutiny review be submitted to Cabinet for its consideration of the report and recommendations of the Overview and Scrutiny Committee.
- 5.2 Pursuant to Section 65 of the Local Government Finance Act 1992 the Council has a statutory duty to consult persons or bodies representative of non-domestic ratepayers.
- 5.3 In addition under Section 3A of the Local Government Act 1999 where a best value authority considers it appropriate for representatives of local people to be involved in the exercise of any of its functions by being provided with information and consulted about the exercise of the function or being involved in another way the authority must take appropriate steps to secure that such representatives are so involved.

- 5.4 The Council fulfils its obligations to non-domestic ratepayers and having exercised its power to involve local people has taken appropriate steps to secure resident participation through a wide programme of consultation as an integral part of the budget process. That said, the recommendations in the report appear capable of being carried out within the Council's statutory functions.
- 5.5 When considering the response to the report and action plan, Cabinet must –
- Consider whether the actions are consistent with the Council's obligation as a best value authority 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".
 - Have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't.

There is information set out in the report relevant to these considerations.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 Communication and consultation are integral to involving local people in decision making, so that their views shape and influence the solutions to the challenges that face the borough. Informing and involving residents in the budget process is key to developing a better understanding of the needs of the community which the council serves, and in ensuring that residents are aware of how financial decisions impact on resource allocation in the borough. This includes but is not limited to the following:
- Ensuring that venues are accessible for residents with mobility difficulties
 - Providing translation services for residents who do not speak English as a first language
 - Scheduling of meetings/activities is mindful of residents' commitments such as working parents, religious festivals and observations
 - Sensory aids are available for those with visual and hearing impairments
 - Does not discriminate based on age
 - Support is on-hand for elderly residents
 - Residents are representative of the borough

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

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

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

8. RISK MANAGEMENT IMPLICATIONS

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

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

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

10. EFFICIENCY STATEMENT

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

Linked Reports, Appendices and Background Documents

Linked Report

NONE

Appendices

- Appendix 1: Resident Engagement in the Budget Process Scrutiny Challenge Session Report
- Appendix 2: Scrutiny Review Action Plan – Resident Engagement in the Budget Process

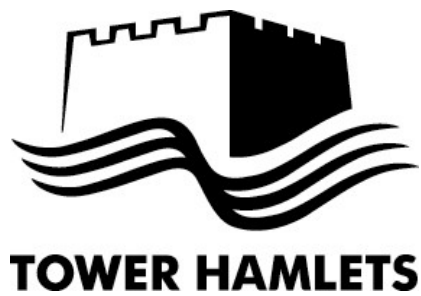
Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

NONE

APPENDIX ONE

SCRUTINY CHALLENGE SESSION REPORT

Resident Engagement in the Budget Process



**London Borough of Tower Hamlets
March 2014**

Chair's Foreword

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

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

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

This scrutiny review sought answers to the following key questions:

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

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

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

Cllr Dr Stephanie Eaton
Scrutiny Lead for Resources

1. INTRODUCTION

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

- Specialist services (targeted services for vulnerable service users)
- What methods/media (road shows, leaflets/outside communications) work best?
- How effective has resident involvement been in the budget process?
- What is expected of residents in terms of engagement?
- What barriers has the council encountered during this consultation process?
- What more can the council do to ensure that consultation is effective?

The Group also considered some examples of practice elsewhere.

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

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

2. BACKGROUND

- 2.1 Budget consultation is often considered difficult to undertake. Local government financial decision making is fraught with complexity and residents are often unaware how these budget decisions impact on resource allocation in the borough, other than those that they are personally in receipt of or use. Research carried out by the Centre for Public Scrutiny suggests that those who respond to consultation are not necessarily representative of the wider community, which can question its validity and compromise the meaningfulness of the results. It is also difficult to identify opportunities to consult with residents especially in the context of a balanced budget for a financial year, which can mean very little scope exists to actually provide local people with the chance to influence priorities as budget decisions have already been made.
- 2.2 The budget setting process is getting progressively more difficult as the finance gap widens and need continues to grow. It is important to hear the views of residents, businesses, partner organisations and the community and voluntary sector as part of the budget debate and in turn, increase citizens' understanding on the council's current financial position and the challenges it faces. Budget consultation itself faces a number of practical difficulties. Unitary authorities such as Tower Hamlets Council provide a wide ranging number of services, which leads to a complex picture with many proposals to consult on. The council is committed to using the views of the borough's residents to inform policy making and service improvement.
- 2.3 Therefore, the council is concerned by the low attendance figures at budget road shows and responses to online consultation on the budget process over the past few years, and has been identified as a recurring issue, by both the Communications service and Financial planning team who design and deliver this programme of consultation work. Furthermore, this concern has magnified since going forward, the council is expected to make greater savings which will inevitably impact on frontline services. The budget setting process is an important annual opportunity for the council to engage with residents and businesses in the borough to ensure that the priorities reflected in the budget coincide with the requirements of service users.
- National perspective on resident engagement in budget setting*
- 2.4 Research undertaken by the Equality and Human Rights Commission (EHRC) argues that community members should be included from the earliest stage of the budget setting process, to ensure that there is an equal balance of power and an ongoing commitment to engagement. Furthermore, structures and mechanisms developed should ensure

that there is an appropriate representation of equality groups. In its studies the Department for Communities and Local Government (DCLG) suggests that there is a direct correlation between giving people greater opportunities to influence decisions through direct democracy and improvement in participation in the budget process. Across England, local authorities that have adopted a range of consultation and communication methods based on a community development approach and outreach techniques have reported higher numbers of residents engaging with financial decision making in their areas. Tangible and intangible outcomes include an improvement in people's sense of their ability to influence local decision making, increased understanding of budget setting and the local democratic process and higher numbers of residents responding to consultation.

Regional profile of engagement models in budget setting

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

Camden Council

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

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

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

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

Waltham Forest

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

The campaign contained the following key elements:

- An on-line budget tool (YouChoose) allowing residents to identify how they would meet a savings target, in the context of being informed about the implications of their decisions
- A mailpack to every household and business, including an open opportunity to comment via e-mail and post
- Front page and features in Waltham Forest News and on the council website
- A high visibility outdoor campaign
- 3 roadshows including support and involvement from across the council's Cabinet
- 8 drop-in library sessions designed to address digital exclusion, and staff briefed to answer and sign-post callers.

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

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

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

Participation in the on-line budget tool began with over 150 respondents during the launch of the campaign on the 20th October, which coincided with the announcement of the Government's public spending review. Participation spiked in November to over 250

participants following the front page feature in Waltham Forest News and distribution of the mail pack.

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

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

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

Royal Borough of Kensington and Chelsea

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

Tower Hamlets resident engagement model

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

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

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

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

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

Best practice implemented by the council includes the following:

- 'My Tower Hamlets' (the council's online information service), which has 7,000 users

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

- Budget simulators adopted from local level research.
- Posters and YouDecide– a localisation initiative which offers residents the opportunity to decide how to spend money allocated to their ward on services to improve the local area.

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

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

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

Finance planning team

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

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

The finance team has organised budget road shows which involve presentations from finance officers and councillors. Finance officers are also on hand to support residents with filling out forms and recording feedback. Consultation and communication work around budget setting is ongoing and is carried out through various different routes owing to the long lead time.

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

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

³ This may in part be due to settled budgets

⁴ Dec-Jan views go to Cabinet to inform process

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

Involvement

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

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

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

Issues

At the Budget Congress presentations were made by the following:

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

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

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

Learning from elsewhere

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

Redbridge Council

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

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

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

Brighton and Hove City Council's Budget Consultation

During the period 2012/13 an online budget simulator was available on Brighton and Hove City Council's website, intranet and through the

library network. A representative sample of 3,000 citizens was invited to complete, through:

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

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

Brent Council

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

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

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

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

discuss the challenges around financial decision making in a rational and unbiased way.

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

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

3. KEY FINDINGS AND RECOMMENDATIONS

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

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

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

3.1.3 The Review Group heard from Clive Mitchell, a programme manager at Involve, who challenged the presumption that residents are not

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

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

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

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

3.2 Incomprehensible material on financial budgets

3.2.1 A further challenge to budget consultation is presented by the fact that the public is generally unfamiliar with the local government finance system and how the budget is set. A large majority of the Challenge Session participants felt that the material on financial budgets issued to the public is difficult to understand and convoluted. The assistant director for policy at Brent Council echoed this finding saying "that consultation work undertaken by Brent has exposed that residents find it difficult to understand budgets and quantify services".

3.2.2 A simulator trial of an online budget calculator tool by residents during the Challenge Session exposed a number of deeper issues about a lack of understanding amongst local people on the scope and

purpose of council services. In addition to a lack of awareness on the council's role, obligations and who it serves as well as the functions of council tax, business rates and Government grants. This can potentially have a huge impact in diminishing resident interest in budget setting, and reinforces the importance of developing understanding amongst local people in order to foster and increase citizenship.

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

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

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

3.3 Conflicting perspectives on what exactly resident engagement is

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

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

3.4 Appraisal of approaches to resident engagement

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

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

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

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

3.4.3 Postal Survey

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

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

3.4.4 *East End Life*

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

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

- Focus Groups
- Public Meetings

- SIMALTO

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

Tower Hamlets Council's online media tools

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

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

3.5 Learning from elsewhere

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

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

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

impending, then consultation that reaches beyond stakeholders and the usual statutory groups should be considered.

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

3.6 Factors that would influence future resident engagement models

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

3.7 Going forward

3.7.1 A lack of recognition of local involvement from residents by the council was identified as a key issue by a number of Challenge Session participants. Residents stressed the need for their efforts and commitment to be recognised through council reward schemes, such as offering a council tax rebate. However, the Review Group was mindful about the feasibility of the council offering reward schemes to residents in the context of increasing fiscal pressure.

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

4. CONCLUSIONS

4.1 This Challenge Session involved an in-depth appraisal on the methods undertaken by the council in their approach to involving residents in the budget process within the period 2010-2013; particularly the barriers which may exist for public engagement in budget setting. Overall, the Group felt that there were a number of areas in which alternative approaches to the current engagement

model for consulting and communicating with residents would significantly improve the number and demographic of local people who are interacting with the council on budget decisions. Furthermore, the Group felt that a grass roots approach which involves a far wider remit of people will support sustaining resident interest.

Appendix 2

Scrutiny Review Action Plan – Resident Engagement in the Budget Process

Recommendation	Response / Comments / Action	Responsibility	Date
R1. That the council educate residents on the importance of budget setting by involving them in the co-design and co-production of consultation activities and communication.	Once the nature of the broad budget proposals become clear an updated communications and engagement strategy will be produced to improve the depth of resident engagement in the budget setting process.	Service Head – Communications and Marketing	Sept 2014
R2. That the council decision making process be made as visible as possible to stimulate resident interest.	The decision process will continue to be made available on the council’s website and other relevant channels of communication such as Apps will be explored.	Service Head – Communications and Marketing	Sept 2014
R3. That the council’s public-facing materials should educate and engage residents on budgets, seeking to make these as easy-to-understand as possible.	The Communications team will review options for improving public facing material. The materials will be made relevant to local people and the choices facing the council.	Service Head – Communications and Marketing	Ongoing
R4. That the council tap into all the networks in Tower Hamlets to communicate messages about the budget process.	The council engages with partners and the community through a range of mechanisms, including formal Community Plan Delivery Groups and a range of local forums representing diverse community groups and other local partner organisations. Approaches to build on the current Budget Congress and further engage these groups in the budget process will be explored.	Service Head – Corporate Strategy and Equality	Dec 2014
R5. That the council revamp its website to appeal to young people in the borough and explore a range of online social media tools to model budget setting.	The council’s website has been revamped and an interactive App will be further developed to ensure	Service Head – Communications and	Sept 2014

	budget processes are accessible	Marketing	
R6. That the council commissions a community research organisation to undertake quota sampling structured towards demographics that the council wishes to engage with, to ensure that consultation results are sensitive to the voice of all the diverse communities within the borough.	We are exploring, together with partners, the best way to engage with diverse local residents around consultation on the budget and the Community Plan. One option is the use of our existing Community Champions to supplement existing mechanisms.	Service Head – Corporate Strategy and Equality	Approach agreed by Sept 2014
R7. That the council be open to exploring a range of creative approaches to reward schemes for residents who participate in the budget process.	As part of the above activity, a range of options for reward schemes will be explored. This is likely to be linked to incentives to register online and participate in budget consultation exercises.	Service Head – Communications and Marketing	Ongoing

<p>Cabinet 23 July 2014</p>	
<p>Report of: Louise Russell, Service Head – Corporate Strategy and Equality</p>	<p>Classification: Unrestricted</p>
<p>Scrutiny Report on Tower Hamlets Council’s Approach to Support Staff with Specific Learning Difficulties</p>	

Lead Member	
Originating Officer(s)	Shamima Khatun
Wards affected	N/A
Community Plan Theme	Council as an Employer Workforce to Reflect the Community
Key Decision?	Yes

Executive Summary

This report is a summary of the findings of a Scrutiny Challenge session held in December 2013 which explored how the council identifies staff with specific learning difficulties (SpLD) and what it can do as an employer, in terms of making reasonable adjustments, to support disabled staff and ensure they are able to reach their full potential at work. It sets out a number of recommendations to improve practice and performance in this area.

In the context of this Challenge Session, SpLDs was confined specifically to dyslexia, dyspraxia and working levels of autism.

Recommendations:

1. The Mayor in Cabinet is recommended to consider this report of the scrutiny working group and agree the action plan in response to the review recommendations.

1. **REASONS FOR THE DECISIONS**

- 1.1 Disability (including specific learning difficulties) is a protected characteristic under the Equality Act and Public Sector Equality Duty. The Public Sector Equality Duty (PSED) came into force in April 2011, and was created under the Equality Act 2010 – a single legal framework created to protect the rights of individuals and promote equal opportunity for all.
- 1.2 The Equality Duty was designed to shift the onus from individual to communal responsibility, placing an obligation on public authorities to advance equality. It aims to embed equality considerations into the day-to-day business of public bodies and extend it across the protected characteristics.
- 1.3 Based on an understanding of this protected characteristic, the council as both a public facing organisation and employer needs to pay due regard to:
- Eliminating unlawful discrimination, harassment and victimisation notwithstanding other forms of conduct prohibited by the Act
 - Advance equality of opportunity amongst people who share a protected characteristic and those who do not
 - Foster good relations between different groups
- 1.4 To demonstrate this ‘due regard’, the council is expected to identify and remove/mitigate disadvantages suffered by individuals because of their disability, as well as take steps to meet the needs of this protected group. In addition to encouraging people from this protected group to engage in active citizenship where their participation is disproportionately low.¹
- 1.5 Staff user profile in relation to disability reveals that in 2012/13, 4.18% of the workforce declared that they meet the Disability Discrimination Act definition of disability. The percentage of people with a disability within the council remains stable over the period 2011 to 2013, though below the target level with significant numbers of staff members – approximately 20% of the workforce not disclosing this information. The profile of disability amongst the council workforce, therefore, closely reflects the wider borough.² The relatively high proportion of staff that choose not to disclose their disability status suggests that there may be factors which prevent staff from declaring, such as fear of discrimination and lack of awareness of or confidence in the support available for staff.
- 1.6 The low level of disclosure of disabilities has been identified as a persistent area of concern by members of the council’s Disabled Staff Forum and services involved in communicating the assessment process and delivery of

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

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

support – ICT/Agilisys and HR. The weight of this issue has been reinforced through feedback received via various channels which includes staff forum events hosted by HR and ongoing work carried out by the One Tower Hamlets team and HR in supporting the Disabled Staff Forum. The Scrutiny lead member for Resources wanted to review the current process used to identify/assess specific learning difficulties and the support provided to staff in the workplace, and highlight and address the impact of insufficient provision on the retention/promotion of people with hidden disabilities in the council's workforce. Therefore, these decisions have been based on the Review Group exploring what improvements could be made by the council to the present assessment process to make it easier for staff with learning difficulties to access support, and to develop its communications to raise awareness amongst line managers.

2. ALTERNATIVE OPTIONS

- 2.1 The alternative option is to:
- Continue with the current assessment process and provision of support to staff with specific learning difficulties

3. DETAILS OF REPORT

- 3.1 Disability (including specific learning difficulties) is a protected characteristic under the Equality Act and Public Sector Equality Duty. The Public Sector Equality Duty (PSED) came into force in April 2011, and was created under the Equality Act 2010 – a single legal framework created to protect the rights of individuals and promote equal opportunity for all.
- 3.2 The Equality Duty was designed to shift the onus from individual to communal responsibility, placing an obligation on public authorities to advance equality. It aims to embed equality considerations into the day-to-day business of public bodies and extend it across the protected characteristics.
- 3.3 Based on an understanding of this protected characteristic, the council as both a public facing organisation and employer needs to pay due regard to:
- Eliminating unlawful discrimination, harassment and victimisation notwithstanding other forms of conduct prohibited by the Act
 - Advance equality of opportunity amongst people who share a protected characteristic and those who do not
 - Foster good relations between different groups
- 3.4 To demonstrate this 'due regard', the council is expected to identify and remove/mitigate disadvantages suffered by individuals because of their disability, as well as take steps to meet the needs of this protected group. In

addition to encouraging people from this protected group to engage in active citizenship where their participation is disproportionately low.³

- 3.5 Staff user profile in relation to disability reveals that in 2012/13, 4.18% of the workforce declared that they meet the Disability Discrimination Act definition of disability. The percentage of people with a disability within the council remains stable over the period 2011 to 2013, though below the target level with significant numbers of staff members – approximately 20% of the workforce not disclosing this information. The profile of disability amongst the council workforce, therefore, closely reflects the wider borough.⁴ The relatively high proportion of staff that choose not to disclose their disability status suggests that there may be factors which prevent staff from declaring, such as fear of discrimination and lack of awareness of or confidence in the support available for staff.
- 3.6 The low level of disclosure of disabilities has been identified as a persistent area of concern by members of the council's Disabled Staff Forum and services involved in communicating the assessment process and delivery of support – ICT/Agilisys and HR. The weight of this issue has been reinforced through feedback received via various channels which includes staff forum events hosted by HR and ongoing work carried out by the One Tower Hamlets team and HR in supporting the Disabled Staff Forum. The Scrutiny lead member for Resources wanted to review the current process used to identify/assess specific learning difficulties and the support provided to staff in the workplace, and highlight and address the impact of insufficient provision on the retention/promotion of people with hidden disabilities in the council's workforce. In addition the Challenge Session explored what improvements could be made by the council to the present assessment process to make it easier for staff with learning difficulties to access support, and to develop its communications to raise awareness amongst line managers.
- 3.7 The aim of the challenge session was to explore how the council identifies staff with specific learning difficulties (SpLD) and what it can do as an employer, in terms of making reasonable adjustments, to support disabled staff and ensure they are able to reach their full potential at work.
- 3.8 The Challenge Session took as its starting point the low declaration rates amongst staff regarding disclosing hidden disabilities and drew on external expertise to assess the performance of the council in supporting staff with learning difficulties.
- 3.9 The objectives of the Challenge Session were to investigate the issues that staff with dyslexia, dyspraxia and working levels of autism face in relation to the workplace and career progression. The session also sought to explore whether the current support in place for staff with learning difficulties is equal to that given to staff with physical disabilities. In the process, potential

³ Equality and Human Rights Commission. (2012). Equality Duty. [on-line]. <http://www.equalityhumanrights.com>.

⁴ Please note that the council does not disaggregate the data collected on disability so there is no further breakdown available by category.

solutions were identified to raise awareness of learning difficulties, increase declaration rates and testing amongst staff and find aids/resources that can support staff members in the workplace.

3.10 Core questions asked during the Challenge Session were:

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

3.11 The report of the Challenge Session is attached as Appendix A. It sets out the findings of the Review Group and makes seven recommendations to improve performance in this area:

1. That an internal communications action plan be developed to increase the proportion of staff who declare whether or not they have a disability.
2. That the current assessment process for accessing support for staff with learning difficulties be streamlined through the development of a defined/structured flowchart which clearly outlines the process and roles of HR, Agilisys and Occupational Health and that this information be available on the intranet for staff and managers.
3. That managers are up-skilled through training to raise awareness of hidden disabilities and that progress in this area is monitored at performance reviews.
4. That an accessible catalogue of software available for staff with learning difficulties which is compatible with the council's new ICT system/platform and adaptable for different working environments be developed.
5. That a centralised budget be agreed to pay towards reasonable adjustments for staff with learning difficulties.
6. That the stigma associated with learning difficulties be tackled through training and appointment of Disability Champions within service areas in order to build awareness of hidden disabilities across the organisation.
7. That the current training package on disability for managers is reviewed by HR, eliminating unconscious bias towards physical disabilities and enabling staff with learning difficulties to articulate their experiences

through a range of methods such as theatre workshops and Q&A sessions.

- 3.12 Officers involved in this review felt that the recommendations were useful but the Talent Strategy Manager for HR advised that there were concerns over the recommendation for a centralised budget. However, it was worth looking into putting resources into the assessment process, providing a support tool for managers and the internal communications plan for increasing declarations. A report would be taken to the People Board for consideration.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

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

5. LEGALCOMMENTS

- 5.1 The Council is required by Section 9F of the Local Government Act 2000 to have an Overview and Scrutiny Committee and to have executive arrangements which ensure the committee has specified powers. Consistent with that obligation Article 6 of the Council's Constitution provides that the Overview and Scrutiny Committee may consider any matter affecting the area or its inhabitants and may make reports and recommendations to the Full Council or the Executive, as appropriate, in connection with the discharge of any functions. It is consistent with the Constitution and the statutory framework that this scrutiny review be submitted to Cabinet for its consideration of the report and recommendations of the Overview and Scrutiny Committee.
- 5.2 The recommendations in the report appear capable of being carried out within the Council's statutory functions and attention is drawn to the following –
- Section 39 of the Equality Act 2010 places an obligation on the Council not to discriminate, either directly or indirectly, in the following: offering employment; the terms of employment; opportunities for promotion,

transfer or training or for receiving any other benefit, facility or service; dismissal; or by subjecting a person to any other detriment.

- Under the same section, the Council has an obligation to make reasonable adjustments.
- The above duties apply to the protected characteristic of disability, which may apply to staff with learning difficulties.
- Under section 149 of the Equality Act 2010, the Council must when carrying out its functions have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not.

5.3 The Council needs to recognise that discrimination can be indirect as well as direct and that policies and procedures which are applied equally to all staff may have a disproportionate impact on certain staff with protected characteristics such as staff with disabilities. An example of this would be requiring all staff to submit written application forms or undergo written interview tests which may disproportionately disadvantage staff with problems such as dyslexia. As well as carrying out the exercise of identifying obvious “direct” issues which may adversely impact staff with the described disabilities and putting into place programmes and sourcing equipment to assist such staff, the Council should also look at employment processes and procedures which may have a disproportionate effect on these staff and consider ways in which these can be adjusted to ameliorate this effect. The Council will also need to have regard to any changes in legislation which might alter the duties and obligations that exist in regard to staff with disabilities.

5.4 When considering its response to the report and action plan, Cabinet must consider whether the proposals would be consistent with its arrangements to deliver best value in accordance with its duty under section 3 of the Local Government Act 1999.

6. ONE TOWER HAMLETS CONSIDERATIONS

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

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

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

8. RISK MANAGEMENT IMPLICATIONS

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

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

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

10. EFFICIENCY STATEMENT

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

Linked Reports, Appendices and Background Documents

Linked Report

NONE

Appendices

- Appendix 1: Tower Hamlets Council's Approach to Support Staff with Specific Learning Difficulties Scrutiny Challenge Session Report
- Appendix 2: Research on Specific Learning Difficulties (SpLDs)
- Appendix 3: Presentations from experts in the field of learning difficulties
- Appendix 4: Scrutiny Review Action Plan – Tower Hamlets Council's Approach to Support Staff with Specific Learning Difficulties

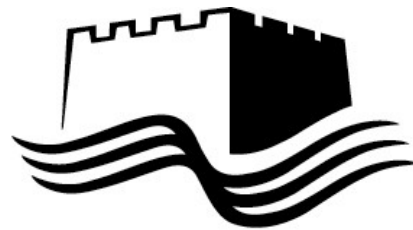
Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

NONE

APPENDIX ONE

SCRUTINY CHALLENGE SESSION REPORT

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



TOWER HAMLETS

**London Borough of Tower Hamlets
March 2014**

Chair's Foreword

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

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

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

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

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

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

Cllr Dr Stephanie Eaton

1. INTRODUCTION

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

- How are assessing staff trained to ensure that they are fully aware of the support required for staff with (hidden) learning difficulties?
- 1.5 The Challenge Session was facilitated by ShamimaKhatun from the Corporate Strategy and Equality service and was chaired by Cllr Stephanie Eaton, Scrutiny Lead for Resources. It took place on Wednesday 15th January 2014.
 - 1.6 Presentations were delivered by experts in the field of specific learning difficulties during the challenge session. In addition, information was received from Human Resources in relation to workforce profile and on past and present work streams to promote equality for disabled staff. Representatives from Agilisys and the Client Support services (who are responsible for the delivery and maintenance of the council's ICT platform) were also present at the session.
 - 1.7 The Group heard anecdotal evidence from keywitnesses which included employees with learning difficulties and the chair of the Disabled Staff Forum on their experience(s) with the assessment process, and subsequent adjustments provided in the workplace.
 - 1.8 The session was attended by:

Cllr Stephanie Eaton (Chair)	Scrutiny Lead, Resources
Tina Dempsey	HR Talent Strategy Manager, Resources
Ben Kelly	Service Director for LBTH Account, Agilisys
Shirley Hamilton	Service Head, ICT Client Team
Professor Amanda Kirby	GP, Patron of the Dyspraxia Association in New Zealand, Advisor to the Dyspraxia Association in Ireland, Medical Advisor to the Dyspraxia Foundation in the UK, Founder of Movement Matters UK and Chief Executive of Do-IT Solutions Ltd
Margaret Malpas	Co-Chair of the British Dyslexia Association (BDA) and Founder of Malpas Flexible Learning Ltd
Paul Gresty	Senior Strategy, Policy and Performance Officer, Corporate Strategy and Equality
Robert Driver	Senior Strategy, Policy and Performance Officer; Education, Social Care and Wellbeing and Co-chair of the Disabled Staff Forum
John Williams	Clean and Green Programme Manager; Communities, Localities and Culture

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

2. BACKGROUND

The Equality Act

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

Definition of disability

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

The Disability Discrimination Act 1995

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

Specific Learning Difficulty (SpLD)

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

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

National Demographics

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

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

Profile of Learning Difficulties in Tower Hamlets

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

Staff User Profile in Relation to Disability

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

The council's target in relation to disability relates to the percentage of staff who declare that they meet the Disability Discrimination Act (now Equalities Act) definition of disability and the percentage is calculated based on the total number of staff who declare that they have or do not have a disability. Not-knowns are excluded. The percentage of

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

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

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

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

people with disabilities within the council remains stable over the period 2011 to 2013 at approximately 4 per cent, though below the target level, and with significant numbers of staff – approximately 20 per cent of the workforce not providing information as to whether or not they are disabled.

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

Total Count:

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

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

3. KEY FINDINGS AND RECOMMENDATIONS

3.1 Initial diagnosis

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

Access to Work assessment process

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

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

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

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

Improving awareness of learning difficulties

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

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

To further support the development of work in this area the council is a member of the Disabilities Business Forum – a not-for-profit member organisation that offers information, support and advice on

disability as a proactive or reactive business issue. A proactive approach is taken to ensuring the recruitment programmes run by the council are accessible to people with learning difficulties. For example, in the latest intake of trainees to the council's apprenticeship scheme, two of the individuals recruited in this cohort have learning difficulties. Both of the apprentices have successfully completed their initial six month placement and have now had this extended for a further three months.

3.1.3 *Reasonable adjustments beyond Access to Work*

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

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

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

Furthermore, the Group heard from Amanda Kirby, a GP and Medical Advisor to the Dyspraxia Foundation in the UK in her presentation (see Appendix Three) that "the challenges that may result if there becomes a mismatch with demand and coping skills in the individual is poor performance, which may be indicated through signs and

symptoms of absenteeism or presenteeism. Both forms of under-performance can result in a loss of workforce and productivity” which emphasises the need to ensure that information on a staff member’s workplace requirements by line managers is communicated in a timely manner.

3.2 Communication challenges

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

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

3.3 Streamlining processes

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

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

3.4 Barriers to disclosure and the role of managers

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

roundtable discussion that “reasonable adjustments around attitude is equally important – particularly amongst line managers”.

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

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

3.5 Solutions/Aids

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

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

3.6 Budget for reasonable adjustments

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

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

3.7 Reduce stigma associated with learning difficulties

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

according to Mind UK – a national mental health charity, one in six workers experience depression, anxiety or stress at any one time and are the most common type of mental illnesses. People with specific learning difficulties who are not appropriately supported are more likely to experience workplace triggers which increase the risk of mental health conditions. Disability champions within the organisation should also be advocated through utilising and encouraging members of the Disabled Staff Forum who have specialist knowledge to take the lead in this area, and liaise with services and champion throughout the council.

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

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

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

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

4. CONCLUSIONS

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

APPENDIX TWO

Research on Specific Learning Difficulties (SpLDs)

Dyslexia – is a difficulty in acquiring good literacy skills, including reading, writing and spelling. It affects about 8-10% of the population and is the most common and widely understood of the SpLDs; this is mostly due to its direct

impact upon academic success, job prospects and career progression. Dyslexic individuals are often fearful of highlighting their difficulties in public.

Common workplace difficulties described by adults include the following:

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

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

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

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

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

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

APPENDIX THREE

Presentations from Field Experts

Dyslexia in the Workplace

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

Background

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

Reasonable Adjustments

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

What is Reasonable?

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

Access to Work

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

BDA Workshop: Workplace Assessor Programme

- British Dyslexia Association's Workplace Assessor Programme:
 - Group cost £4,000 to £6,000; individual £1,400 (9 month programme)
- Dyslexia – common challenges

- Difficulty in prioritising and sequences
- Workplace Challenges:
 - Report writing
 - No support from colleagues, isolated
 - No correct tools
- Future Workplace Challenges:
 - Lots of changes in new role(s)
 - Lack of coping strategies
 - Alien environment
 - Partnership working
- Full diagnostics assessment can be quite costly, especially in London
- Workplace Needs Assessment can be done through 'Access to Work' or organisational workplace assessment

Reasonable Adjustments

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

Outcome

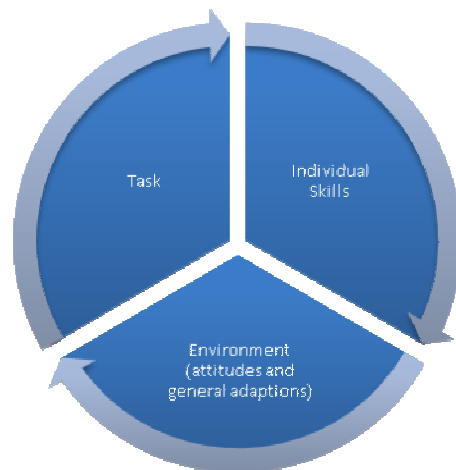
- Helping employer understand and implement reasonable adjustments/support framework

Developmental Coordination Disorder

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

Background

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



- Non disclosures:



Suggested Adjustments

- Explain the task and the component parts
- Break down tasks and demonstrate it
- Giving adequate time and practice for learning new tasks
- Encourage accuracy first and speed up
- Avoid handwritten tasks (use templates, IT equipment, software)

- Organisational assistance
- Use mobile phone/diary/electronic system
- Do-IT Profiling Suite of Tools – screening tools and suggested reasonable adjustments
- Encourage people to go out and get fitter which will help with coordination

Workshop: Reasonable Adjustments for the Whole Person

- Need to be proactive under Equality Act

Dyslexia

DCD

Reading
Writing
Confusing
Spelling
Processing

Writing
Coordination

this is what causes
people to lose
jobs/impacts
performance

Executive functioning
Organisational
Remember things in order
Prioritisation
Time/Slow
Working memory

ADHD

Concentration
Prioritisation
Time-blind' - poor
concept of time passing

ASD

Poor social
interaction
Theory of mind'
Lack of concept
about social distance
Poor eye contact
Social engagement

Dyscalculia

Numbers

What stages can support be given?

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

Reasonable Adjustments

- Organisation and time management
- Understanding and communicating
- Reading, spelling
- Writing
- Maths
- Physical fitness/driving

- Ginger – proofreading software (available for free) on www.boxofideas.org
- Response to intervention – more cost effective than just sending for documents

Getting Started

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

Possible Recruitment Adaptations:

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

Generic Principles

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

Induction/Training

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

Best Practice

Hampshire Constabulary – Specific Learning Disabilities Project
Dyslexia Action Group

- Overlap of learning difficulties such as dyslexia, dyspraxia
- Increasing concerns that external ‘Access to Work’ assessments were not ‘fit for purpose’ – assessors look at the individual in their environment and not that of the candidate
- Lack of communication between internal departments
- “Postcode lottery”
- Hampshire Constabulary were vulnerable to challenge (employment tribunals)
- Screening tools: Quick Scan and Study Scan: carry out pre-employment
- Reasonable adjustments fitted into three categories (as laid out in the guidance provided by the British Dyslexia Association):

- Personal Strategies (coping strategies), bespoke, carried out over a length of time, external person)
 - Assistive Technology (screen adjustments, stress aids)
 - Literacy and Numeracy (links with local educational establishments/organisations for courses); this can be done through self-referrals, management referrals, an assessor can be assigned to the individual
- Awareness training
 - Process maps created
 - Terms of reference
 - Pilot

Aims & Objectives of Hampshire

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

Challenges

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

How it progressed

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

Disability Assessment Group (DAG) Assessment

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

Outcomes

- Improved employee performance
- Significant increase in staff referrals
- Reasonable adjustments timely
- People Strategy and Equality Act compliance
- Strengthened relationships (internal and external)

- Cost savings (not just sending staff on training days)
- External funding opportunities maximised – ‘Access to Work’ as this can be reclaimed back
- Collaborative approach with external providers
- Significant support to other public sector organisations
- National acclaim

Best Practice at Transport for London (TfL)

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

Appendix 4

Scrutiny Review Action Plan – Tower Hamlets Council’s Approach to Support Staff with Specific Learning Difficulties

Recommendation	Response / Comments / Action	Responsibility	Date
<p>R1.That an internal communications action plan be developed to increase the proportion of staff who declare whether or not they have a disability.</p>	<p>An internal communications advisor and HR to collaborate with ESCW Learning and Disability team to help develop communications on raising awareness of disabilities and provide information on subject matter.</p> <p>Internal Communications to raise general awareness of all actions below by using positive case studies of staff who have previously disclosed disabilities.</p> <p>The council will raise general awareness of disabilities, particularly ‘hidden’ disabilities and any training available for staff with disabilities.</p> <p>HR will organise awareness and health and wellbeing days to promote training, support and benefits that may be available for staff.</p> <p>Internal Communications to create a communications plan incorporating actions from June 2014 onwards.</p>	<p>Internal Communications Advisor/HR Talent Strategy Manager</p> <p>Internal Communications Advisor</p> <p>HR Talent Strategy Manager/Internal Communications Advisor/Strategy, Policy and Performance Officer (OTH Team)</p> <p>HR Talent Strategy Manager</p> <p>Internal Communications Advisor</p>	<p>June 2014</p> <p>July 2014</p> <p>July-August 2014</p> <p>September 2014</p> <p>June 2014</p>
<p>R2.That the current assessment process for accessing support for staff with learning difficulties be streamlined through the development of a defined/structured flowchart</p>	<p>HR will update the current flowchart linked to providing guidance on disability, highlighting ICT’s role within this process. This would also include ICT at point of recruitment.</p> <p>HR will also explore the use of ‘Do-IT Profiler’ – a unique</p>	<p>HR Talent Strategy Manager/Employee Relations & Policy Manager</p>	<p>May 2014</p>

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<p>which clearly outlines the process and roles of HR, Agilisys and Occupational Health and that this information be available on the intranet for staff and managers.</p>	<p>computerised modular assessment system that allows the individual to be understood as a whole, bringing the parts together to form a complete and accurate picture in order to help the organisation and employees in delivering screening and support of hidden impairments.</p>		
<p>R3. That managers are up-skilled through training to raise awareness of hidden disabilities and that progress in this area is monitored at performance reviews.</p>	<p>The council's Equalities and Diversity training is currently under review. The One Tower Hamlets Team and HR &WD are working with the internal staff forums to develop this programme.</p> <p>HR will update the current training packages to include learning disabilities/difficulties and ensure this is promoted and monitored in PDR and HR processes.</p>	<p>HR Talent Strategy Manager/Strategy, Policy and Performance Officer(OTH Team)</p> <p>Employee Relations & Policy Manager</p>	<p>April 2014 – Sept 2014</p>
<p>R4. That an accessible catalogue of software available for staff with learning difficulties which is compatible with the council's new ICT system/platform and adaptable for different working environments be developed.</p>	<p>The ICT service catalogue can include any defined specialist hardware or software. Currently, individual requests are made by managers for any member of staff following an assessment of needs.</p>	<p>The development of the service catalogue to include all staff needs as well as specific needs software and hardware is underway with the new ICT strategy, due to complete end July 2014. In the meantime, there are a number of devices and services existing that can be ordered, or adhoc requirements met through request after assessment.</p> <p>Service Director for LBTH Account, Agilisys (Ben</p>	<p>End July for ICT strategy to include services for special needs.</p>

		Kelly)/Service Head - ICT Client Team (Shirley Hamilton)	
R5. That a centralised budget be agreed to pay towards reasonable adjustments for staff with learning difficulties.	The head of HR, in conjunction with corporate finance, will explore options for addressing this.	HR Talent Strategy Manager/Head of Financial Planning & Corporate Finance Partner	Sept 2014
R6. That the stigma associated with learning difficulties be tackled through training and appointment of Disability Champions within service areas in order to build awareness of hidden disabilities across the organisation.	HR will pilot staff champion model through identification of 'Time to Change' champions who will promote awareness of mental health in the workplace. Following an evaluation, a decision will be made about the most effective model for promoting awareness of disability in the organisation. If disability champions are recruited this will be carried out through the Disability Staff Forum. HR will also utilise its membership with the Disability Business Forum and ENEL to support identified champions in this work.	HR Talent Strategy Manager	March 2015
R7. That the current training package on disability for managers is reviewed by HR, eliminating unconscious bias towards physical disabilities and enabling staff with learning difficulties to articulate their experiences through a range of methods such as theatre workshops and Q&A sessions.	Same as R3	HR Talent Strategy Manager/Strategy, Policy and Performance Officer (OTH Team) Employee Relations & Policy Manager	April 2014 – Sept 2014

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<p>Cabinet 23 July 2014</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Chris Holme, Acting Corporate Director of Resources</p>	<p>Classification: Unrestricted</p>
<p>The London LGPS Collective Investment Vehicle (CIV)</p>	

Lead Member	Cabinet Member for Resources. Cllr Alibor Choudhury
Originating Officer(s)	Bola Tobun, Investment and Treasury Manager Kevin Miles, Chief Accountant
Wards affected	All
Community Plan Theme	One Tower Hamlets
Key Decision?	No

1. SUMMARY

- 1.1 In 2013 the Government (the Pensions Minister, Brandon Lewis) called for a consultation on the future of Local Government Pension Funds (LGPF), arguing that the current level of fees paid by Councils investing funds is too high. He also made his views clear at the National Association of Pension Funds Conference in May 2013 by saying, 'If it takes a smaller number of funds to improve the efficiency and cost effectiveness of the scheme, I shall not shy away from pursuing that goal'.
It has been suggested that a pooled scheme would reduce the investment management fees and would result in greater collective buying power for councils.
- 1.2 In an attempt to reduce pension fund investment management costs, the creation of a London LGPS Collective Investment Vehicle (CIV) is being made through London Councils. The vehicle would allow pension fund investments to be pooled for the purpose of reducing fund managers' fees.
- 1.3 At the moment, the scheme is in its early stages of development. This report asks the Cabinet to agree to the Council participating in the establishment of a Collective Investment Vehicle (CIV) in London. The establishment of this vehicle will enable Pension Funds in London, including the London Borough of Tower Hamlets Fund to access fund managers through this platform, should the Pensions Committee decide it is appropriate to invest and participate in the cost savings and other benefits associated with this vehicle.

2. DECISIONS REQUIRED

The Mayor in Cabinet is recommended to agree:

1. To participate in the establishment of the London (LGPS) Collective Investment Vehicle (CIV)
2. To participate in the establishment of a private company limited by shares to be incorporated to be the Authorised Contractual Scheme Operator (the 'ACS Operator') of the London (LGPS) Collective Investment Vehicle (CIV), the ACS Operator to be structured and governed as outlined in this report.
3. That following the incorporation of ACS Operator, the London Borough of Tower Hamlets:
 - 2.3.1 become a shareholder in the ACS Operator.
 - 2.3.2 contribute £1 to the ACS Operator as initial capital;
 - 2.3.3 appoint an executive member to exercise the Council's rights as shareholder of the ACS Operator;
4. Under Regulation 11 of the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012 to establish the Pensions CIV Joint Committee, pursuant to the existing London Councils Governing Agreement dated 13 December 2001 as amended, to act as a representative body for the Local Authorities participating in these arrangements; and
5. to delegate to this Joint Committee those functions necessary for the proper functioning of the ACS Operator including the effective oversight of the ACS Operator and the appointment of Directors.

3. REASONS FOR DECISIONS

- 3.1 The London Borough of Tower Hamlets is the Administering Authority of the London Borough of Tower Hamlets Pension Fund and has the delegated responsibility for decisions regarding the Pension Fund to the Pensions Committee.
- 3.2 There is pressure on LGPS funds to demonstrate efficiency savings and work collaboratively. This decision would enable LBTH to participate in developing a cost-saving mechanism for pension fund investment across London. By establishing the mechanism the Pensions Committee will be able to decide whether there are advantages in investing via this collaborative venture.

4. ALTERNATIVE OPTIONS

- 4.1 The theory of the CIV is that fund managers will charge a lower management fee on pooled investments managed. If the CIV investment proves to be a popular fund, then if the Tower Hamlets fund

was outside the scheme it would not have the potential to benefit from economies of scale.

5. BACKGROUND

- 5.1 A joint London Borough Pension Working Group initiative is looking at ways in which pension schemes can work together to get financial benefits and efficiencies of scale from joint working.
- 5.2 A pensions working group led by London Councils proposed to launch a collective investment vehicle to enable London Boroughs to participate in a scheme of joint pension fund investing. It will be an Authorised Contractual Scheme (ACS). This scheme will have FCA (Financial Conduct Authority) approval. It is currently planned that the scheme will be launched in February 2015, though this date may slip to a later date in 2015. Details of the proposed scheme are shown in the attached London Councils report.
- 5.3 This work is partly in response to the Government's review of Local Government Pension Schemes. Further Government announcements may be made to request more joint working by councils to reduce administration costs.
- 5.4 If Tower Hamlets Council invests £1 capital in the scheme, then it will have the option of joining the ACS Collective Investment Vehicle if the investments available are in line with the pension investment strategy and will offer reduced costs to the fund.
- 5.5 In theory, the Council could move an unlimited amount of its investments into the scheme if they were in line with the investment strategy and offered reduced fees. The Council pension scheme has around £1 billion of investments with annual management fees total around £2.3 million. Investments within the fund are likely to be unitised fund type investments.
- 5.6 To maximise the value of pension schemes, ways to reduce the volume of management fees charged to pension schemes are being explored. This Collective Investment Vehicle approach has been designed by London Councils as a way in which similar investment types within different London Boroughs can be combined to benefit from smaller fee charges. Fund manager's fees are based on the size of the fund and are based on a percentage of the amount managed. The larger the fund, the lower the percentage fee charged.
- 5.7 The use of the CIV is a matter for the Pensions Committee to consider at a later date when the mechanism is available. At this stage the executive decisions required are in relation to establishing the corporate

framework to facilitate the arrangements. The Council's participation in developing the CIV is sought by investing £1 to become a shareholder in the venture and establishing a management structure. The decisions required are in relation to executive functions.

6 CURRENT LONDON BOROUGH PENSIONS SCHEMES

- 6.1 At present each London Borough has its own pension scheme. Each scheme will be managed by its own Pension Committee and will have a range of investments intended to provide a sufficient return to meet pension liabilities. All schemes will have similar, but not identical range of investments.
- 6.2 All schemes are likely to have investments in equities (UK and overseas), property and bonds. Some schemes may have more alternative investments such as private equity, infrastructure or hedge funds.
- 6.3 The Tower Hamlets pension scheme invests in equities, property, bonds, Gilts and growth funds. Passive, tracker managers who track share indices, such as Legal & General are used. Active managers, such as Baillie Gifford and GMO are used with the intention of outperforming stock market index movements. Active managers charge higher fees than passive managers.
- 6.4 Manager fee structures – fees are based on a percentage of the amount of the funds invested. As the amount invested increased, managers usually charge a lower fee percentage. This should also apply to custodian costs of holding the investments securely.
- 6.5 As a number of councils use the same pension fund managers, then the combination of investments will mean the lower fee thresholds will be exceeded, thus reducing the fees payable. It is the saving of these fees and in theory, the appointment of high performing managers that should provide a financial advantage for the council's pension fund from using the ACS. The Council paid fund management fees of around £2.3 million in 2012/13

7. ACS PROPOSALS

- 7.1 The scheme has a minimum target investment size of £5bn across all investors; though it is hoped investments will be significantly higher. 31 of the 33 London Boroughs have expressed an initial interest in the scheme.
- 7.2 A new Pensions CIV Joint Committee will be established under the London Councils arrangements and will oversee the ACS operator. Participating councils will appoint members and officers to the Joint

Committee. The proposed structure is shown in paragraph 11 of the appendix.

- 7.3 The creators of the ACS have been liaising with a number of investment managers to see the likelihood of their participation. At this stage a number of managers have expressed an interest including some who do not have many local authority clients. If managers believe there is more chance of obtaining or keeping business by being in the ACS (even at a lower fee level), then the scheme should be successful.
- 7.4 Though there will be further costs of setting up and managing the scheme, the management fee savings are expected to be around double those of running the scheme. Please refer to Appendix A, paragraph 43 of the progress report attached to see details of the costs and potential savings.

8. INVESTMENT IN THE ACS COLLECTIVE INVESTMENT VEHICLE

- 8.1 To take part in the ACS Collective Investment Vehicle, each London Borough will be asked to buy a £1 share in the fund. Those Boroughs that participate in the scheme will then be asked to contribute an equal share of £100,000 of initial capital (i.e. if there are 10 initial investors including LBTH, the contribution will be £10,000).
- 8.2 Once investments are placed in the fund, the OCS Operator will require further capital of 2 to 3 basis points (0.02%-0.03%) of the sums invested. For example if the council invested £100million in the scheme, the additional capital investment would be £40,000. This £40,000 would be funded from the transfer of existing pension fund Gilt investments into the fund. This investment requirement by scheme operators is common to investment schemes of this type.
- 8.3 LBTH has already contributed £20,000 to initial set up costs of the scheme to get the proposals to this stage of development.
- 8.4 At present, we don't know which fund managers will be participating in the scheme. Until more details are available, no further investment other than the initial £1 investment will be required. If the investment options available in the ACS don't suit the needs of the LBTH pension fund, then the council is under no obligation to participate further. Most of the fund managers the council employs have been performing above average over the last year.
- 8.5 Once the ACS is operational, it is likely that the first group of investments available will include tracking funds that simply perform in line with share indices, such as the FTSE. These funds are bought and sold in units and have the lowest management fees. If the council wishes to hold non-standard investments, then these will probably

remain outside the ACS. It should be noted that the standard nature of ACS investments could limit the council from involvement in investment decisions as the managers will manage funds from the perspective of all investors.

- 8.6 If the council's existing managers opt to take part in the ACS, then there may be potential to move the council's investments into the ACS to obtain lower fees with minimal administrative work.
- 8.7 The scheme will have an appointed custodian to hold the investments. Though the council's investments will be combined with other council's investments to achieve volume savings, LBTH's share of investments will need to be clearly identifiable. The council will need to be able to see its investments when needed to pay pensions due.
- 8.8 Before placing pension fund investments in the ACS, legal approval for this investment will be needed. The scheme organisers have been taking legal advice throughout the development stages

9. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 9.1. The comments of the Corporate Director Resources have been incorporated into the report.

10. LEGAL COMMENTS

- 10.1 Regulation 11(3) of the Local Government Pension Scheme (Management and Investment of Funds) Regulations 2009 requires the Council, as an administering authority, to invest fund money that is not needed immediately to make payments from the Pensions Fund. Regulation 11(1) requires the Council to have a policy in relation to its investments. The investment policy must be formulated with a view –
 - (a) to the advisability of investing money in a wide variety of investments; and
 - (b) to the suitability of particular investments and types of investments. The Council is also required to have a Statement of Investment Principles in accordance with regulation 12 (1) which covers the following matters:
 - (a) the types of investment to be held;
 - (b) the balance between different types of investments;
 - (c) risk, including the ways in which risks are to be measured and managed;
 - (d) the expected return on investments;
 - (e) the realisation of investments;

(f) the extent (if at all) to which social, environmental or ethical considerations are taken into account in the selection, retention and realisation of investments;

(g) the exercise of the rights (including voting rights) attaching to investments, if the authority has any such policy; and

(h) stock lending.

In accordance with Regulation 11(5), The Council is required to take proper advice at reasonable intervals about its investments and must consider such advice when taking any steps in relation to its investments.

10.2 It is desirable for the Council to take steps to reduce the costs of administering its pension fund. The proposal to create a Collective Investment Vehicle appears to be a viable way to achieve savings.

10.3 Under the Local Government (Functions and Responsibilities) (England) Regulations 2000 (as amended), functions relating to local government pensions etc are designated as non-executive functions. Thus, any decision to invest through the CIV would be a matter for the Pensions Committee, being a non-executive Committee of the Council charged with discharging the Council's obligations and duties under the Superannuation Act 1972 and the various statutory requirements in respect of investment matters.

10.4 The decisions sought in this report are not in regard to pensions functions, but concern participating in the establishment of a private company and becoming a shareholder of it. Those decisions are executive functions and it is appropriate for the Mayor in Cabinet to make them.

10.5 Under Regulation 11 of the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012, the authority has power to make arrangements for the discharge of its functions by a Joint Committee and for the delegation of such functions to the Joint Committee. As the Joint Committee proposed will exercise executive functions it is appropriate for the Council's executive to approve the establishment of the Joint Committee and the delegation of executive functions to it.

10.6 Where a Joint Committee is exercising executive powers, the Regulations require that Members appointed to it are executive Members. However where the Joint Committee comprises five or more authorities, as this Joint Committee will be, either executive or non-executive Members may be appointed. Notwithstanding where the functions to be exercised are entirely executive it would be most appropriate to appoint an executive member.

11. ONE TOWER HAMLETS CONSIDERATIONS

- 11.1 The employer's contribution is a significant element of the Council's budget and consequently any improvement in investment performance or reduction in management fees will reduce the contribution and increase the funds available for other corporate priorities.
- 11.2 A viable pension scheme also represents an asset for the recruitment and retention of staff to deliver services to the residents.

12. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 12.1 There is no Sustainable Action for A Greener Environment implication arising from this report.

13. RISK MANAGEMENT IMPLICATIONS

- 13.1 Any form of investment inevitably involves a degree of risk.
- 13.2 To minimise risk the Investment Panel attempts to achieve a diversified portfolio. Diversification relates to asset classes and management styles.

14. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 14.1 There are no crime and disorder reduction implications arising from this report.

15. EFFICIENCY STATEMENT

- 15.1 The monitoring arrangement for the Pension Fund and the work of the Pension Fund Investment Panel should ensure that the Fund optimises the use of its resources in achieving the best returns for the Council and members of the Fund.

Linked Reports, Appendices and Background Documents

Linked Report

NONE

Appendices

- NONE

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

NONE

Leaders' Committee

Pensions Working Group: Progress report, business case, and proposed next steps towards a London LGPS CIV

Item no: 7

Report by: Hugh Grover **Job title:** Director, Fair Funding, Performance and Procurement

Date: 11 February 2014

Contact Officer:

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Summary

This report follows on from previous discussions, in particular at Leaders' Committee throughout 2012, and in May and December of 2013, and discussions at the Executive in September and November 2013. Those discussions have focussed on the potential for more collaboration between boroughs that wished to do so, on the management and investment of pension funds.

In response to the report presented to Leaders' Committee in December 2013, London Councils has engaged expert legal and financial services advisors to develop a robust business case and formal proposal to inform decisions for implementation of a London LGPS Collective Investment Vehicle (CIV), in the form of a UK based, Financial Conduct Authority (FCA) Authorised Contractual Scheme (ACS).

This report which reflects the views and advice of the advisers, in consultation with London Councils' legal advisors from the City of London Corporation, fulfils that request. It sets out the current thinking of the Pensions Working Group (PWG) and asks Leaders' Committee to recommend to the boroughs that they proceed to establish an Authorised Contractual Scheme (ACS) and the ACS Operator (which is the company that would manage the ACS)

It should be noted that, all the proposals outlined in this report are based on voluntary participation by boroughs, and the decision as to whether to invest in the ACS would be made by individual boroughs later in the year. There is nothing proposed in the report that locks any borough into any level of commitment to invest.

Dialogue with HM Government relating to the Government's review of Local Government Pension Schemes is ongoing, and it is apprised of the progress made to date by London Councils and the PWG. At the time of writing the report, we still await the Government announcement on their proposed direction of travel.

This report provides an overview of the proposals and recommendations, Annex A provides Elected members with the underlying detail.

Recommendations Leaders' Committee is asked to:

1. Consider the report and the underlying business case supporting the establishment of a collective investment vehicle, in the form of an authorised contractual scheme (the "ACS"), for local authority pensions in London ("the Arrangements"); AND
 2. Endorse and recommend to each local authority which decides to participate that, they resolve that:
 - (a) a private company limited by shares be incorporated to be the Authorised Contractual Scheme Operator (the "ACS Operator"), structured and governed as outlined in this report, and that the local authority agrees –
 - (i) to become a shareholder in the ACS Operator, and
 - (ii) to contribute £1 to the ACS Operator as initial capital, and
 - (iii) to appoint an elected Councillor who will have power to act for the local authority in exercising its rights as a shareholder of the ACS Operator, and
 - (iv) that Mayor Pipe, Councillors O'Neill and Dombey, Mr Chris Bilsland (Chamberlain, City of London), Mr Chris Buss (Finance Director, LB Wandsworth), Mr Ian Williams (Finance Director, LB Hackney), and Mr John O'Brien (Chief Executive, London Councils) be appointed as the interim Directors of the ACS Operator, subject to the consent of their relevant authorities to the appointments. These directors may be replaced once FCA authorisation is formally applied for; and
 - (b) a representative body, in the form of a new sectoral joint committee (the "Pensions CIV Joint Committee"), is established (pursuant to the existing London Councils Governing Agreement, dated 13 December 2001 (as amended)) to act as a representative body for those local authorities that resolve, in accordance with 2(a) above, to participate in the Arrangement (or in the alternative, should all 33 London authorities resolve to participate, that Leaders' Committee exercise these functions and the Governing Agreement be varied accordingly); and
 - (c) All London local authorities respond in writing to the London Councils Chief Executive, by 14 April 2014, or before the day of the local government elections (22 May 2014), to advise of their decisions regarding the matters set out at paragraphs 2(a) and 2(b) above.
-

Pensions Working Group: Progress report and proposed next steps towards a London LGPS CIV

Introduction

1. At its December 2013 meeting, Leaders' Committee received a progress update from the Pensions Working Group (PWG), which outlined the views and recommendations of the PWG in respect of the potential London LGPS Collective Investment Vehicle (CIV). Leaders' Committee agreed the recommendations of the PWG that a business case and formal proposal should be prepared to inform decisions for implementation of a CIV which should be structured as a UK based, Financial Conduct Authority (FCA) Authorised Contractual Scheme (ACS). This report sets out the proposed business case, and formal proposal as to how to proceed. Leaders' Committee is asked to endorse the formal proposal for the formation of the ACS and its Operator, and to recommend the proposal to their own Council.
2. This paper recaps the financial benefits which may arise from operating an ACS, and sets out further details of the expected costs. It also sets out further details of the proposed structure of the ACS and potential governance arrangements (including the ACS Operator), together with the steps that are required to progress the project and establish the ACS and its Operator. This is set out in detail in Annex A, which should be read in conjunction with this report. The decision as to whether to invest in the ACS, once established, will remain with each Borough Pensions Committee and is distinct from the decision which is now being recommended to establish a new Pensions CIV Joint Committee and the Operator of the ACS. Any decisions regarding investment in the ACS will not begin until later in the year and are likely to be on an asset class by asset class basis.

Background

3. In 2012, a report from PwC set out options for reconfiguring the London LGPS funds, and indicated the possible financial benefits of a CIV. Since then, the matter has been discussed several times, and it was agreed that further consideration should be given to creating a CIV, and that the most appropriate structure for the CIV would be an ACS. A number of the local authorities agreed to contribute £25-£50k towards exploring the proposal which are held in a designated fund by London Councils. These contributions will fund the professional costs associated with development of the proposed ACS and its Operator.
4. The Government issued a call for evidence on the future structure of the LGPS last year, and sought professional advice to consider either Collective Investment Vehicles or merger of funds as potential routes forward. This advice, being provided by Hymans Robertson, and the Government consultation are expected to be published shortly. However, it is unlikely that this will be ahead of Leaders' Committee meeting. Nonetheless, informal indications are that, while undoubtedly Leaders' Committee position will need to be considered in the light of whatever is published, it seems unlikely that the benefit of CIVs will be fundamentally challenged.

5. At its December 2013 meeting, Leaders' Committee resolved to engage expert legal and financial services advisors to assist in the development of the ACS and its Operator. These advisors, along with a Custodian advisor, have been appointed and over recent weeks further analysis has been undertaken on the legal, regulatory, and financial aspects of implementing the CIV, in consultation with City of London lawyers who are London Councils' general legal advisors. The Leaders' Committee asked the PWG, having regard to that specialist advice, to develop a robust business case and formal proposal to proceed with implementation of the ACS to inform Boroughs' decisions, and this is set out in the sections which follow.

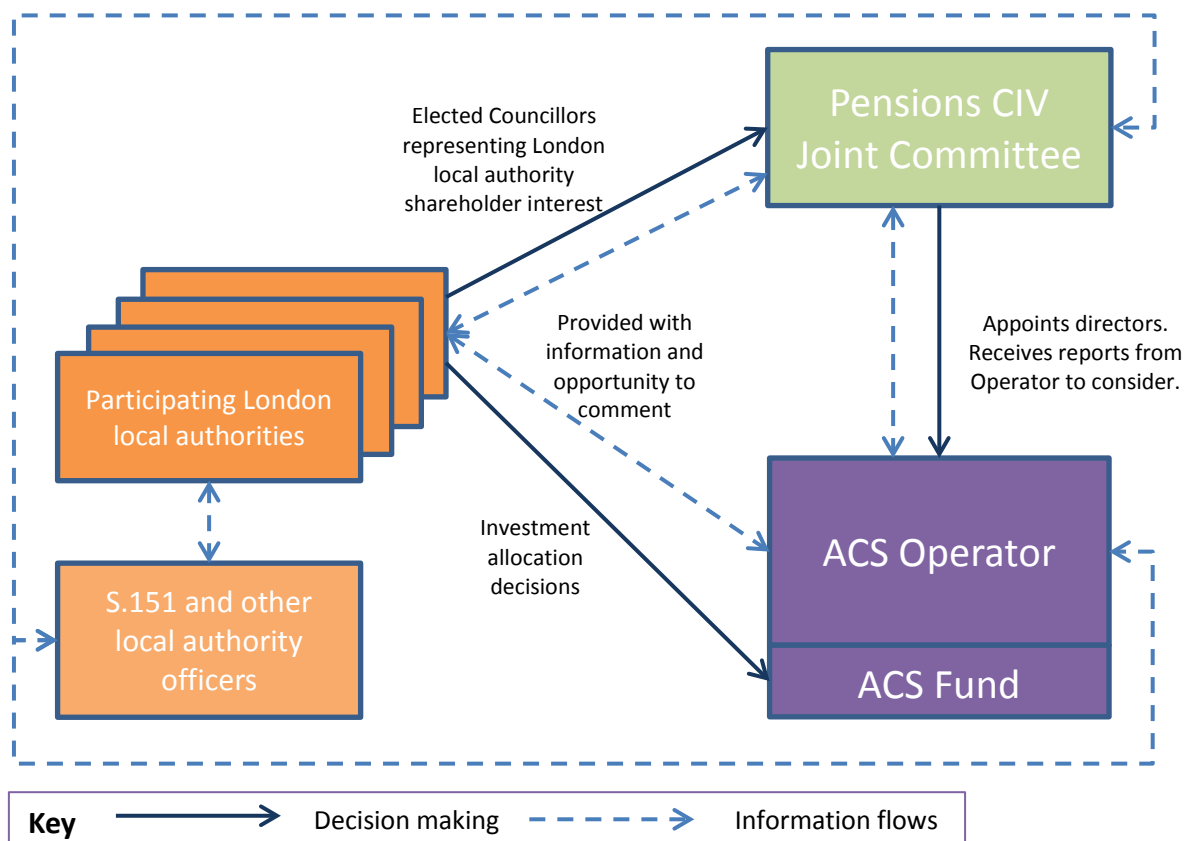
Proposed structure

6. It was previously agreed that the most appropriate structure for the CIV is an ACS fund and nothing has emerged to suggest that that recommendation should change. The ACS will require an FCA regulated ACS Operator to be established. The board of directors and employees of this company will have overall responsibility for the operation of the ACS.
7. In considering the proposed structure of the ACS and its Operator, the PWG has sought to adhere to the following overarching principles, in order that the arrangement can best meet the requirements of the boroughs:
 - a) Investment in the ACS should be voluntary. A borough should be able to decide it does not wish to participate, or to the extent it initially decided to participate, to choose to withdraw its investment.
 - b) If a borough chose to invest, it will be able to choose which asset classes to invest into, and how much it might invest into each asset class.
 - c) The boroughs should have sufficient control over the ACS Operator, in order to be assured that it will be acting in their best interests.
 - d) The ACS Operator would provide regular information to participating boroughs regarding the performance of managers, investment options, and other areas, so that information continues to be available to the same extent it is currently in order for boroughs to make investment decisions.
 - e) Authorities seeking to invest in the ACS will also take a shareholding interest in the Operator (and have membership of the Pensions CIV Joint Committee).
 - f) The ACS will not increase the overall investment risk faced by boroughs.
8. The ownership structure and process for governance and decision making of the ACS Operator has been considered in some detail and is set out in the diagram below. The analysis contained in this paper including the Annex is a summary of the key issues associated with the establishment of the structure. Additional detail including in particular legal and regulatory analysis will be required in due course as the project progresses.
9. In broad terms, the proposed structure is that the boroughs will own all the share capital of the ACS Operator. Initially this will require minimal share capital (£1 per borough) but this capital requirement will increase once the operator is authorised and investments

are made in the ACS. The capital requirements are considered in more detail below (see paragraphs 14-18).

10. A new 'Pensions CIV Joint Committee' will be established under the existing London Councils arrangements to assist in the appointment of directors to the ACS Operator. The Pensions CIV Joint Committee will comprise elected Councillors nominated by participating boroughs as provided for under the existing London Councils Governing Agreement. Information will be provided regularly by the ACS and the ACS Operator to local authorities investing, and their Pension Committees and officers, and the Pensions CIV Joint Committee. Borough treasurers will provide advice to both the borough Pension Committees (as they do now) and to their authority's representative on the Pensions CIV Joint Committee.
11. The governance arrangements and lines of communication between various interested parties are illustrated in the diagram below.

Fig 1 – CIV governance and communication lines



12. The proposed structure has been designed to allow boroughs to have strong oversight and control over the ACS Operator. This oversight and control is achieved at a number of levels including the following:
 - a) The boroughs will own all the shares in the ACS Operator and will be able to exert influence over the ACS Operator's board and activities through their shareholdings;

- b) The 'Pensions CIV Joint Committee' will be made up of elected Councillors nominated by their boroughs. This Joint Committee will represent and assist the boroughs having a shareholding in the ACS and will have the power to identify and appoint key directors to the ACS Operator. It would also be a forum to discuss key issues which affect the participating local authorities, both individually and collectively;
 - c) Subject to regulatory requirements, the board of directors of the ACS Operator is likely to include some representatives of the shareholders of the ACS Operator (expected to be appointed from the elected Councillors who will sit on the Pensions CIV Joint Committee and who will represent all participating local authorities' interests);
 - d) The ACS operator will require staff (on a part-time basis) to assist in activities including investment manager selection and it is proposed that as many of these roles as possible may be undertaken by existing elected Councillors and officers of boroughs with relevant experience; and
 - e) Information relating to the performance of investments and the ACS Operator will be made available on a regular basis to boroughs investing and the Pensions CIV Joint Committee representing the boroughs' shareholding interest in the Operator.
13. Should boroughs be minded to proceed with establishing the ACS Operator, at this stage the company can be established with interim directors, with formal appointments for the ongoing directors made in the autumn, prior to FCA approval.

Capital requirements of the ACS Operator

14. Initially the ACS Operator will only require minimal share capital and, as such, it is recommended that each borough that wishes to proceed will acquire £1 of share capital in the company.
15. Immediately before the ACS Operator receives regulatory approval (expected to be 4th quarter 2014 or 1st quarter 2015), it will require capital of c£100,000. It is proposed that this capital would be contributed by those boroughs who choose to move forward with the ACS in Autumn – so for example if 10 boroughs decided to proceed with the ACS in Autumn, this would require a capital contribution of £10,000 per borough.
16. Once the ACS starts receiving investments, it will require additional capital. It is proposed that boroughs who invest pension assets in the ACS, would contribute capital to the ACS Operator in proportion to the assets invested, expected to be c.2 to 3 basis points of assets invested (e.g. for £5bn of assets invested in the ACS, the ACS Operator would require capital of £1m to £1.5m). It should be noted that this contribution is an investment rather than an expense as this capital would be invested in liquid assets such as gilts rather than being used to pay expenses.
17. It should be noted that this contribution is an investment rather than an expense as this capital would be invested in liquid assets such as gilts rather than being used to pay expenses. It is not expected that this should materially impact any return to the boroughs as the funds invested could be from existing pension assets which are currently invested in gilts or similar investments. As such the borough fund could retain

exactly the same investment profile except that a very small proportion of its assets invested via gilts would be held indirectly through the ACS Operator rather than directly as at present.

18. It should be noted that boroughs who contribute £1 of share capital now will be under no obligation to make any further capital payments to the ACS operator. To the extent a borough takes a subsequent decision to invest in the ACS, it is proposed the borough would at that point invest further capital. (see paragraph 15).

Financial case

19. Previous work undertaken by PwC estimated savings in the region of £120m per annum from the creation of a CIV (the ACS), provided there was close to full participation by the 33 London local authorities. These benefits arose from reduced investment management fees, and improved performance. Costs of running the ACS were estimated to be £4.8m if there was full participation from all the authorities. At lower levels of participation, both the financial benefits and the costs would reduce.
20. More work has now been undertaken on potential costs and benefits, based on high level assumptions, and these are summarised in the table below. Additional details on the savings and costs are set out at Annex A. It is clear that, based on the expected savings previously identified, forecast costs should be comfortably covered by savings in reduced management fees.

Fig 2 - Summary of savings and costs

	Assets under management £24bn	Assets under management £10bn	Assets under management £5bn
	£ 000's	£000's	£ 000's
Expected savings per annum	120,000	50,000	25,000
On-going Costs per annum	(6,100)	(3,650)	(2,750)
Establishment Costs	(1,700)	(1,500)	(1,400)

21. Savings and costs have been analysed for assets under management of £24bn, £10bn and £5bn. It is considered that a reasonable minimum target size of assets under management for the ACS is in the range of £5bn. This is based on analysis of existing investments held by LGPF funds undertaken by the PWG and also takes into account that initially the majority of investment mandates are likely to be passive mandates. Over time, it is expected that active mandates and investments into alternatives such as property and some infrastructure assets may be added to the range of investments offered by the ACS.
22. Even at a level of assets under management of £5bn, the expected savings materially outweigh the expected costs. The actual savings and costs will naturally depend on the number of participating boroughs, amount of assets under management and the mix of investments that are selected for the ACS. It is expected that additional work to decide

on new investment managers and to agree costs will begin in the 4th quarter 2014 in order that boroughs can make investment decisions in 1st quarter 2015.

23. There will be professional fees and other costs associated with making the ACS fully operational (described as Establishment Costs in Fig 2 above). £625,000 of these costs has already been funded by boroughs and £344,000 committed to date. It is currently proposed that any additional costs of establishment, over and above the £625,000, would be borne by boroughs that choose to participate further in Autumn.
24. It should be noted that there is no obligation for any boroughs that choose to agree the recommendations set out in this paper to commit to any additional funding of costs. To the extent a borough takes a subsequent decision to invest in the ACS, it is proposed the borough would at that point invest further capital. (see paragraph 15).

Next Steps

25. Broadly, if the recommendations of this paper are agreed, and a number of boroughs wish to participate in the joint arrangements, the following steps will be undertaken:
- a) A new joint committee, (the 'Pensions CIV Joint Committee') will be established under the relevant legislation and existing London Councils Governing arrangements. To the extent all 33 boroughs wish to participate, London Councils Leaders' Committee would fulfil this role instead and the London Councils' Governing Agreement varied accordingly.
 - b) The ACS Operator will be established, with participating boroughs having £1 of share capital in the company, and interim directors appointed.
 - c) Further work will be undertaken regarding the final design and operation of the ACS Operator and ACS. The documents required by the FCA for the ACS and the ACS Operator to become authorised will be prepared.
26. A proposal will be prepared for Leaders' Committee to consider in the Autumn which will provide a clear timetable and costs for obtaining regulatory approval for the ACS Operator and the ACS, request a commitment for the initial capital of c. £100,000 from those authorities wishing to participate such that the ACS Operator can be authorised and request funding for establishing the initial staffing of the ACS Operator, and to meet any further establishment costs (per paragraphs 23 and 24 above).

Recommendations

27. Leaders' Committee is asked to:
- 1. Consider the report and the underlying business case supporting the establishment of a collective investment vehicle, in the form of an authorised contractual scheme (the "ACS"), for local authority pensions in London ("the Arrangements"); AND
 - 2. Endorse and recommend to each local authority which decides to participate that, they resolve that:
 - (a) a private company limited by shares be incorporated to be the Authorised Contractual Scheme Operator (the "ACS Operator"), structured and governed as outlined in this report, and that the local authority agrees –

- (i) to become a shareholder in the ACS Operator, and
 - (ii) to contribute £1 to the ACS Operator as initial capital, and
 - (iii) to appoint an elected Councillor who will have power to act for the local authority in exercising its rights as a shareholder of the ACS Operator, and
 - (iv) that Mayor Pipe, Councillors O'Neill and Dombey, Mr Chris Bilsland (Chamberlain, City of London), Mr Chris Buss (Finance Director, LB Wandsworth), Mr Ian Williams (Finance Director, LB Hackney), and Mr John O'Brien (Chief Executive, London Councils) be appointed as the interim Directors of the ACS Operator, subject to the consent of their relevant authorities to the appointments. These directors may be replaced once FCA authorisation is formally applied for; and
- (b) a representative body, in the form of a new sectoral joint committee (the "Pensions CIV Joint Committee"), is established (pursuant to the existing London Councils Governing Agreement, dated 13 December 2001 (as amended)) to act as a representative body for those local authorities that resolve, in accordance with 2(a) above, to participate in the Arrangement (or in the alternative, should all 33 London authorities resolve to participate, that Leaders' Committee exercise these functions and the Governing Agreement be varied accordingly); and
- (c) All London local authorities respond in writing to the London Councils Chief Executive, by 14 April 2014, or before the day of the local government elections (22 May 2014), to advise of their decisions regarding the matters set out at paragraphs 2(a) and 2(b) above.

Legal Implications

28. The main legal implications are contained in this report and the attached Annex. The detail of the structure and governance of the ACS and its Operator will be firmed up as the preparatory work progresses. The establishment of a joint committee will be in accordance with arrangements under the Local Government Act 1972 and the Local Government Act 2000 to arrange for the joint discharge of decision making by the participating local authorities to support the arrangements for the collective investment vehicle. The Joint Committee will initially be established under the London Councils Governing Agreement, and the Terms of Reference of the new joint committee will provide for shared administrative functions, a forum to discuss key issues and power to appoint key directors of the ACS Operator; and it could be used more broadly if boroughs felt that to be appropriate. Should all 33 London local authorities resolve to participate, Leaders' Committee would discharge the relevant local authority functions and the Governing Agreement formally varied accordingly.
29. The Councils have power to enter into these arrangements as part of their function as an administering pensions authority taking account of its duty to invest in the interests of the pension fund and obligations in the Local Government (Pension Scheme) Management and Investment of Funds Regulations 2009. Additionally Councils have

power to invest further to Section 12 of the Local Government Act 2003 and must act in accordance with principles of best value and their general fiduciary duty.

Financial Implications

30. The Director of Corporate Resources reports that the estimate of possible costs and benefits arising from the establishment of a collective investment vehicle are detailed in full within the Annex of this report and summarised in the table at paragraph 20.
31. These figures are initial estimates and will be firmed up as preparatory work progresses, particularly in relation to the establishment and on-going costs. As detailed in paragraph 23, 25 boroughs have each been invoiced for a sum of £25,000 as a contribution towards establishment costs, amounting to £625,000 in total, with £344,000 of that sum committed to date.
32. There are some governance related issues that require further clarification, particularly surrounding the accounting requirements of the newly proposed Pensions CIV Joint Committee and how this will relate to the existing London Councils financial structures and work will continue to clarify this position.

Equalities Implications

33. There are no equalities implications for London Councils.

Attachments

Annex A: Business Case

Background Papers

13 March 2012, Leaders' Committee report:

http://www.londoncouncils.gov.uk/committees/agenda.htm?pk_agenda_items=4796

13 November 2012, Leaders' Committee report:

http://www.londoncouncils.gov.uk/committees/agenda.htm?pk_agenda_items=5072

11 December 2012, Leaders' Committee report:

http://www.londoncouncils.gov.uk/committees/agenda.htm?pk_agenda_items=5109

14 May 2013, Leaders' Committee report:

http://www.londoncouncils.gov.uk/committees/agenda.htm?pk_agenda_items=5252

19 September 2013, Executive report:

http://www.londoncouncils.gov.uk/committees/agenda.htm?pk_agenda_items=5353

26 November 2013, Executive report:

http://www.londoncouncils.gov.uk/committees/agenda.htm?pk_agenda_items=5490

10 December 2013, Leaders' Committee report

http://www.londoncouncils.gov.uk/committees/agenda.htm?pk_agenda_items=5495

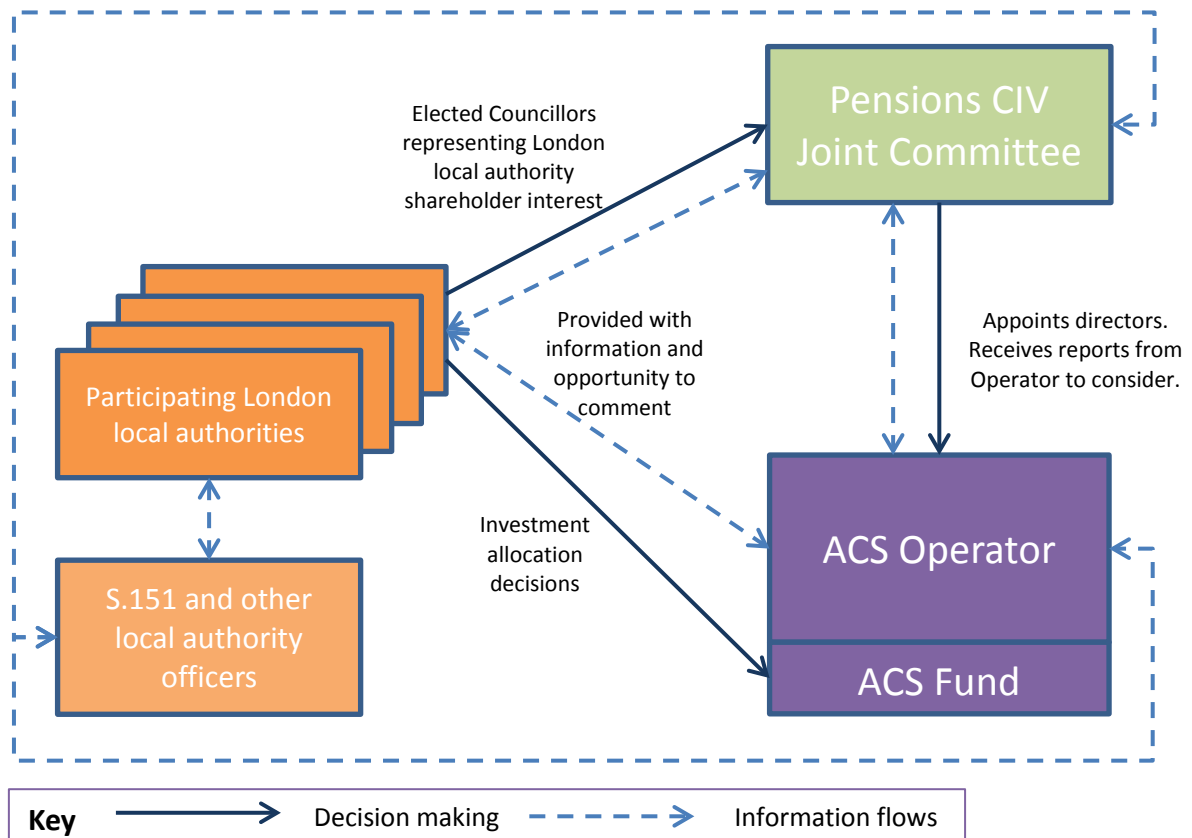
Business Case

1. At its December 2013 meeting, Leaders' Committee agreed the recommendations of the PWG that a business case and formal proposal should be prepared to proceed with implementation of a Collective Investment Vehicle, in the form of an Authorised Contractual Scheme (ACS). This Annex sets out the proposed business case.
2. This paper sets out further details of the proposed structure of the ACS and potential governance arrangements, including the establishment and capital requirements of the ACS Operator. It then recaps the financial benefits which may arise from operating an ACS, and sets out further details of the expected costs.

Proposed structure

3. It was previously agreed that the most appropriate structure for the CIV is an ACS fund and nothing has emerged to suggest that that recommendation should change. The ACS will require an FCA regulated ACS Operator to be established. The board of directors and employees of this company will have overall responsibility for the operation of the ACS.
4. In broad terms, the proposed structure is that the participating boroughs will own all the share capital of the ACS Operator. Initially this will require minimal share capital (£1 per borough from those who wish to participate) but this capital requirement will increase once the operator is authorised and investments are made in the ACS. The capital requirements are considered in more detail at paragraph 32 onwards.
5. A new 'Pensions CIV Joint Committee' will be established to assist in the appointment of key directors of the ACS Operator, such as the Chairman and Chief Executive Officer. The Pensions CIV Joint Committee will comprise elected Councillors nominated by participating boroughs. Information will be provided regularly by the ACS Operator to investors in the ACS and borough Pension Committees and officers, and the Pensions CIV Joint Committee.
6. The governance arrangements and lines of communication between various interested parties are illustrated in the diagram below.

Fig 1 – CIV governance and communication lines



7. The following sections set out the above arrangements in more detail, setting out the governance arrangements, potential staff requirements, and the proposed process for investment manager selection and asset allocation.

Governance structure of the ACS Operator

8. The process for governance and decision making has been considered in some detail, and there are a range of options for how the governance arrangements could be structured. The precise arrangements would always be open to Council scrutiny and amendment, and subject to FCA requirements, but what is laid out below is seen as appropriate initial proposals to take the project forward at this point. Extensive legal advice has been taken and has been used to formulate the proposals that lead to the framework described below.

9. It is proposed that a new joint committee (the ‘Pensions CIV Joint Committee’) will be established under both section 102 of the Local Government Act 1972, Section 9EB of the Local Government Act 2000, and clause 3.1 of the existing London Councils’ Governing Agreement, to act as a representative body for those local authorities that have chosen to participate, and would be made up of the Leaders (or another nominated elected Councillor) of those councils participating in the ACS. Should all the boroughs participate, this role would be performed by London Councils’ Leaders’ Committee (and the Governing Agreement would need to be formally varied). In relation to the make-up of this joint committee, it is proposed that boroughs that agree to become a shareholder in the ACS Operator would appoint a representative who will sit

on this committee. Whilst typically the borough Leader might be appointed as the representative on the joint committee, in the event that meetings are required to deal with specialist matters e.g. discussions on investment matters, it may be that a person with appropriate expertise would act as a deputy to attend such meetings, e.g. for investor matters, the Chair of the relevant Borough Pension Committee could be appointed. A deputy would need to be appointed at the same time as the main representative. Provision is made for these arrangements under the existing London Councils Governing Agreement dated 13 December 2001 (in particular refer to clauses 3.1 and 4.5 of the Agreement and Standing Orders).

10. One of the main purposes of the Pensions CIV Joint Committee will be to act as a forum to recommend/approve the appointment of key directors to the board of the ACS Operator. The ability to appoint directors of the ACS Operator ultimately rests with the shareholders (who in practice, the Elected Councillors sitting on the joint committee represent) and analysis is currently on-going to determine the most appropriate methodology for the wishes of the shareholders to be executed in a manner which is acceptable given various constraints that exist within local government, Companies Act 2006 requirements, and FCA regulations.
11. The exact mandate of the joint committee will require further consideration. The frequency of meetings of the joint committee also needs to be decided.
12. Should boroughs be minded to proceed with establishing the ACS Operator, at this stage the company can be established with interim directors, with formal appointments for the ongoing directors made later in the year, prior to FCA approval. It is proposed that, subject to no impediment for the individuals, the members of the Pensions Working Group would sensibly be asked to take the roles of interim directors, augmented by the Chief Executive of London Councils. For clarity that would be Mayor Pipe, Councillors O'Neill and Dombey, Mr Chris Bilsland (Chamberlain, City of London), Mr Chris Buss (Finance Director, LB Wandsworth), Mr Ian Williams (Finance Director, LB Hackney), and Mr John O'Brien (Chief Executive, London Councils). Their appointment would be subject to the consent of their relevant authorities.
13. It is proposed that up to three elected Councillors from the Pensions CIV Joint Committee could be directors of the ACS Operator. The directors have to be approved by the FCA and will have fiduciary duties and responsibilities. The decision as to who could be in these roles is to be decided. It is not a requirement for Elected Councillors sitting on the joint committee to have any director roles, and this will be one of the early matters on which the initial participating boroughs who join the joint committee and participate in the ACS will be asked to decide.
14. The ACS Operator will provide regular information to the participating Borough Pensions Committees about the ACS. The Borough Pensions Committees would be given the right to receive presentations by the investment managers on performance.
15. As illustrated in Figure 1, it is recognised that s.151 officers will provide advice to both their representative joint committee elected Councillor, and their Borough Pension Committee. In addition, it is anticipated that Treasurers may require occasional opportunities to receive information directly from the ACS Operator and to raise any

issues or questions. The Society of London Treasurers is likely to have a role in facilitating discussions with the ACS Operator at an officer level where those matters under discussion collectively affect Treasurers' authorities.

Staff resources

16. In terms of staffing requirements, there are a number of roles required within the ACS Operator, and the precise detail of the final establishment of the ACS Operator will need to be confirmed later. However, in order to understand costs, the following has been assumed. Firstly, there would be 2-3 FTE admin staff, who are likely to be graded at bands B and C on London Councils' salary scales. These staff would assist in the running of the ACS Operator, for example drafting and reviewing reports, and providing support to the meetings of the board of directors, relevant committees of the board, and support teams.
17. At the outset, there will also be a lot of activity in respect of investment management selection. This may require 5 to 6 individuals, with a strong level of understanding of the process for selection of managers. It is thought that this group could comprise of a number of existing borough pensions staff, potentially seconded into the ACS Operator for a period of time. Potentially an external hire may also be required. This group would undertake the activities which would ultimately lead to a recommendation being made to the ACS board as to investment mandates of the ACS and the managers to appoint, in a similar fashion to the existing arrangements within boroughs where pension officers will report to their Pensions Committee. Further details are set out at paragraph 22 onwards.
18. To oversee the activities set out above, and oversee and manage suppliers, it is expected that a chief operating officer would be required. In the first instance, this is likely to be a full time role, however once the ACS Operator and ACS are fully established, the time required may decrease. The need for this role, its responsibilities, and options for filling it, could be considered by the ACS Operator interim directors (see paragraph 12).
19. In addition, a chief executive officer and finance director would be required. These are expected to be part time roles, and could potentially be undertaken within the existing roles of London Councils. These decisions do not need to be taken immediately and, again, could be addressed by the interim directors as one of their early decisions. A compliance director, risk officer, anti-money laundering officer, and chief investment officer will also be required, and how to source these individuals will be considered as an early part of the process. It should be noted that, in addition to the liability of the corporate entity, individuals in these roles need approval from the FCA and have personal liability.
20. To the extent that resource is not available, either from within London Councils or seconded from boroughs, additional third party or professional costs may be incurred. It is anticipated that these costs will be analysed in due course once the key roles have been more fully defined and the availability of suitable internal resources have been considered.

21. The fact that the boroughs will have a significant role both at the level of the ACS Operator and as investors in the ACS means that the FCA will require a robust conflicts of interest policy to be in place.

Investment manager selection and asset allocation

22. There are two key areas of responsibility which will allow boroughs to select the investments they wish to make. Following consultation with boroughs, the ACS Operator will offer a number of mandates to investors and will select a number of managers for this. The final decision over the selection of managers rests with the board of directors of the ACS Operator. The decision regarding asset allocation and whether to invest in the mandates being offered will be at the full discretion of each borough.

23. It is proposed that investment manager selection would be undertaken by an investment advisory team of the ACS Operator as described in paragraph 17 above which would report into the board of directors. There are a range of options for how this is set up, as the team can comprise elected Councillors, officers, and external hires if required. The preferred composition of this group would be decided in due course, but it is expected to be a mix of elected Councillors and officers, probably 6 to 8 in number. The majority of the roles on this group are expected to be part time although as more assets are added to the ACS and additional mandates and alternative investments are added, some of these roles may become full-time.

24. Once the ACS itself is established, it would be at the discretion of the boroughs whether they choose to invest in any or all of the ACS sub-funds. In order to allow individual borough to decide asset allocations between managers, the assumption is that the fund structure will be an umbrella fund, with each sub-fund having a specific investment mandate and investment manager. If a borough decides to invest in a particular mandate, they would simply acquire units in the relevant sub-fund. Please see Appendix A for a visual representation of this structure.

Legal and regulatory considerations

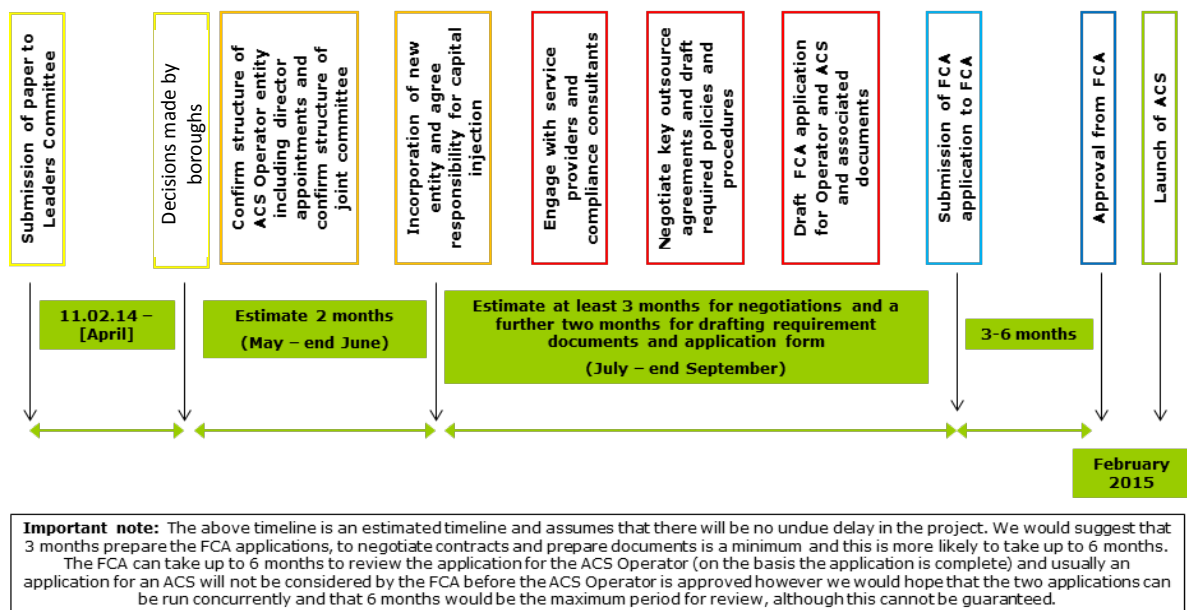
25. This section sets out some of the legal and regulatory considerations in connection with the set-up of the ACS Operator and the ACS, and sets out a timeline for achieving this.

26. The ACS will require a Financial Conduct Authority (FCA) regulated ACS Operator to be established. Typically this is in the form of a limited liability company, which is proposed here. The ACS Operator and the ACS are heavily regulated. There is a separate authorisation process for each of them, involving different divisions of the FCA. The process for the authorisation of the ACS Operator requires detailed information to be supplied in particular around the qualifications of the board and key employees, their ability to carry out the key operational functions or supervise delegates, financial requirements etc. The form requires detailed information. The authorisation process can take between 6 and 12 months. As this application is for local authorities it is hoped that the application for the ACS operator and the ACS would be run concurrently by the FCA and we would hope the authorisation process would take nearer to six months than twelve, however this cannot be guaranteed.

27. The board of directors and employees of the ACS Operator will be responsible for the overall operation of the ACS. In order to meet these obligations it will need to appoint a number of external service providers, including the administrator, the registrar and transfer agent and investment managers. These appointments will need to be reasonably advanced to submit detail and draft documents to the FCA at the time of the application for authorisation.
28. In addition to the corporate entity being authorised individuals performing certain functions as described in this paper also require personal approval by the FCA.
29. We have set out below a proposed timetable for the launch of the ACS Operator and the ACS. This is subject to change and dependent on a number of factors, such as consideration by Leaders' Committee, relevant decisions being taken by the boroughs wishing to participate in the arrangements, selection of key personnel and negotiation of key contracts.

Fig 2. Proposed timetable for launch

Proposed timeline for launch of ACS and ACS Operator



30. The proposed timeline emphasises when certain decisions will need to be made. For example the fund mandates and strategies, and you will also note that certain service providers will need to be identified shortly following the incorporation of the ACS Operator entity, so that key commercial terms and service levels can be agreed. As discussed further below, the FCA application forms require in depth detail and draft documents which will take time to agree and complete and as such it is critical to consider these factors at the outset.
31. During the ACS establishment process, some regulatory clarifications will be required although it is not currently expected that there will be any material difficulties. In

particular, it will be important to confirm that a borough will be able to invest substantially all of its pension assets in a single ACS vehicle. Restrictions currently apply to certain collective investment vehicles. Whilst specific reference to ACSs is not made it will be important to ensure that the legislation is either amended or made clear that ACSs (and possibly other collective investment vehicles) which are operated by local authorities are carved out from these restrictions.

Capital requirements of the ACS Operator

32. Initially the ACS Operator will only require minimal share capital and, as such, it is recommended that each borough that wishes to proceed will acquire £1 of share capital in the company.
33. Immediately before the ACS Operator receives regulatory approval (expected to be 4th quarter 2014, see timetable comments at paragraph 30), it will require capital of c. £100,000. The calculation of regulatory capital is complex, and depends on a variety of factors, including the expected fixed overheads of the ACS Operator.
34. It is proposed that the c. £100,000 of ACS capital would be contributed by those boroughs which choose to move forward with the ACS in Autumn – so for example if 10 boroughs decided to proceed with the ACS in Autumn, this would require a capital contribution of £10,000 per borough. It should be noted that this contribution is an investment rather than an expense as this capital would be invested in liquid assets such as gilts rather than being used to pay expenses.
35. Once the ACS starts receiving investments, the ACS Operator will require additional capital, which may be c.2 to 3 basis points of assets invested in the ACS (for £5bn of assets invested in the ACS, the ACS Operator would require capital of £1m to £1.5m). This capital is broadly required at the point in time when the assets under management are due to increase. The total required regulatory capital of an ACS Operator will not exceed 10m euros.
36. Once boroughs choose to invest pension assets in the ACS, it is proposed that they would contribute capital to the ACS Operator in proportion to the assets invested. It is not expected that this should materially impact any return to the boroughs as the funds invested could be from existing pension assets which are currently invested in gilts or similar investments. As such the borough could retain exactly the same profile for its pension investments except that a very small proportion of their assets invested via gilts would be held indirectly through the ACS Operator rather than directly as at present. The precise capital requirements, and the mechanism for the contribution of this capital, will be considered in more detail in the next phase of the project.
37. It should be noted that boroughs who contribute £1 of share capital now will be under no obligation to make any further capital payments to the ACS operator. To the extent a borough takes a subsequent decision to invest in the ACS, it is proposed the borough would at that point invest further capital.

Financial Case

38. Having considered the potential structure and process for establishment, the following sections consider the financial case in more detail. There are a number of areas to

consider. Firstly the potential financial benefits of the ACS, and then the potential costs. These are considered in more detail below. It is clear that, based on the expected savings previously identified, forecast costs should be comfortably covered by savings in reduced management fees.

Financial benefits

39. The 33 London boroughs currently have over £20bn of pension assets under management. Previous work undertaken by PwC estimated savings in the region of £120m per annum from the creation of a CIV, provided there was close to full participation by authorities. Costs of running the ACS were estimated to be between 1 and 5 basis points (0.01% to 0.05%) of assets under management with the estimated costs, for full participation from all 33 London local authorities, estimated to be £4.8m per annum. At lower levels of participation, both the financial benefits and the costs would reduce. More work has now been undertaken on potential costs and benefits, based on high level assumptions, and these are summarised in the table below. It is clear that, based on the expected savings previously identified, forecast costs should be comfortably covered by savings in reduced management fees.
40. The primary cost savings previously identified were in respect of lower investment management fees, and improved performance. Further work since then indicates that there may be further savings in other areas. For example, when investing in a third party fund, it is likely that income from activities such as stock lending and foreign exchange will be earned, however may not be passed on to the boroughs and their pension investments to the same level as could be possible in the ACS. It has been estimated that the income from these activities could be in the region of 10 to 20 basis points. There is no current information available about the level of return that is currently allocated to boroughs in relation to their existing pension investments.
41. Additional analysis of costs has been undertaken since the PwC report. The broad conclusion of this analysis is that, depending on the level of participation, the marginal costs for investing in the ACS are likely to be in the middle of the original 1 to 5 basis point estimate and that there are potential additional savings that could be made.
42. A reasonable minimum target size of assets management for the ACS is considered to be in the range of £5bn of assets. This is based on work undertaken by the PWG, which shows that there are a number of boroughs who currently have very similar investment mandates with exactly the same investment managers. This research suggests that if 6 of the largest similar mandates with identical investment managers across a range of passive and active equity and bond mandates were selected in the ACS, scale of around £3bn could be achieved without any individual borough pension funds materially changing their currently selected mandates or manager. On the assumption that a number of other London boroughs would also be minded to invest in the ACS if it offered these mandates and given the initial interest expressed by boroughs in participating, a minimum target size of £5bn appears a reasonable assumption.
43. Indicative costs and potential savings are set out in the table below, for assets under management of £24bn, £10bn, and the minimum target size of £5bn explained at paragraph 42.

Fig 3. Summary of potential savings and costs

	Assets under management	Assets under management	Assets under management
	£24bn £ 000's	£10bn £000's	£5bn £ 000's
Expected savings per annum⁽¹⁾			
Investment management fees - 15 bps	36,000	15,000	7,500
Improved performance - 35 bps	84,000	35,000	17,500
Total expected savings	120,000	50,000	25,000
On-going Costs per annum⁽²⁾			
Custody costs			
Custody costs (at 3.5bp, 4bp and 5bp)	(8,400)	(4,000)	(2,500)
<i>Incurring in existing third party funds (3)</i>	<u>3,600</u>	<u>1,500</u>	<u>750</u>
Net Custody Cost	(4,800)	(2,500)	(1,750)
Other Costs			
Salaries –e.g. COO/Admin	(400)	(400)	(400)
- Audit/advice	(200)	(150)	(100)
- Offices/expenses	(200)	(200)	(200)
- Misc. Advisory	(500)	(400)	(300)
Total On-going Costs	(6,100)	(3,650)	(2,750)
Establishment costs⁽²⁾⁽³⁾			
- Transition advisory including custody selection	(700)	(500)	(400)
- Other misc. fund advisory	(500)	(500)	(500)
- Legal, regulatory, and financial advice (funded already)	(600)	(600)	(600)
Total Establishment Costs	(1,700)	(1,500)	(1,400)

Notes

- (1) These savings are as previously reported. They have been allocated on a straight-line basis for assets under management less than £24bn. This is an assumption made for simplicity and any real savings may well be less and will depend on types of mandate, asset mix, etc. There are also other potential areas where financial benefits may arise, such as increased income from activities such as stock lending, which have not been quantified within the above.
- (2) All costs (other than custody costs) are estimated on very high level assumptions and may not reflect final costs.
- (3) For "other costs" and "Establishment costs", some of these expenses would be incurred in existing investments or on changes of manager/investment. No attempt has been made to estimate these existing costs to date.

Custody costs

44. The main cost associated with running the ACS is from the custody of the assets. Custody costs are calculated as a basis point fee on the amount of assets, with the basis point fee reducing on a sliding scale as the amount of assets under custody increases.
45. In order to consider potential costs, assumptions regarding the potential value of the fund and number of sub-funds and investors have been made. These consider 3 possible scenarios based on the most commonly used asset classes, which are set out below. The assumptions used are not recommendations and are purely for illustration purposes for the business model:
- sub-funds representing the most frequently used asset classes with minimal uptake by London local authorities investing 50% of total value in these asset classes into the fund,
 - broader range of sub-fund asset classes with a third of London local authorities investing 50% of total value in these asset classes into the fund,
 - all London local authorities investing 75% of total value in these asset classes into the fund.
46. Based on the above, the indicative cost of running the fund may be as follows:
- 5 investors in 4 sub-funds (made up of mix of passive and active, global equity and UK equity) total £1bn, up to 10bps/minimum charge circa £500k per annum,
 - 11 investors in 10 sub-funds (made up of mix of passive and active, global equity, UK equity, global bonds, & alternatives) total £6bn, up to 5 basis points,
 - 33 investors in 15 sub-funds (made up of mix of passive and active, global equity, UK equity, global bonds, UK bonds & alternatives) total £14bn, up to 3.5 basis points.
47. These costs include Fund Administration (Transfer Agency and Fund Accounting), Depository and Custody. These costs would reduce where additional services e.g. a proportion of cash, foreign exchange and Securities Lending services are also conducted by the appointed Custodian (which is standard with London boroughs existing custody arrangements). Other factors that feed into the cost consideration include the frequency of investor dealing and frequency of valuation points. It should also be noted that Fund Accounting fees typically operate on a sliding scale with minimum fees per sub-fund, therefore the larger each sub-fund in terms of value the more cost effective.
48. In terms of a cost-benefit analysis, it is important to note that borough pension funds already pay custody fees either directly for existing segregated mandates or indirectly in third party fund investments. Accordingly, the cost-benefit analysis needs to look at the amount by which the custody costs that would be incurred from investing in an ACS exceed current custody costs borne by the boroughs on their existing investments.
49. In relation to existing segregated mandates, it is likely that savings would be achieved through moving such mandates to an ACS as this would reduce custody costs. This is

because most existing segregated mandates are relatively small and accordingly consolidating these mandates in the ACS should increase the amount invested in each mandate which in turn would result in a lower basis point custody charge.

50. In relation to existing third party funds, the cost-benefit analysis is more complex because it is difficult to determine the custody fees that are payable by the investment managers that have established these funds as such numbers are not always publicly available. An estimate of these costs would be in the 1 to 2 basis point range.
51. Based on this analysis, it appears that for higher levels of participation the costs will be lower than previously anticipated. For very low levels of participation (e.g. £1bn) the costs could be higher than the 5 basis point charge previously anticipated. Even at a £1bn level of participation, there may well be financial benefits associated with establishing an ACS but this level of participation is below the minimum level that might reasonably be expected.
52. At a level of assets of £5bn the additional custody costs would be expected to be in the range of 3 to 4 basis points (or £1.5 to £2m per annum), being an ACS custody cost of c.5 basis points less the 1 to 2 basis point charge which would have been incurred on existing investments.

Other costs and benefits

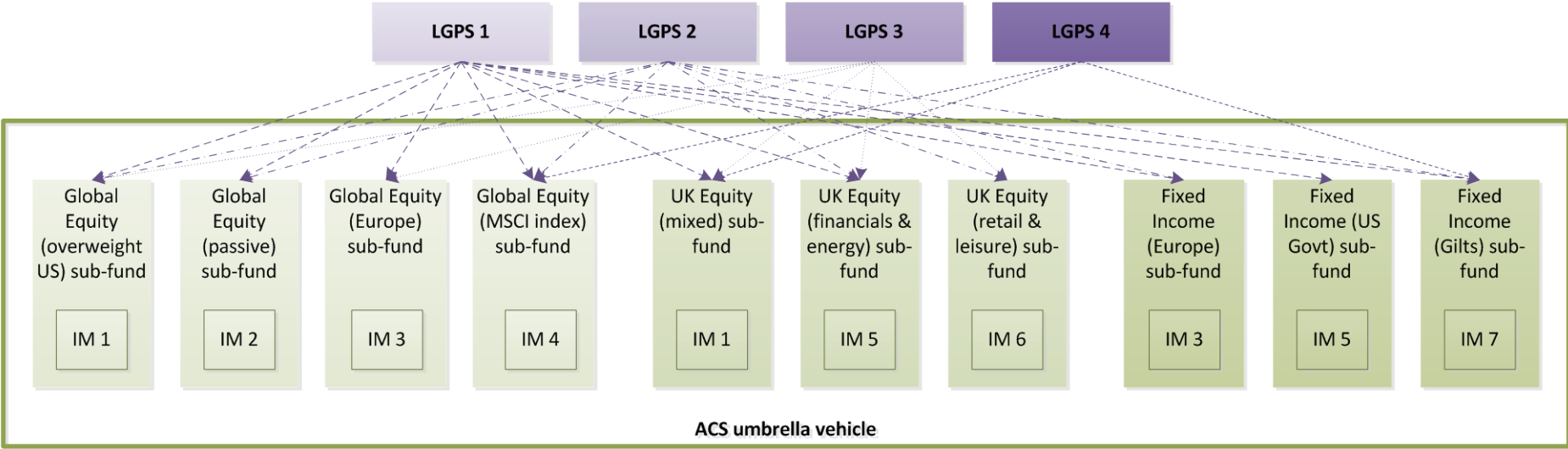
53. Other on-going costs of the ACS are likely to include staff costs, FCA fees, consultancy fees and administration costs including audit and taxation. These fees would be charged directly to the fund, as they would be now. Consultancy fees might include professional advice on investment manager selection. As this would be performed centrally at the ACS level rather than multiple times at individual borough level, it is likely that savings would be achieved in this regard. Admin costs would not be expected to be significant compared to the benefits identified.
54. In relation to staff costs, this is considered in more detail below but on the basis that it is expected that a majority of functions may not be full time and might be performed by existing local authority personnel, additional staff costs are not expected to be significant. For the purposes of the cost benefit analysis undertaken, an estimate of £400,000 per annum has been made. Practically, the roles which might be required are set out below.

Establishment costs


55. There will be a number of establishment costs incurred in setting up the fund. These will be one-off costs in the first year.
56. £625,000 has already been contributed to these costs by the boroughs, in order to engage professional advisors to perform the necessary financial and regulatory work. It is currently expected that this work will be performed within this existing budget.
57. As the project progresses, additional professional fees are likely to be incurred, for example to assist in training relevant individuals on their regulatory roles and to assist in the development of procedure manuals. It will become clearer in due course where costs may arise in this regard.

58. The transition of assets into the fund will also need to be considered, as assets are moved from existing managers to new managers appointed to the ACS. To a large extent, boroughs already incur similar costs as they transition assets to different managers in the ordinary course of their pension activities. As such these costs may well simply offset existing costs incurred by boroughs although clearly this depends on the level of fees currently charged and the number of transitions. Until further decisions are taken on the mandates that will be launched in the ACS, it is difficult to estimate accurately what these costs might be. An estimate of advisory fees required in connection with this transition management is included within the table, and is based on the experience of advisors on similar projects. It should be noted that the boroughs currently have regular manager transitions, and as such the costs of transition from setting up the ACS should result in lower annual transition costs going forwards.
59. From a tax perspective, the transfer of UK securities into an ACS should not be subject to UK stamp duty reserve tax (SDRT), and a tax clearance can be obtained in advance to give comfort. It is envisaged that the costs of transition would be borne by the pension funds who are moving their assets into the fund, and the cost would depend on the assets being moved. Due diligence will be needed for individual pension funds should they choose to invest, to consider the most appropriate way to transition into the fund.

Appendix A - Indicative ACS umbrella structure



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<p>Cabinet 23 July 2014</p>	 TOWER HAMLETS
<p>Report of: Chris Holme – Corporate Director Resources</p>	<p>Classification: Unrestricted</p>
<p>Contracts Forward Plan - Q1 and Q2 (2014-2015)</p>	

Lead Member	Cllr Alibor Choudhury
Originating Officer(s)	Zamil Ahmed – Head of Procurement
Wards affected	All wards
Community Plan Theme	One Tower Hamlets
Key Decision	Yes

EXECUTIVE SUMMARY

The Council’s Procurement Procedures require a quarterly report to be submitted to Cabinet, laying down a forward plan of supply and service contracts over £250,000 in value, or capital works contracts over £5 million. This provides Cabinet with the visibility of all high value contracting activity, and the opportunity to request further information regarding any of the contracts identified. This report provides the information in period Q1 and Q2 of the Financial Year.

Only contracts which have not previously been reported are included in this report.

DECISION REQUIRED:

The Mayor in cabinet is recommended to:-

1. Consider the contract summary at Appendix 1, and identify those contracts about which specific reports – relating to contract award – should be brought before Cabinet prior to contract award by the appropriate Corporate Director for the service area and
2. Confirm which of the remaining contracts set out in Appendix1 can proceed to contract award after tender subject to the relevant Corporate Director who holds the budget for the service area consulting with the Mayor and the relevant lead member prior to contract award
3. Authorise the Head of legal Services to execute all necessary contract documents in respect of the awards of contracts referred to at recommendation 2 above.

1. **REASONS FOR THE DECISIONS**

- 1.1 The Council's Procurement Procedures require submission of a quarterly forward plan of contracts for Cabinet consideration, and it is a requirement of the Constitution that "The contracting strategy and/or award of any contract for goods or services with an estimated value exceeding £250,000, and any contract for capital works with an estimated value exceeding £5,000,000, shall be approved by the Cabinet in accordance with the Procurement Procedures". This report fulfils these requirements for contracts to be let during and after the period Q1& Q2 of the Financial Year.

2. **ALTERNATIVE OPTIONS**

- 2.1 Bringing a consolidated report on contracting activity is considered the most efficient way of meeting the requirement in the Constitution, whilst providing full visibility of contracting activity; therefore no alternative proposals are being made.

3. **BACKGROUND**

- 3.1 This report provides the forward plan for the period Q1 and Q2 of the Financial Year in Appendix 1, and gives Cabinet Members the opportunity to select contracts about which they would wish to receive further information, through subsequent specific reports.

4. **FORWARD PLAN OF CONTRACTS**

- 4.1 Appendix 1 details the new contracts which are planned during the period Q1 and Q2 of the Financial Year. This plan lists all of the new contracts which have been registered with the Procurement Service, and which are scheduled for action during the reporting period.

Contracts which have previously been reported are not included in this report. Whilst every effort has been made to include all contracts which are likely to arise, it is possible that other, urgent requirements may emerge. Such cases will need to be reported separately to Cabinet as individual contract reports.

- 4.2 Cabinet is asked to review the forward plan of contracts, confirm its agreement to the proposed programme and identify any individual contracts about which separate reports – relating either to contracting strategy or to contract award – will be required before proceeding.
- 4.3 Equalities and diversity implications – and other One Tower Hamlets issues – are addressed through the Council's Tollgate process which provides an independent assessment of all high value contracts, and ensures that contracting proposals adequately and proportionately address both social considerations and financial ones (such as savings targets). The work of the

Competition Board and Corporate Procurement Service ensures a joined-up approach to procurement.

- 4.4 The Tollgate process is a procurement project assurance methodology, which is designed to assist in achieving successful outcomes from the Council's high value contracting activities (over £250,000 for revenue contracts, and £5,000,000 for capital works contracts which have not gone through the Asset Management Board approval system). All Tollgate reviews are reported to Competition Board, and when appropriate contract owners are interviewed by the Board; contracts require approval of the Board before proceeding.

5. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 5.1 This report describes the quarterly procurement report of the forward plan for Q1&2 of the Financial Year and beyond, to be presented to Cabinet for revenue contracts over £250,000 in value and capital contracts over £5 million.
- 5.2 Approximately £49.5m of goods, services and works will be procured from external suppliers. There is one Capital project reported. Procured services comprise around 40% of the Council's annual expenditure and control of procurement processes is thus crucial to delivering value for money for local residents as well as managing the risks that may arise if procurement procedures go wrong. Consideration of the plan by Cabinet operates as an internal control and also provides the opportunity for the Mayor to comment on specific procurements at an early stage.

6. LEGAL COMMENTS

- 6.1 The Council has adopted financial procedures for the proper administration of its financial affairs pursuant to section 151 of the Local Government Act 1972. These generally require Cabinet approval for expenditure over £250,000. In November 2009, Cabinet approved the procurement procedures, which are designed to help the Council discharge its duty as a best value authority under the Local Government Act 1999 and comply with the requirements of the Public Contract Regulations 2006. The procurement procedures contain the arrangements specified in the report under which Cabinet is presented with forward plans of proposed contracts that exceed the thresholds in paragraph 3.1 of this report. The arrangements are consistent with the proper administration of the Council's financial affairs.
- 6.2 In accordance with the powers in the Public Services (Social Values) Act 2012, where appropriate, as part of the tender process bidders will be invited to state what community benefits which enhance the economic social or environmental well-being of the borough are available through the contract in line with the Procurement Policy Imperatives adopted by Cabinet on 9th January 2013. The exact nature of those benefits will vary with each contract and will be reported at the contract award stage. All contracts which require staff based in London will require contractors to pay their staff the London

Living Wage. Where staff are based outside London an assessment will be carried out to determine if that is appropriate.

6.3 Contracts are recommended for a maximum period of three years except where there are particular circumstances relating to the procurement which warrant a longer period e.g. where equipment or premises needs to be provided by the contractor. Due to the requirement for the contractor to recover their investment in that equipment the cost of a shorter contract would not represent best value to the Council.

6.4 It is understood that in respect of LPG4795, funding is currently available for one year. On that basis the terms of any procurement and contract must be clear that the contract is for one year with any extension being at the option of the Council. Such extension should only be exercised if sufficient budget is made available.

7. ONE TOWER HAMLETS CONSIDERATIONS

7.1 Equalities and diversity implications – and other One Tower Hamlets issues – are addressed through the tollgate process, and all contracting proposals are required to demonstrate that both financial and social considerations are adequately and proportionately addressed. The work of the Competition Board and the Procurement & Corporate Programme Service ensures a joined-up approach to procurement.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

8.1 Contracts are required to address sustainability issues in their planning, letting and management. Again, this is assured through the Tollgate process, and supported through the Procurement & Corporate Programmes' Corporate Social Responsibility work stream.

9. RISK MANAGEMENT IMPLICATIONS

9.1 Risk management is addressed in each individual contracting project, and assessed through the tollgate process.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 There are no specific crime and disorder reduction implications.

11. EFFICIENCY STATEMENT

11.1 Contract owners are required to demonstrate how they will achieve cashable savings and other efficiencies through individual contracting proposals. These are then monitored throughout implementation.

Linked Reports, Appendices and Background Documents

Linked Report

- None.

Appendices

- Appendix 1 – new contracts planned: Q1 and Q2 of the Financial Year and beyond

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

- None.

Officer contact details for documents:

- N/A

Appendix one – Contracts Forward Plan Q1 and Q2 of the Financial Year 2014-15

Directorate Contract	Contract Value	Scope of Contract	Length of New Contract, or Contract Extension	Funding	Date submitted to Competition Board or scheduled for submission*	Planned Date for Invitation to Tender or * Contract signature.	Community Benefits
<p align="center">Page 430</p> <p>ESCW 4733</p>	<p>Approx. £4.36m</p>	<p><u>Learning Disabilities Community Hub Day Opportunities: Preferred Provider List</u></p> <p>To re-open the preferred provider framework, that was initially advertised in June 2012 and awarded in May 2013. The process always had a stipulation that the opportunity to apply would be available annually supporting those previous bidders not successful and providing new bidders an opportunity to be placed onto the preferred provider list to be able to be spot purchased for the provision of day opportunities for adults with learning disabilities.</p> <p>The new spot contract on offer will be for 3 years (2+1) in order to tie in with the first phase as noted above.</p> <p>An EU compliant open tender process (combining PQQ and ITT) will be followed. This will be supported by a briefing to bidders and the usual support through clarification period based on materials supplied such as an updated service specification, finance information, KPI's and method statement which support the compliance information requirements.</p> <p>The timelines sought are for advert to go live in July 2014 with contract award recommendations by November 2014. The Tollgate 1 will be presented to Competition Board on 29 May 2014.</p>	<p>2 +1 Years</p>	<p>General Fund</p>	<p>07/04/2014</p>	<p>14/07/2014</p>	<p>Included as part of the Tender</p>

Appendix one – Contracts Forward Plan Q1 and Q2 of the Financial Year 2014-15

<p>ESCW 4734</p> <p style="text-align: center;">Page 431</p>	<p>Approx. £2.563m</p>	<p><u>Older Persons Community Hub Day Services</u></p> <p>A review of all Older Persons Day Services is currently in progress. The review encompasses all existing provision with a focus to review and develop services in Borough which are responsive and guided by local need and best practice. The review will also include consultation and benchmarking to enable the updating of service specifications with a person centred outcome driven model of service provision.</p> <p>The contract on offer will be for a spot contract for three years. Following the review and consultation, the expectation is for a report to be scheduled for September 2014 Cabinet with outcome of the review, model of provision to be delivered and procurement options to enable this to be pursued. Establishing a preferred provider list for Older Person Day Opportunities is expected to be the commissioning approach proposed to members.</p> <p>An EU compliant open tender process (combining PQQ and ITT) will be followed.</p> <p>Consortium bids will be encouraged as a means of delivering opportunities for SME providers to engage.</p>	<p>2 +1 Years</p>	<p>General Fund</p>	<p>07/04/2014</p>	<p>06/10/2014</p>	<p>Included as part of the Tender</p>
<p>ESCW(AH WB)4776</p>	<p>Approx. £5.1m</p>	<p><u>Short break provision for disabled children and their families</u></p> <p>The tender will cover all requirements for short break provision for disabled children and their families, including accommodation based short breaks; respite care provided in the family home; and weekend, school holiday and after-school provision. In so doing, the tender will encompass three existing contracts: residential short breaks; home-based short breaks; and holiday, after-school and weekend short breaks. The existing contracts expire in the second half of 2015.</p>	<p>2 +1 Years</p>	<p>General Fund</p>	<p>07/04/2014</p>	<p>06/10/2014</p>	<p>Included as part of the Tender</p>


Appendix one – Contracts Forward Plan Q1 and Q2 of the Financial Year 2014-15

		A standard EU compliant restricted tender process will be followed. This will be supported by a briefing to bidders and the usual support through clarification period based on materials supplied such as an updated service specification, finance information, KPI's and method statement which support the compliance information requirements.					
CL4739 Page 432	Approx. £542,000	<p><u>Material Sorting (MRF) Service</u></p> <p>The contract is for the provision of a materials sorting service for the Council's co-mingled dry recycling that is collected from household and commercial properties within the borough</p> <p>Single Authority procurement for LBTH requirements only using the Restricted Process. The current contract includes provision for extension, which is currently being explored with the incumbent contractor. This option is being twin tracked with the process of seeking approval to commence re-procurement should that prove necessary.</p>	2 years + 2 month	General Fund	07/07/2014	21/07/2014	Included as part of the Tender
LPG4795	Approx. total for each year 350k and for the four years £1.4m.	<p><u>Mayoral Advisors</u></p> <p>The contracts are for advice services to the Mayor and Cabinet Members on equalities engagement (women, youth, elderly, diverse and new communities), media, community media, and public policy and localism.</p> <p>Contracts to range from £25,000 to £60,000 with subsequent years to be awarded subject to funding.</p>	1 year + annual extension for 3 years	Chief Executive' s- Democrati c Services- Mayor's Office	18 th August 2014	22nd August 2014	Included as part of Tender

Appendix one – Contracts Forward Plan Q1 and Q2 of the Financial Year 2014-15

<p align="center">R4725</p>	<p align="center">£1,744,000</p>	<p><u>Corporate Stationary Contract</u></p> <p>A collaborative LCSG Pan London framework. The basis of the new frameworks is to achieve best value for all participating bodies, to support this it is proposed to make the frameworks innovative by taking advantage of the best practice introduced by some of the participating authorities and to be innovative in the approach being followed. The contract will be split into two lots as follows: - <u>Lot 1 -</u> General office stationery including office machines, office paper and limited school related products <u>Lot 2 -</u> Electronic office suppliers</p> <p>A price only tender contract via an e-Auction / Revised/smaller core list of products predominately own brand. Base price based on two deliveries per week to the building, thereafter additional charges will apply for various other alternatives i.e. additional/weekly deliveries or desk deliveries. The contract will be procured through an OJEU restricted process.</p>	<p align="center">2 +1 Years</p>	<p align="center">07/04/2014</p>	<p align="center">07/04/2014</p>	<p align="center">Revenue</p>	<p align="center">N/A</p>
<p align="center">CLC4748</p>	<p align="center">Income Generation</p>	<p><u>Supply and Maintenance of Bus Shelters</u></p> <p>The provision and maintenance of approximately 80 bus shelters at agreed locations throughout the borough and will be self-funded though the generation of income from digital advertising at bus shelters. The proposed contract duration is required to attract maximum revenue for the Council and is in line with market expectation.</p> <p>Single provider procurement through a restricted EU tendering procedure. While this relates to the provision of supplies, it is anticipated that income generated may be contributed to Community Benefits.</p>	<p align="center">15 years</p>	<p align="center">07/04/2014</p>	<p align="center">14/07/2014</p>	<p align="center">Income</p>	<p align="center">Included as part of the Tender</p>

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<p>Cabinet 23 July 2014</p>	
<p>Report of: Chris Holme, Interim Corporate Director of Resources</p>	<p>Classification: Unrestricted</p>
<p>Strategic and Resource Planning 2015-16</p>	

Lead Member	Cllr Alibor Choudhury (Cabinet Member for Resources)
Wards affected	All
Community Plan Theme	One Tower Hamlets
Key Decision?	Yes

1 **SUMMARY**

- 1.1 On 6 March 2014, the Council agreed a balanced budget for 2014/15 and a Medium Term Financial Plan (MTFP) that showed a budget gap of £28.4m in 2015/16 and a further £39.0m in 2016/17.
- 1.2 In the first quarter of the financial year, the position for 2014/15 is projected to be broadly balanced, although cost pressures relating to adult social care have been identified and are being contained. Agreed savings targets for 2014/15 are on schedule to be delivered.
- 1.3 This report reviews the assumptions around the 2015/16 financial position with particular focus on:
 - the level of savings required to deliver a balanced budget;
 - progress to date in identifying savings opportunities
 - next steps in the process to deliver a balanced budget
- 1.4 The Outline Strategic Plan for 2014/15 was agreed by Cabinet in January 2014. The more detailed delivery plan for 2014/15 has now been developed to reflect the budget agreed in March and the manifesto commitments of Mayor Lutfur Rahman elected in May. This Strategic plan 2014/15 is attached as Appendix 1 to this report.
- 1.5 There have been no new government announcements or internal issues that require a change to the 2015/16 budget position, therefore the MTFP requires that savings of £28.4m will need to be identified to deliver a balanced budget. These assumptions will be constantly reviewed as the MTFP is further refined and reported to Cabinet over the coming months.

- 1.6 The 2013 spending review (SR13) set out government spending plans up to 2015/16; however, despite signs of continued economic recovery, deficit reduction plans are likely to be extended and austerity measures are projected to continue until the end of the decade. This is likely to mean further annual savings in the region of £25m-£40m from 2016/17 onwards. As a result, work is also underway to review, update and extend the current MTFP to 2018/19 and this will be reported back to Cabinet in the autumn.

2 RECOMMENDATIONS

The Mayor in Cabinet is recommended to:

- 2.1 Note the budget position for 2014/15.
- 2.2 Agree the Strategic Plan for 2014/15 (Appendix 1).
- 2.3 Note that the financial outlook for 2015/16 remains unchanged from what was reported in March 2014 and savings of £28.4m will be required to deliver a balanced budget for that year.
- 2.4 Note that the financial position is subject to volatility and that developments in Government policy and their implications on MTFP planning assumptions will be monitored closely and reported back at regular intervals during the financial year as part of the budget process.
- 2.5 Note that current budget assumptions will be refreshed and that the MTFP will be extended to include projections for 2017/18 and 2018/19 as further iterations are reported to Cabinet.

3 REASONS FOR THE DECISIONS

- 3.1 The authority is under a duty to set a balanced and sustainable budget and needs to plan the use of resources in such a way that it can deliver its statutory responsibilities and priorities as well as meeting local people's aspirations.
- 3.2 A Medium Term Financial Plan is required to enable financial pressures and risks to be modelled, allowing resourcing decisions to be made in a planned and structured manner. This is especially pertinent when overall resources are reducing, and unaffordable spending commitments need to be avoided.

4 ALTERNATIVE OPTIONS

- 4.1 The authority has no practical alternative other than to deliver services within available resources while ensuring value for money in the use of these resources and managing risks through effective financial planning. Any decision not to develop options to address future spending reductions would have serious ramifications for the Council. The authority can take alternative approaches to how it sets about the process, for example of finding savings or providing in the budget for possible risks.

5 BACKGROUND

- 5.1 The medium term financial planning process is an essential part of the authority's resource allocation and strategic service planning framework. The MTFP integrates strategic and financial planning over a three year period. It translates the Strategic Plan priorities into a financial framework that enables the Mayor and officers to ensure policy initiatives can be delivered within available resources, and can be aligned to priority outcomes.

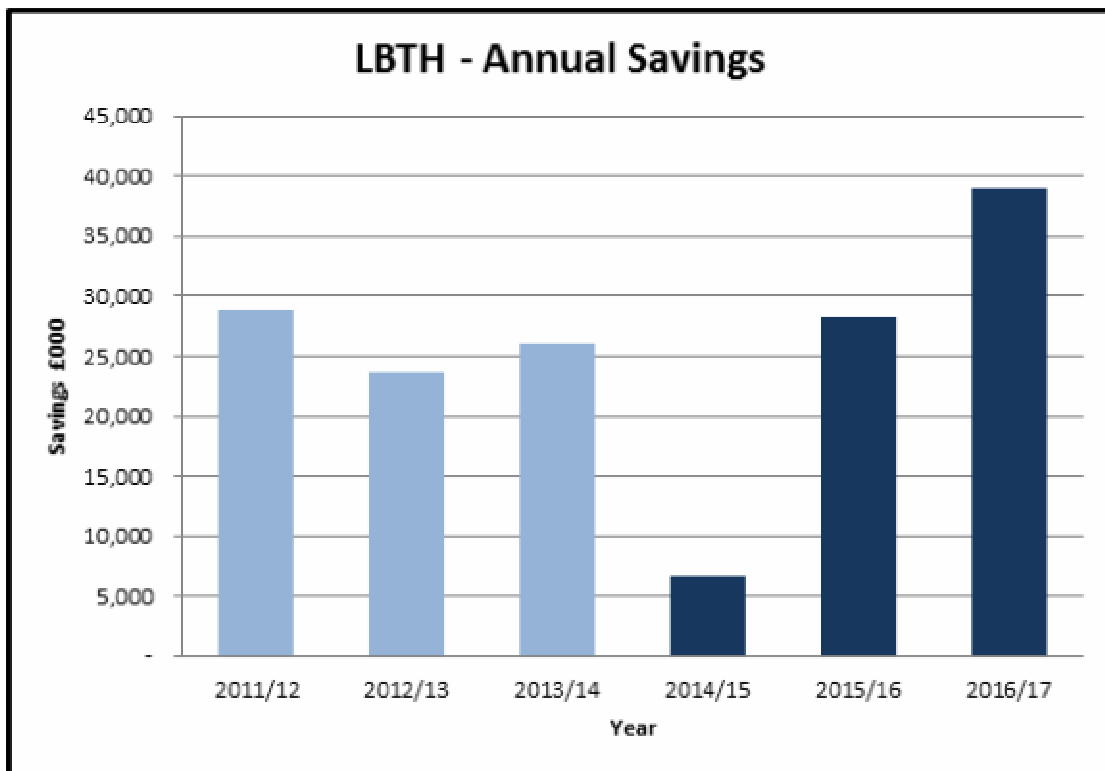
5.2 The drivers for the Council's financial strategy are:

- To set a balanced budget over the life of the MTFP whilst protecting residents from Council Tax increases as far as possible.
- To fund priorities agreed within the Strategic Plan and Mayor's Manifesto, ensuring that service and financial planning delivers these priorities.
- To deliver a programme of planned reviews and savings initiatives designed to keep reductions to service outcomes for residents to a minimum
- To maintain and strengthen the authority's financial position so that it has sufficient reserves and balances to address any future risks and unforeseen events without jeopardising key services and delivery of service outcomes for residents.
- Ensuring the Council maximises the impact of its spend to deliver priority outcomes.

5.3 Since 2011/12 in face of unprecedented reductions in Government funding and increasing demand on services, the need to make savings has dominated the Council's financial planning process.

5.4 During the three financial years from 2011/12 to 2013/14 the Council has successfully delivered savings in the region of £25m each year to ensure it has a balanced budget. Fiscal consolidation at a national level through deficit reduction policies (austerity) is set to continue for the foreseeable future and the estimated savings requirement in 2015/16 and beyond, even after planned use of general reserves, is expected to be significantly higher with £29m forecast for 2015/16 and up to £40m per year thereafter.

5.5 This extensive prolonged reduction in resources, with the commensurate requirement to deliver year on year savings, means that effective long term financial planning is essential to ensure that decisions on priorities and savings proposals can be developed and agreed. The chart below shows the councils savings programme between 2011/12 and 2016/17:



- 5.6 The Council agreed a balanced budget for 2014/15 and a Medium Term Financial Plan (MTFP) that showed a budget gap of £28.4m in 2015/16 and a further £39.0m in 2016/17, after use of £24.3m and £14.1m from general reserves in these respective years.
- 5.7 This report confirms the budget position for 2014/15 and begins to explore and address the challenges facing 2015/16. It also attempts to look ahead into 2016/17 and beyond with a commitment to report a more granular analysis by November cabinet.

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 and these are reflected in a set of strategic objectives in the Council's 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
 - 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 In bringing forward his budget for 2014/15, the Mayor set the following principles, 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
- 6.6 In addition, the Mayor made a number of commitments in his election manifesto, some of which are new since the Outline Strategic Plan was agreed in January, and which are now reflected in the Strategic Plan where they require new action in 2014/15. Recommendations and actions from the Fairness Commission, agreed by Cabinet in April, are now also incorporated within the Strategic Plan.
- 6.7 Key proposed activities for 2014/15 within the context of these key principles and the manifesto commitments are set out in full in the Strategic Plan at Appendix 1 to this report, 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
 - Exploring options for increased regulation to improve conditions in the private rented sector
 - Improving parks, open spaces, leisure centres and play facilities
 - New initiatives to enhance resident engagement, particularly at local ward and neighbourhood level
 - Providing free school meals for all primary school children

- 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
- Investing in preventative services to enable more older people to live independently at home
- Assisting more people into work, including through extending our temporary employment 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

6.8 The Strategic Plan presented with this report demonstrates how these key activities will be delivered during 2014/15.

7 BUDGET POSITION for 2014/15

7.1 On 6 March 2014 Full Council agreed a balanced budget for 2014/15. This comprised a net General Fund budget of £293.9m with provisions for growth, inflation, savings and the use of general reserves as follows:

- £7.1m allocated for in year growth pressures
- £4.8m allocated to cover inflationary pressures on contracts
- Savings of £6.7m approved as part the 2013/14 budget process
- A further £2.1m allocated from general reserves to avoid the need for any further savings in 2014/15 and to ensure the budget remains balanced

7.2 During the first quarter, the outlook for 2014/15 remains broadly balanced, although pressures have been identified relating to the increasing cost of adult social care packages combined with a loss of joint care funding from the NHS.

- 7.3 Current projections assume that this pressure can be contained within Directorate cash limits. The position is being closely monitored and any issues will be reported to Cabinet as part of the budget monitoring regime and included in futures updates of the MTFP.
- 7.4 Allocations for Growth and Inflation are being held centrally and will be awarded to directorate budgets as they materialise. The assumptions remain that growth and inflation can be contained within current provisions.
- 7.5 The savings programme is also being closely monitored and is currently reported to be on track to deliver agreed proposals for 2014/15. Any deviation from this position will be reported through the in-year budget monitoring process.

8 CURRENT OUTLOOK for the 2015/16 BUDGET

- 8.1 The Government's autumn statement and subsequent Local Government Finance Settlement announced draft proposals for local government funding in 2015/16. These were incorporated into the MTFP projections for 2015/16 presented to Council on 6 March 2014.
- 8.2 The reported 2015/16 position makes the following key planning assumptions:
- A continued reduction in revenue support grant from 2015/16
 - Local tax base income to increase by approximately 2% over the period of the MTFP
 - Appropriate utilisation of general reserves to mitigate the impacts of the Spending Round whilst ensuring they do not fall below £20m
- 8.3 The summary position for 2015/16, including provisions for other growth and inflation, is detailed in the table below:
- 8.4 The net estimated general fund requirement for 2015/16 is £311.545m with a total funding envelope of £258.859m available through RSG, Council Tax and Business Rates.

<u>Summary Draft Budget 2015-16</u>	2015-16 £'000
Net Service Costs	293,933
Growth	4,271
Inflation	5,500
Other Adjustments	7,841
Total Funding Requirement	311,545
Government Funding	(86,595)
Retained Business Rates	(104,872)
Council Tax	(67,392)
Total Funding	(258,859)
Budget Gap (excluding use of Reserves)	52,686
Use of General Fund Reserves	(24,310)
Savings Required	28,376
	31/03/2016
Balance on General Fund Reserves	34,135

- 8.5 The above and other demographic and service risk assumptions will be reviewed in more detail over the coming months and any significant changes identified, together with appropriate analysis and mitigating actions.
- 8.6 Since there have been no new government announcements affecting 2015/16 and no additional internal pressures identified/confirmed since March 2014 that would necessitate a change to the position above, our working assumption remains that savings of £28.4m will be required to deliver a balanced budget for 2015/16.
- 8.7 As a result, work to identify appropriate savings opportunities continues using the principles and approach detailed in the March budget papers which involves work by directorate management teams, the Think Tank and Corporate Programme Office and under the themes of;
- A leaner workforce through management delayering and other staffing efficiencies
 - Smarter Working and Service Reconfigurations
 - Better use of Assets
 - Income Optimisation
 - Better Buying and contract efficiencies
- 8.8 Further efficiency opportunities to meet the funding gap have been developed for 2015/16. Cabinet is not being asked for a decision to approve these savings at this moment in time, as further work is required in order to gauge the extent and impact of the proposals on residents and other stakeholders. Consultation, including equalities impact assessments, will take place over the summer, and the details will be brought to Cabinet for decision in the autumn.
- 8.9 It is proposed to undertake a programme of public engagement during August and September on the savings proposals and, more generally, on residents' views about local priorities and how the Council can continue to deliver these priorities with a reducing budget. This will feed into the refresh of the Community Plan later this year and final proposals will be brought forward in the 2015/16 budget. The consultation will seek views on savings proposals and their likely impact on services, in particular those with potential impact on groups with protected equality characteristics. The findings of this consultation activity will be presented back to Cabinet to inform final decision making.
- 8.10 The unprecedented scale of government funding reductions will inevitably mean that staffing efficiencies will be a necessary part of any budget strategy for 2015/16, in accordance with existing lean principles.
- 8.11 The proposed timetable for reporting MTFP, Strategic Plan and Budget to Cabinet is as follows:

Month	Activity
October/November	Update planning assumptions Extend MTFP to 2018/19 Provide EQIAs for specific savings opportunities and seek approval for their further development

December/January	2015/16 budget report Outline Strategic Plan 2015/16 Final options for filling the 2015/16 gap
February	Budget setting and report to Full Council
March	Strategic Plan Delivery Plan 2015/16 to Cabinet

9 MTFP 2016/17 to 2018/19

- 9.1 The autumn statement did not provide any detail on spending plans beyond 2015/16, other than an indication that fiscal consolidation will continue until around 2020. This is understandable, as there will be a general election in May 2015, and the next spending review will be conducted immediately afterwards. The current MTFP assumptions are based on government funding reducing on the same trajectory as the past three years, along with projecting Council Tax and NNDR in line with previous trends.
- 9.2 RSG is expected to reduce by approximately 30% year on year, and it is estimated that if this trend continues, RSG could disappear as a funding stream by 2020.
- 9.3 2020 will also see the reset of the business rates base. Unless the way in which the baseline is calculated is changed fundamentally, there is a real danger that Tower Hamlets could lose business rates that had previously been retained, as well as becoming a tariff authority rather than remaining a top-up authority.
- 9.4 Furthermore, there are a number of other factors which could significant impact on the MTFP in 2016/17 and beyond and these include:

Negative Variables:

- Demographic growth, particularly concerning school pupil numbers and social care client numbers;
- Further reductions in government grant funding
- Implementation of the Care Bill
- Ongoing cost to the Authority of the Welfare reform programme particularly homelessness services.
- Children and Families Bill; will extend the Local authorities responsibility to ensure access to education for young people with SEN from current age limit of 19, up to the age of 25.
- Potential increases in the bank of England base rate, which would increase the cost of borrowing

Potential positive variables:

- Continued Growth in the borough's domestic and business tax base as a result of on-going development in the borough

Neutral variables (those which equally may or positive or negative):

- Funding distribution between local authorities, which could either be positive or negative
- Economic variables such as inflation and pay awards, which could go up

or down

- 9.5 These assumptions and their potential impact are currently being reviewed, particularly in relation to 2016/17. They are also being extended to cover 2017/18 and 2018/19 to ensure we continue to have a 3 year MTFP. The outcome of this early stage review will be reported to cabinet by November.

10 CAPITAL PROGRAMME AND HOUSING REVENUE ACCOUNT

- 10.1 During the 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 Key driver for the revised asset strategy is a requirement to consider the long term location of the Town Hall.

11 EQUALITIES

- 11.1 As the budget process develops and plans are presented to Cabinet for approval, appropriate equality impact assessment will be carried out and the results reported.

12 COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 12.1 The comments of the Chief Financial Officer have been incorporated into this report.

13 LEGAL COMMENTS

- 13.1 The report proposes consideration of a revised medium term financial plan. This is a matter that informs the budget process and may be viewed as a related function. It is, in any event, 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.
- 13.2 The report provides information about risks associated with the medium term financial plan and the budget. This is, again, consistent with the Council's obligation under section 151 of the Local Government Act 1972 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.
- 13.3 The Council has a duty as a best value authority 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". The Council is required to consult for the purposes of deciding how to fulfil its duty. The consultation proposed in relation to development of the medium term financial plan and budget proposals needs to be carried out having regard to these obligations.
- 13.4 It is proposed that Cabinet agrees the strategic plan for 2014/15. The action plan contains more than 70 targets and hundreds of milestones. The headline targets appear capable of being carried out within the Council's statutory functions, but it will be for officers to ensure that each target is delivered within

those functions, taking advice as necessary.

- 13.5 When considering the medium term financial plan and any savings proposals and the strategic plan, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't (the public sector equality duty).
- 13.6 The report sets out how equality impacts are going to be addressed in relation to savings proposals in order to ensure that due regard is given in accordance with its public sector equality duty.

14 ONE TOWER HAMLETS CONSIDERATIONS

- 14.1 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 savings options. Throughout the process of developing options, 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. These will be completed before Cabinet are asked to agree individual savings proposals.
- 14.2 The steps outlined above have been adopted to ensure that the Council's commitment to tackling inequality informs decision making throughout the strategic and resource planning process and to support transparency. The process also fulfils the Council's obligations under the Equality Act 2010 to show due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between people who share specific protected characteristics, including age, disability, gender, marriage and civil partnership, pregnancy and maternity, race, religion/belief, sexual orientation and transgender identity.
- 14.3 The Strategic Plan 2014/15 incorporates the council's Single Equality Framework (SEF) priorities. These priorities were drawn from the Borough Equality Analysis (an annually updated document which draws on research, data from services and the outcome of consultation with local stakeholders to identify the known areas of inequality for people from each of the protected characteristic groups in the borough). Actions to address each of these priorities have been incorporated into the Strategic Plan and supporting key corporate strategies. The full 2014/15 Single Equality Framework (which sets out the action to be taken in relation to each of SEF priorities) will be considered by Cabinet in September.

15 SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 15.1 The sustainable action for a greener environment implications of individual

proposals in the budget are set out in the papers relating to those proposals.

16 RISK MANAGEMENT IMPLICATIONS

16.1 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 will be reported to Cabinet as the budget process develops.

17 CRIME AND DISORDER REDUCTION IMPLICATIONS

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

18 EFFICIENCY STATEMENT

18.1 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.

19 APPENDICES

Appendix 1 – Strategic Plan 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

Strategic Plan 2014/15

Introduction: the 2014/15 context

This outline Strategic Plan describes the council's overall aims, objectives and the outcomes we want to deliver. The Strategic Plan action plan details 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 continuing 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 continuing 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 between £93.4 and £108.4 million 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 is one of the highest economic and employment growth areas in the country. There are already over 240,000 jobs in the borough: equating to 1.3 jobs for every working age resident. The economy has important financial, communication and retail sectors with 81% of all employment in the borough based in Canary Wharf and the City Fringe.

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.

Although the borough's employment rate is the highest it has been for ten years, 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 maintaining an upward trend in local employment.

Work with local business, including small and medium enterprises (SMEs), to create growth remains an important priority. This will be supported by a range of measures including business engagement events, town centre development, marketing campaigns and local procurement initiatives.

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 20,000 households on the housing waiting list with over 7,500 of these overcrowded. On average around 2,200 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.

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 with an *.

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 Strategic Plan Action Plan sets 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:

- Increase the availability of affordable family sized housing
- Deliver regeneration at Robin Hood Gardens and the Ocean Estate
- Lead regeneration in Poplar
- Deliver housing, a leisure centre and community facilities at Poplar Baths / Dame Colet house
- Seek to mitigate homelessness and improve housing options
- Plan effectively to deliver high volumes of affordable housing and funding for infrastructure (including provisions for healthcare and education)

Maintain and improve the quality of housing:

- Reduce the number of council homes that fall below a decent standard
- Improve the quality of housing services
- Identify and target sub-standard homes and work with landlords, or enforce where required, to improve conditions
- Offer affordable fuel options through the Tower Hamlets Energy Community Power (Energy Cooperative)

Improve the local environment and public realm:

- Progress the Carbon Reduction Plan for council buildings
- Protect and improve the local environment
- Work in partnership to improve our public realm
- Increase household waste sent for reuse, recycling and composting
- Improve our parks, playgrounds and open spaces

Provide effective local services and facilities:

- Manage national planning changes effectively to deliver local priorities
- Further improve our markets
- Adopt the Tower Hamlets local Community Infrastructure Levy (CIL)
- Deliver the Whitechapel Masterplan
- Deliver a multi-faith burial ground

Improve local transport links and connectivity:

- Support sustainable local transport including cycle improvements

Develop stronger communities:

- Engage residents and community leaders in policy and budget changes
- Implement a framework for engagement of borough-wide equality forums in the Partnership
- Deliver locally appropriate services through the 4 Locality Hubs
- Develop further the Local Community Ward Forums and the Community Champions 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:

- Ensure sufficient places are provided to meet the need for statutory school places
- Expand free early years education places of high quality for disadvantaged two-year-olds
- Raise attainment and narrow the gap between the lowest 20% and the median of all children at the end of the Early Year's Foundation Stage Profile (EYFSP)
- Increase the number of children achieving 5 A*-C grades including English and maths grades at GCSE
- Bring A Level results above the national average
- Embed a Child Rights Approach in all of our commissioning for 2014-15
- Assist more people into further education and to university, and continue to deliver the Mayor's Educational Allowance (MEA) and the Mayor's Higher Education Award (MEHEA)
- Maintain investment in youth services and provision for young people
- Provide effective support for parents and governors

Support more people into work:

- Support residents into jobs through employment and skills programmes
- Provide high quality support and training to assist young people into sustainable employment
- Maximise local employment and economic benefits from the council's procurement and planning processes
- Support English for Speakers of Other Languages (ESOL)

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

- Implement the Welfare Reform Temporary Accommodation Support Fund
- Optimise use of existing funding and maximise prospects for future funding
- Drive the ongoing partnership wide programme around welfare reform

Fostering enterprise and entrepreneurship:

- Support local businesses
- Work collaboratively 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:

- Deliver the partnership 'Violence Against Women & Girls (VAWG) programme
- Manage the night time economy
- With our partners, deliver the Partnership Community Safety Plan
- Work with the Police and Mayor for London to maintain and improve enforcement, CCTV and deployment of local people to improve community safety, including deployment of a mobile police centre

Reduce fear of crime by:

- Improve the responsiveness and visibility of our ASB services

Foster greater community cohesion:

- Celebrate our diversity with community events every month
- Deliver 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:

- Develop and implement a Women and Health employment programme focusing on the priority of Maternity and Early Years
- Support young people to live healthy lives
- Embed integrated governance arrangements through the Tower Hamlets Health and Wellbeing Board to maximise health and wellbeing outcomes
- Use Public Health expertise within a Council and Partnership-wide approach to reduce health inequalities for all sections of the community
- Invest in the borough's leisure centres and playing pitches
- Deliver free school meals for all primary pupils in the borough through supplementing the government's Universal Infant Free School Meals programme
- Work with people with drug and alcohol dependencies to break the cycle of substance misuse

Enable people to live independently:

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

Provide excellent primary and community care:

- Deliver integrated working between health and social care

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

- Work together to protect vulnerable adults
- Provide 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, work smarter and buy better. The council is developing its partnership arrangements, including a new localised Partnership structure.

In 2014/15 our priorities are to:

Reduce inequalities by:

- Employ a workforce that fully reflects the community it serves
- Double the number of apprenticeships at the council for disabled residents from 10 to 20 each year
- Coordinate and support the implementation of the recommendations arising from the Tower Hamlets Fairness Commission
- Refresh our strategies around diversity and cohesion
- Ensure that ‘every voice matters’

Work efficiently and effectively as One Council by:

- Work with managers to improve and reduce staff sickness absence
- Develop the strategic ICT partnership
- Improve revenue collection
- Develop Progressive Partnerships to further the Mayor’s social objectives
- Improve customer satisfaction and value for money
- Make better use of our buildings and other public assets
- Tackle misuse of public assets and generate income from pro-active anti-fraud work
- Prioritise frontline services whilst delivering the council’s budget strategy during a period of declining resources

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.

A Great Place to Live

- Number of affordable homes delivered
- Number of affordable 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 not 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

- Early Years Achievement - Percentage of children achieving a Good Level of Development*
- Percentage of children achieving Level 4+ in Reading, Writing and Maths at Key Stage 2*
- Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths*
- Average Point Score per A Level Student (FTE)*
- Percentage of young people not in education, employment or training (NEET)*
- Employment rate (gap v London)*
- Jobseekers Allowance Claimant Count (gap v London)*
- Number of job starts for Tower Hamlets residents*
- Child Poverty rate*

A Safe and Cohesive Community

(MPOAC 7 and Community Safety Partnership priority measures – to be confirmed through the CSP planning process)

- MOPAC 7 crimes (total)
- Burglary Offences
- Robbery Offences
- Theft of a Motor Vehicle Offences
- Theft from a Motor Vehicle offences
- Theft from the Person Offences
- Total number of Violence with Injury Offences (Total, DV only* and Exc. DV)
- Number of Police ASB CAD (101 & 999) Calls
- Number of Total Notifiable Offences
- Local concern about ASB and Crime
- Number of people killed or seriously injured
- Number of children killed or seriously injured
- 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

- Life expectancy at birth (male/female)*
- Smoking prevalence (overall)
- Smoking cessation*
- Under 18 conception
- Excess weight in 4-5 year olds*
- Percentage of CAF reviews with an improved score
- Proportion of people using social care who receive self-directed support, and those receiving direct payments*
- Social care-related quality of life*
- 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
- Percentage of council tax collected
- Percentage of non-domestic rates collected

**denotes SEF action or performance measure*

A Great Place to Live		
Strategic Priority 1.1: Provide good quality affordable housing		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Increase the availability of affordable family sized housing	Cllr Rabina Khan	31/03/2015
	Jackie Odunoye (D&R)	
Milestone	Lead Officer	Deadline
Meet with developing RPs twice, to agree the number, location, size and timing of their schemes	Jackie Odunoye (D&R)	30/09/2014
Ensure that each planning application has as close to a policy compliant offer of affordable family sized homes	Jackie Odunoye (D&R)	31/03/2015
Meet quarterly with the GLA to discuss progress on grant funded schemes and future bids by RPs/developers in Tower Hamlets	Jackie Odunoye (D&R)	31/03/2015
Participate at all ELHP Chief Officer Groups and the ELHP Board	Jackie Odunoye (D&R)	31/03/2015
Support RPs grant applications to the GLA ensuring that quantum of family homes is maximised and rents are affordable	Jackie Odunoye (D&R)	31/03/2015
Work with RPs and Planning to increase the delivery of affordable housing with the aim of completing 5500 new affordable homes by May 2018	Jackie Odunoye (D&R)	31/03/2015

Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver regeneration at Robin Hood Gardens and the Ocean Estate	Cllr Rabina Khan	31/03/2015
	Jackie Odunoye (D&R)	
Milestone	Lead Officer	Deadline
Blackwall Reach - Secure reserved matters planning application approval for development phase 1b	Jackie Odunoye (D&R)	31/07/2014
Ocean DH & Newbuild - Manage refurbishment contract defects period and notation of contracts from East Thames	Jackie Odunoye (D&R)	30/09/2014
Blackwall Reach - Ensure completion of 98 new homes on development phase 1a	Jackie Odunoye (D&R)	31/03/2015
Ocean Redevelopment Phase 2 - Progress land assembly, including tenant decants and acquisitions to achieve vacant possession for transfer to East Thames	Jackie Odunoye (D&R)	31/03/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Lead regeneration in Poplar	Cllr Rabina Khan	01/03/2015
	Owen Whalley (D&R)	
Milestone	Lead Officer	Deadline
Produce new Ailsa SPD draft for consultation	Owen Whalley (D&R)	01/10/2014
Adopt the Ailsa Street SPD	Owen Whalley (D&R)	01/03/2015
Complete a Masterplan scoping exercise for South Poplar	Owen Whalley (D&R)	01/03/2015

Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver housing, a leisure centre and community facilities at Poplar Baths / Dame Colett House	Cllr Rabina Khan	31/03/2015
	Ann Sutcliffe (D&R)	
Milestone	Lead Officer	Deadline
6 month review of progress against programme targets	Ann Sutcliffe (D&R)	30/09/2014
Monitor delivery of 100 socially rented housing units	Ann Sutcliffe (D&R)	31/03/2015
Delivery of leisure centre - commencement on site	Ann Sutcliffe (D&R)	31/03/2015
Delivery of a new youth / community centre - commencement on site	Ann Sutcliffe (D&R)	31/03/2015
Complete first phase of housing (milestone / deadline subject to Financial Close)	Ann Sutcliffe (D&R)	31/03/2015
Open youth / community facilities (milestone / deadline subject to Financial Close)	Ann Sutcliffe (D&R)	31/03/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Seek to mitigate homelessness and improve housing options	Cllr Rabina Khan	31/03/2015
	Jackie Odunoye, Colin Cormack (D&R)	
Milestone	Lead Officer	Deadline
Improve housing options in the private rented sector - scope project and agree project plan	Jackie Odunoye (D&R)	30/04/2014
Develop proposals for consideration informed by evidence and legal advice	Jackie Odunoye (D&R)	30/06/2014
Produce and publish the Homeless Statement Action Plan	Colin Cormack (D&R)	31/07/2014
Submit Cabinet report setting out options and budgetary requirements in relation to the private rented sector	Jackie Odunoye (D&R)	30/09/2014
Support the London Living Rent Campaign and work with the GLA's London Rental Scheme and London Landlord Accreditation Scheme to improve regulation in the Private Rented Sector producing a scoping report by September 2014	Jackie Odunoye (D&R)	30/09/2014

Produce the service change specification for an enhanced Housing Options Service as defined by the No Wrong Door project	Colin Cormack (D&R)	31/03/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Plan effectively to deliver high volumes of affordable housing and funding for infrastructure (including provision for healthcare and education)	Cllr Rabina Khan, Cllr Rofique Ahmed	31/03/2015
	Owen Whalley (D&R)	
Milestone	Lead Officer	Deadline
Represent Tower Hamlets at Judicial Review into London Plan affordable housing policy	Owen Whalley (D&R)	31/05/2014
Consult on draft South Quay Masterplan	Owen Whalley (D&R)	30/09/2014
Adopt South Quay Masterplan	Owen Whalley (D&R)	31/02/2015
Maximise opportunities for the provision of childcare space in new developments	Owen Whalley (D&R)	31/03/2015
Secure new affordable homes at rental levels which are genuinely affordable for those in housing need in Tower Hamlets	Jackie Odunoye (D&R)	31/03/2015
Develop new financial and delivery model as options for securing investment in delivering affordable housing on specific Council owned sites	Jackie Odunoye (D&R)	31/03/2015
Strategic Priority 1.2: Maintain and improve the quality of housing		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Reduce the number of Council homes that fall below a decent standard	Cllr Rabina Khan	30/03/2015
	Jackie Odunoye (D&R)	
Milestone	Lead Officer	Deadline
Commence Year 4 DH Programme using five contractors	Jackie Odunoye (D&R)	30/04/2014
Make 3109 homes decent	Jackie Odunoye (D&R)	31/03/2015
Ensure delivery of local community benefits targets	Jackie Odunoye (D&R)	31/03/2015

Activity	Lead Member, Lead Officer and Directorate	Deadline
Improve the quality of housing services	Cllr Rabina Khan	31/12/2014
	Jackie Odunoye (D&R)	
Milestone	Lead Officer	Deadline
Ensure sign up to P120 (provision of appropriate family sized wheelchair accessible homes) by all RP partners, developers and the GLA	Jackie Odunoye (D&R)	31/05/2014
Implement efficiency savings by re-structuring the Service	Jackie Odunoye (D&R)	31/10/2014
Complete audits of leaseholder service charges and implement recommendations	Jackie Odunoye (D&R)	31/12/2014
Examine options for leaseholder dispute resolution	Jackie Odunoye (D&R)	31/12/2014
Agree and monitor the Tenant Federation Action Plan and provide appropriate support for their 'Cards on the Table' scrutiny activities	Jackie Odunoye (D&R)	31/03/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Identify and target sub-standard homes and work with landlords or enforce where required to improve conditions	Cllr Rabina Khan / Deputy Mayor, Cllr Oliur Rahman	31/03/2015
	Andy Bamber (CLC)	
Milestone	Lead Officer	Deadline
Gather necessary evidence, explore data and consider options for taking forward a landlord licensing scheme	Andy Bamber (CLC)	31/03/2015
Proactively locate substandard homes and bring them up to standard	Andy Bamber (CLC)	31/03/2015
Increase the number of Houses of Multiple Occupation that are compliant with licensing requirements by 10%	Andy Bamber (CLC)	31/03/2015

Activity	Lead Member, Lead Officer and Directorate	Deadline
Offer affordable fuel options through Tower Hamlets Energy Community Power (Energy Cooperative)	Cllr Rabina Khan / Cllr Alibor Choudhury Jackie Odunoye (D&R)	31/03/2015
Milestone	Lead Officer	Deadline
Deliver the energy use awareness programme, including home energy efficiency advice and short term loans of energy monitoring devices, to help residents recognise their current energy use and identify potential savings	Jackie Odunoye (D&R)	30/09/2014
Provide tailored home energy efficiency advice and energy packs to 250 households in the borough, focused on those at risk of fuel poverty including vulnerable residents and over 75s	Jackie Odunoye (D&R)	31/12/2014
Implement the Fuel Poverty Plan and produce an annual report on progress and achievements	Jackie Odunoye (D&R)	31/03/2015
Continue with resident sign-up for the collective energy switching scheme and hold at least two auctions in the year to secure cheaper tariffs for residents	Jackie Odunoye (D&R)	31/03/2015

Strategic Priority 1.3: Improve the local environment and public realm

Activity	Lead Member, Lead Officer and Directorate	Deadline
Progress the Carbon Reduction Plan for Council buildings	Cllr Alibor Choudhury / Cllr Shahed Ali	31/03/2015
	Jackie Odunoye (D&R)	
Milestone	Lead Officer	Deadline
Tender for Re:FIT programme for Council buildings	Jackie Odunoye (D&R)	30/09/2014
Secure approval of the Salix loan application for 300 LED streetlights. The works will save £25,000 and 135 tonnes of CO2 per annum	Jackie Odunoye (D&R)	30/09/2014
Complete installation phase for Re:FIT programme. The programme will save 312 tonnes of CO2 and £60,000 per annum	Jackie Odunoye (D&R)	31/03/2015
Deliver second phase of staff engagement programme and publish energy costs and carbon emissions quarterly	Jackie Odunoye (D&R)	31/03/2015
Complete the Schools Saving strategy and delivery plan	Jackie Odunoye (D&R)	31/03/2015

Activity	Lead Member, Lead Officer and Directorate	Deadline
Protect and improve the local environment	Cllr Shahed Ali	31/03/2015
	Andy Bamber, Jamie Blake (CLC)	
Milestone	Lead Officer	Deadline
Manage continued improvement in reducing traffic disruption through the Street Works Permit scheme for utilities and road works, with an annual report produced in May 2014	Jamie Blake (CLC)	31/05/2014
Enact dog control orders (subject to consultation) to improve the Council's response to dog control issues	Andy Bamber (CLC)	30/09/2014
Deliver projects towards improving air quality under the Air Quality Strategy programme: <ol style="list-style-type: none"> 1. Expand the zero emissions network in Shoreditch, working with small businesses 2. Deliver and evaluate a pilot No-idling project at Tower Bridge 3. Design and deliver the clean air awareness project with the Barts Trust 	Andy Bamber (CLC)	31/03/2015
Continue to liaise with Crossrail delivery companies and contractors to ensure that the impact on the environment and local residents is minimised	Andy Bamber (CLC) and Jamie Blake (CLC)	31/03/2015
Plan and develop proposals for a boroughwide 20mph limit, including consultation with TfL	Jamie Blake (CLC)	31/03/2015

Activity	Lead Member, Lead Officer and Directorate	Deadline
Work in partnership to improve our public realm	Cllr Shahed Ali Jamie Blake (CLC)	31/03/2015
Milestone	Lead Officer	Deadline
Undertake a borough wide deep clean	Jamie Blake (CLC)	30/06/2014
Support the development and relaunch of Find It, Fix It, Love It (FIFILI) and develop the use of direct service delivery through publicly accessible technologies	Jamie Blake (CLC)	31/08/2014
Deliver Marsh Wall resurfacing and bus improvement streetscene improvement works on site	Jamie Blake (CLC)	31/08/2014
Undertake public consultation on the Ben Johnson Road streetscene improvement scheme	Jamie Blake (CLC)	31/10/2014
Develop further the Community Volunteering programme, and deliver at least 50 projects	Jamie Blake (CLC)	31/03/2015
Integrate engagement with representative disabilities groups for all design and improvement works	Jamie Blake (CLC)	31/03/2015
Deliver the Ben Johnson Road streetscene improvement scheme phase 1 works on site	Jamie Blake (CLC)	31/03/2015
Improve street lighting in the borough by replacing 200 streetlights with brighter white LED lighting (c.50 new columns per quarter)	Jamie Blake (CLC)	31/03/2015
Deliver phase 3 of the £3m highway infrastructure improvement programme. Total 18 streets resurfaced; 6 by September 2014	Jamie Blake (CLC)	31/03/2015
Help make our borough greener by implementing a four year rolling programme of tree planting on streets, parks and open spaces	Jamie Blake & Shazia Hussain (CLC)	31/03/2015

Activity	Lead Member, Lead Officer and Directorate	Deadline
Increase household waste sent for reuse, recycling & composting	Cllr Shahed Ali	31/03/2015
	Jamie Blake (CLC)	
Milestone	Lead Officer	Deadline
Develop a 'Lifecycle' media campaign to promote awareness of reuse, recycling & composting arrangements and opportunities	Jamie Blake (CLC)	31/08/2014
Complete a Census-based project to determine future demand profiles for waste and recycling services	Jamie Blake (CLC)	31/08/2014
Complete an evaluation of waste generation for estate based communities to support targeted interventions for improved recycling levels	Jamie Blake (CLC)	01/10/2014
Activity	Lead Member, Lead Officer and Directorate	Deadline
Improve our parks, playgrounds and open spaces	Cllr Shafiqul Haque	31/03/2015
	Shazia Hussain (CLC)	
Milestone	Lead Officer	Deadline
Commence delivery of the capital improvements to Bartlett Park Phase 1	Shazia Hussain (CLC)	31/03/2015
Develop consultation on the draft Masterplan for the King Edward Memorial Park, with local stakeholder meetings by December 2014	Shazia Hussain (CLC)	31/03/2015

Strategic Priority 1.4: Provide effective local services and facilities

Activity	Lead Member, Lead Officer and Directorate	Deadline
Manage national planning changes effectively to deliver local priorities	Cllr Rabina Khan	31/03/2015
	Owen Whalley (D&R)	
Milestone	Lead Officer	Deadline
Cabinet determine third round of applications for Neighbourhood Forums	Owen Whalley (D&R)	30/09/2014
Publish Stage 2 Tower Hamlets Neighbourhood Planning Guidance	Owen Whalley (D&R)	31/10/2014
Cabinet determine fourth round of applications for Neighbourhood Forums	Owen Whalley (D&R)	31/03/2015
Undertake an initial options review to assess delivery of the Mayor's parking commitments	Owen Whalley (D&R) / Jamie Blake (CLC)	31/03/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Further improve our markets	Deputy Mayor, Cllr Oliur Rahman	31/03/2015
	Jamie Blake (CLC)	
Milestone	Lead Officer	Deadline
Undertake public consultation on Bethnal Green streetscene improvements	Jamie Blake (CLC)	30/06/2014
Outline design developed for the Wentworth Street market area street improvement scheme	Jamie Blake (CLC)	31/12/2014
Deliver the Bethnal Green Town Centre improvement scheme to improve the market area - commence work on site	Jamie Blake (CLC)	31/03/2015
Deliver public consultation on the Wentworth Street market area street improvement scheme	Jamie Blake (CLC)	31/03/2015

Activity	Lead Member, Lead Officer and Directorate	Deadline
Adopt the Tower Hamlets local Community Infrastructure Levy (CIL)	Cllr Rabina Khan Owen Whalley (D&R)	31/03/2015
Milestone	Lead Officer	Deadline
Full Council Adoption of LBTH CIL	Owen Whalley (D&R)	30/09/2014
Complete training programme for all Planning staff on the new CIL	Owen Whalley (D&R)	31/03/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver the Whitechapel Masterplan	Cllr Rabina Khan Owen Whalley (D&R)	31/12/2014
Milestone	Lead Officer	Deadline
Define the Interim Delivery approach for the Masterplan	Owen Whalley (D&R)	31/07/2014
Prepare briefing paper for the Interim Delivery Team	Owen Whalley (D&R)	30/09/2014
Complete project handover	Owen Whalley (D&R)	31/12/2014
Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver a Multi-Faith burial ground	Mayor Lutfur Rahman Ann Sutcliffe (D&R)	31/05/2015
Milestone	Lead Officer	Deadline
Partner to secure planning consent for Multi-Faith burial ground	Ann Sutcliffe (D&R)	31/12/2014
Commence marketing of cemetery provision	Ann Sutcliffe (D&R)	31/01/2015
Completion of setting out of grounds	Ann Sutcliffe (D&R)	31/05/2015

Strategic Priority 1.5: Improve local transport links and connectivity

Activity	Lead Member, Lead Officer and Directorate	Deadline
Support sustainable local transport including cycle improvements	Cllr Shahed Ali / Deputy Mayor, Cllr Oliur Rahman	31/03/2015
	Jamie Blake (CLC)	
Milestone	Lead Officer	Deadline
Review TfL safety improvement designs for Cycle Superhighways 2 and 3	Jamie Blake (CLC)	31/07/2014
Undertake consultation on the Council's sustainable local transport improvements (Cycle Superhighways 2&3 and Aldgate / Whitechapel Connections Strategy)	Jamie Blake (CLC)	30/09/2014
With the London Legacy Development Corporation (LLDC), design creation of a new north/south Riverside Walk link	Jamie Blake (CLC)	30/11/2014
Commence Cycle Superhighway 2 and 3 enabling works with TfL	Jamie Blake (CLC)	31/12/2014
Deliver first phase of Aldgate / Whitechapel Connections Strategy - works on site	Jamie Blake (CLC)	31/01/2015
Develop Stepney Schools Cycle Partnership to support cycling in the area and continue the free adult and children cycling training programmes	Jamie Blake (CLC)	31/03/2015
Deliver Phase One of the Leaway Walk in conjunction with the LLDC	Jamie Blake (CLC)	31/03/2015
Create 1,000 more parking spaces over the next four years (i.e. to 2018), delivering 250 new spaces this year	Jamie Blake (CLC)	31/03/2015

Strategic Priority 1.6: Developing stronger communities

Activity	Lead Member, Lead Officer and Directorate	Deadline
Engage residents and community leaders in policy and budget changes	Mayor Lutfur Rahman / Cllr Alibor Choudhury	31/03/2015
	Shazia Hussain (CLC)	
Milestone	Lead Officer	Deadline
Consult residents as part of the development of the Community Plan	Louise Russell (LPG)	31/12/2014
Hold an annual Mayor's Budget congress	Robin Beattie (CLC)	28/02/2015
Further develop and deliver a resident budget communications plan	Chris Holme (RES) / Takki Sulaiman (LPG)	28/02/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Implement a framework for engagement of borough-wide equality forums in the Partnership	Mayor Lutfur Rahman	31/12/2014
	Louise Russell (LPG)	
Milestone	Lead Officer	Deadline
Develop proposals to Partnership Executive for engagement of borough wide equality forums	Louise Russell (LPG)	30/06/2014
Present implementation report to Partnership Executive	Louise Russell (LPG)	31/12/2014
Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver locally appropriate services through the 4 locality Hubs	Mayor Lutfur Rahman	31/03/2015
	Shazia Hussain (CLC)	
Milestone	Lead Officer	Deadline
Complete negotiations with the Police regarding co-location	Robin Beattie (CLC)	31/07/2014
Develop a corporate wide strategy for locality co-location	Robin Beattie (CLC)	31/12/2014

Activity	Lead Member, Lead Officer and Directorate	Deadline
Develop further the Local Community Ward Forums and the Community Champions Programme	Mayor Lutfur Rahman	31/03/2015
	Shazia Hussain (CLC)	
Milestone	Lead Officer	Deadline
Use the LCWFs to support the scoping of the 'Play Streets' scheme in the borough	Shazia Hussain (CLC)	31/12/2014
Establish and implement three additional Local Community Ward Forums following the implementation of ward boundary changes	Shazia Hussain (CLC)	31/03/2015
Implement a 3rd round of Community Champions recruitment with targeted recruitment of under-represented groups	Shazia Hussain (CLC)	31/03/2015
Develop a Community Champions Framework	Shazia Hussain (CLC)	31/03/2015

A Prosperous Community

Strategic Priority 2.1: Improve educational aspiration and attainment

Activity	Lead Member, Lead Officer and Directorate	Deadline
Ensure sufficient places are provided to meet the need for statutory school places	Cllr Gulam Robbani Kate Bingham (ESW)	31/03/2015
Milestone	Lead Officer	Deadline
Review annual projections and adjust short, medium and long term planning accordingly	Kate Bingham (ESW)	30/09/2014
Review land and asset options to plan for growth of primary and secondary provision, including provision for children with SEN, and report to Cabinet on progress and further plans for implementation	Kate Bingham (ESW)	30/09/2014
Complete implementation of existing expansion schemes and any temporary schemes to provide sufficient primary places	Kate Bingham (ESW)	31/03/2015
Plan for implementation of future expansion schemes, working with D&R on land and funding matters where required, and plan for use of capital resources (including s. 106 and CIL funds) to implement schemes	Kate Bingham (ESW)	31/03/2015
Develop proposals for new school sites, including working with developers/owners and seeking school proposers as required	Kate Bingham (ESW)	31/03/2015
Develop medium and long term strategy to meet projected pupil growth to 2024, taking into account any new free schools agreed by DfE	Kate Bingham (ESW)	31/03/2015

Activity	Lead Member, Lead Officer and Directorate	Deadline
Expand free early education places of high quality for disadvantaged two-year-olds	Cllr Gulam Robbani Anne Canning (ESW)	31/03/2015
Milestone	Lead Officer	Deadline
Develop access routes to support the expansion of early learning places for eligible 2 year olds	Anne Canning (ESW)	30/09/2014
Use capital and trajectory building allocation from Dedicated Schools Grant to develop new, and expand existing, provision for eligible 2 year olds	Anne Canning (ESW)	31/03/2015
Work with identified settings to ensure that they are of high enough quality to provide places for eligible 2 year olds - promoting shared use of buildings where possible	Anne Canning (ESW)	31/03/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Raise attainment and narrow the gap between the lowest 20% and the median of all children at the end of the Early Years Foundation Stage (EYFS)	Cllr Gulam Robbani Anne Canning (ESW)	31/07/2014
Milestone	Lead Officer	Deadline
Roll out second year of Every Tower Hamlets Child a Talker (ECaT) Programme	Anne Canning (ESW)	31/07/2014
Roll out of the mathematics programme, including by appointing a skilled teacher who can work with both schools and MPVI settings; beginning the programme in the summer term and using QA and review processes as for ECaT	Anne Canning (ESW)	31/07/2014
Work with targeted schools, including by allocating a development worker to each school; agreeing a programme of work incorporating support for leadership skills, assessment, assessing using the characteristics of learning and planning for progress; reviewing EYFSP outcomes for each school	Anne Canning (ESW)	31/07/2014

Activity	Lead Member, Lead Officer and Directorate	Deadline
Increase the number of children achieving 5 A* to C grades including English and maths grades at GCSE	Cllr Gulam Robbani Anne Canning (ESW)	30/09/2014
Milestone	Lead Officer	Deadline
Identify the distribution of underperformance across the borough schools at all key stages, with a particular focus on White UK pupils and Looked After Children; offer feedback to the schools; identify key schools to work with to improve the attainment levels of the underachieving pupils	Anne Canning (ESW)	31/07/2014
Undertake identification of specific barriers to achieving such as family issues, SEN, attendance, health and motivation	Anne Canning (ESW)	30/09/2014
Offer targeted Key Stage 4 support to the worst performing schools to support improvement, including learning and family support interventions especially for Looked After Children	Anne Canning (ESW)	30/09/2014
Activity	Lead Member, Lead Officer and Directorate	Deadline
Bring A Level results above the national average	Cllr Gulam Robbani Anne Canning (ESW)	31/03/2015
Milestone	Lead Officer	Deadline
Support all sixth forms to use ALPS data effectively in their planning to target support to Year 12 students	Anne Canning (ESW)	30/09/2014
Offer targeted Key Stage 5 support to the worst performing schools to support improvement, including learning and family support interventions	Anne Canning (ESW)	30/09/2014
Fund and support the development of academic literacy, by providing one to one tuition for students and support for teachers which schools can access	Anne Canning (ESW)	31/03/2015

Activity	Lead Member, Lead Officer and Directorate	Deadline
Embed a Child Rights Approach in all of our commissioning for 2014/15	Cllr Gulam Robbani	28/02/2015
	Anne Canning, Deborah Cohen (ESW)	
Milestone	Lead Officer	Deadline
Ensure all our key partners sign up to the Mayor's Charter of Child Rights	Anne Canning (ESW)	30/04/2014
Children and Families Partnership Board agree the joint child rights based commissioning framework	Anne Canning, Deborah Cohen (ESW)	30/06/2014
Provide training for colleagues undertaking commissioning in 2014-15	Anne Canning, Deborah Cohen (ESW)	31/12/2014
Procurement processes completed	Anne Canning, Deborah Cohen (ESW)	28/02/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Assist more people into further education and to university, and continue to deliver the Mayor's Education Allowance (MEA) and Mayor's Higher Education Award (MHEA)	Cllr Gulam Robbani / Cllr Alibor Choudhury	31/02/2015
	Anne Canning (ESW)	
Milestone	Lead Officer	Deadline
Hold information sessions for parents about aspirational progression routes for young people leaving school, college or university	Anne Canning (ESW)	31/07/2014
Hold the annual Mayor's Education Achievement Awards to recognise the achievements of young people in the borough	Anne Canning (ESW)	30/11/2014
Undertake publicity and advertise the MEA and MHEA schemes	Anne Canning (ESW)	31/12/2014
Apply the MEA and MHEA policy to determine applications	Anne Canning (ESW)	31/12/2014
Make payments	Anne Canning (ESW)	31/01/2015

Activity	Lead Member, Lead Officer and Directorate	Deadline
Maintain investment in youth services and provision for young people	Deputy Mayor, Cllr Oliur Rahman	03/03/2015
	Andy Bamber (CLC)	
Milestone	Lead Officer	Deadline
Redesign and implement a new grant allocation process	Andy Bamber (CLC)	31/08/2014
Review Youth Service provision following the implementation of the restructure	Andy Bamber (CLC)	31/10/2014
Undertake a review of administrative support functions	Andy Bamber (CLC)	31/03/2014
Activity	Lead Member, Lead Officer and Directorate	Deadline
Provide effective support for parents and governors	Cllr Gulam Robbani	31/03/2015
	Anne Canning (ESW)	
Milestone	Lead Officer	Deadline
Provide training in relation to governors' financial responsibilities including new responsibilities related to teachers' pay, to improve the governance framework	Anne Canning (ESW)	31/03/2015
Ensure new governors in community schools undertake induction training; 50% of governors newly appointed in 2013/14 to attend the course within one year of being appointed	Anne Canning (ESW)	31/03/2015
Monitor the equality profile of governors and encourage the recruitment of under-represented groups	Anne Canning (ESW)	31/03/2015

Strategic Priority 2.2: Support more people into work

Activity	Lead Member, Lead Officer and Directorate	Deadline
Support residents into jobs through employment and skills programmes	Deputy Mayor, Cllr Oliur Rahman / Cllr Abdul Asad	31/03/2015
	Andy Scott (D&R), Bozena Allen, Deborah Cohen (ESW)	
Milestone	Lead Officer	Deadline
Support 750 Tower Hamlets residents into jobs	Andy Scott (D&R)	31/03/2015 and quarterly
Monitor and report the equalities profile of residents securing jobs to steer provision to targeted equality groups	Andy Scott (D&R)	31/03/2015
Establish a commercial recruitment agency for Tower Hamlets	Andy Scott (D&R)	31/03/2015
Create a new internal partnership arrangement based on a broad SLA with key partners including Job Centre Plus and other Economic Taskforce members	Andy Scott (D&R)	31/08/2014
Progress the first phase of the development of a new integrated employment centre	Andy Scott (D&R)	31/03/2015
Deliver integrated employment support services from each of the Idea Stores	Shazia Hussain (CLC)	31/03/2015
Support more people aged 18-69 with learning disabilities and mental health needs into employment	Bozena Allen (ESW)	31/03/2015

Activity	Lead Member, Lead Officer and Directorate	Deadline
Provide high quality support and training to assist young people into sustainable employment	Deputy Mayor, Cllr Oliur Rahman / Cllr Abdul Asad	31/03/2015
	Andy Scott (D&R), Diana Warne (ESW), Andy Bamber (CLC)	
Milestone	Lead Officer	Deadline
Increase and improve the labour market information provided to young people, schools and parents, focusing on growth areas	Dianna Warne (ESW), Andy Scott (D&R)	31/07/2014 and quarterly
In partnership with TH EBP, develop a clear and high quality standard of work experience for young people in school for employers to sign up to	Dianna Warne (ESW)	30/09/2014
Provide a minimum of 2 job fairs during the year for NEETs	Andy Bamber (CLC)	31/03/2015
Provide a Level 2 Award in Leadership for 200 young people	Andy Bamber (CLC)	31/03/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Maximise local employment and economic benefits from the Council's procurement and planning processes	Deputy Mayor, Cllr Oliur Rahman	31/03/2015
	Andy Scott (D&R)	
Milestone	Lead Officer	Deadline
Introduce cross-Council coordination of reporting on employment and enterprise agenda	Andy Scott (D&R)	30/09/2014
Review existing contracts list to identify and secure additional benefits	Andy Scott (D&R)	31/12/2014
Introduce coordinated processes to increase and capture opportunities from procurement and planning processes	Andy Scott (D&R)	31/03/2015
Continue to embed London Living Wage as a requirement in contracts, throughout the Council's supply chain.	Chris Holme (RES)	31/03/2015

Activity	Lead Member, Lead Officer and Directorate	Deadline
Support English for Speakers of Other Languages (ESOL)	Cllr Gulam Robbani / Deputy Mayor, Cllr Oliur Rahman Shazia Hussain (CLC)	31/03/2015
Milestone	Lead Officer	Deadline
Develop the performance framework to enhance monitoring arrangements for the uptake and performance of Idea Stores Learning ESOL provision	Shazia Hussain (CLC)	30/09/2014
Carry out a review of funding options for ESOL in the borough and implement a new structure for the delivery of a sustainable ESOL programme	Shazia Hussain (CLC)	31/12/2014
Strategic Priority 2.3: Manage the impact of welfare reform on local residents and maximising incomes		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Implement the Welfare Reform Temporary Accommodation Support Fund	Cllr Rabina Khan Colin Cormack (D&R)	31/10/2014
Milestone	Lead Officer	Deadline
Report on fund's 6-month spend, using this data to assess fund's likely duration and number of households involved	Colin Cormack (D&R)	30/04/2014
Report on measures requiring adoption to prevent over-spend of fund	Colin Cormack (D&R)	30/06/2014
Delivery of adopted measures for all capped households	Colin Cormack (D&R)	31/10/2014
Activity	Lead Member, Lead Officer and Directorate	Deadline
Optimise use of existing funding and maximise prospects for future funding	Mayor Lutfur Rahman Dave Clark (D&R)	30/03/2015
Milestone	Lead Officer	Deadline
Refine and develop grant management systems to improve productivity, management information and effectiveness of contract compliance monitoring	Dave Clark (D&R)	30/09/2014
Develop the Main Stream Grants future funding programme	Dave Clark (D&R)	31/03/2015

Launch round 3 of the European Social Fund community grants programme	Dave Clark (D&R)	31/03/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Drive the ongoing partnership wide programme around welfare reform	Cllr Rabina Khan / Cllr Alibor Choudhury Louise Russell (LPG)	31/10/2014
Milestone	Lead Officer	Deadline
Complete research into impact of welfare reform on local people	Louise Russell (LPG)	31/07/2014
Increase supply of specialist welfare benefits advice provision to support residents affected by changes in welfare benefits.	Andy Scott (D&R)	31/08/2014
Develop proposals to respond to Local Support Services Framework	Louise Russell (LPG)	31/10/2014
Develop a partnership approach to promote digital inclusion including provision of free WIFI areas	Louise Russell (LPG), Andy Scott (D&R)	31/12/2014
Take forward recommendations of welfare reform research	Louise Russell (LPG)	31/01/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Support local businesses	Deputy Mayor, Cllr Oliur Rahman Andy Scott (D&R)	31/03/2015
Milestone	Lead Officer	Deadline
Interim report on 'fit to supply' provision	Andy Scott (D&R)	01/09/2014
Increase local business database entries to 3500	Andy Scott (D&R)	30/09/2014
Increase local business database entries to 7000	Andy Scott (D&R)	01/03/2015
Develop forward plan for 'fit to supply' provision and business start-up initiatives	Andy Scott (D&R)	01/03/2015
Distribute 3 quarterly e-newsletters via Tower Hamlets business database	Andy Scott (D&R)	31/03/2015
Deliver Business Forum event and three further targeted events	Andy Scott (D&R)	31/03/2015

Activity	Lead Member, Lead Officer and Directorate	Deadline
Work collaboratively across London to enhance investment and opportunity	Cllr Alibor Choudhury	31/03/2015
	Andy Scott (D&R)	
Milestone	Lead Officer	Deadline
Secure inward investment by delivering contractual arrangements with organisations across borough boundaries or external to the borough	Andy Scott (D&R)	30/09/2014
Engage with, and promote the 6 Growth Boroughs unit, to bring benefits for Tower Hamlets	Andy Scott (D&R)	30/03/2015
Engage with and develop appropriate proposals for growth alongside the emerging London Local Enterprise Panel	Andy Scott (D&R)	30/03/2015

A Safe and Cohesive Community		
Strategic Priority 3.1: Focus on crime and anti-social behaviour		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver the partnership 'Violence Against Women & Girls' (VAWG) programme	Cllr Ohid Ahmed Andy Bamber (CLC)	31/03/2015
Milestone	Lead Officer	Deadline
Develop and analyse new performance indicators to support the anti-VAWG partnership work of the Council	Andy Bamber (CLC)	30/04/2014
Ensure that female residents have continued access to in-borough provision of Rape Crisis Services (Advice, Counselling and Advocacy)	Andy Bamber (CLC)	30/04/2014
Implement a multi-agency strategic approach to training and awareness raising in the borough for existing (VAWG) professionals	Andy Bamber (CLC)	31/03/2015
Develop a dedicated curriculum and VAWG training programme for young people in schools	Andy Bamber (CLC)	31/03/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Manage the night time economy	Deputy Mayor, Cllr Oliur Rahman Andy Bamber (CLC)	31/03/2015
Milestone	Lead Officer	Deadline
Develop an options paper for the implementation of Late Night Levies	Andy Bamber (CLC)	30/06/2014
Complete a detailed review of the costs and benefits of the adoption of early morning restriction orders	Andy Bamber (CLC)	31/03/2015
Develop a community alcohol partnership scheme to reduce sales of high strength drinks	Andy Bamber (CLC)	31/03/2015

Activity	Lead Member, Lead Officer and Directorate	Deadline
With our partners, deliver the Partnership Community Safety Plan	Cllr Ohid Ahmed	31/03/2015
	Andy Bamber (CLC)	
Milestone	Lead Officer	Deadline
Complete the strategic review and equality analysis of Crime and ASB	Andy Bamber (CLC)	28/02/2015
Annual review of the Community Safety Plan	Andy Bamber (CLC)	31/03/2015
Ensure that the Integrated Offender Model is embedded within the Community Safety Partnership Plan	Andy Bamber (CLC)	31/03/2015
Increase the number of hate crime pledges signed, and the number of reports made by hate crime third party reporting sites	Andy Bamber (CLC)	01/03/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Work with the Police and Mayor for London to maintain and improve enforcement, CCTV and deployment of local police to improve community safety, including deployment of a mobile police centre	Cllr Ohid Ahmed	31/03/2015
	Andy Bamber (CLC)	
Milestone	Lead Officer	Deadline
Implement and embed a new ASB tasking and coordination process with the police for assigning community safety resources	Andy Bamber (CLC)	30/04/2014
Continue the commitment to provide additional uniformed Police presence through the continuation of funding for Partnership Task Force resources and 20 additional officers; 1 per Ward, maintaining the focus on the Dealer a Day programme.	Andy Bamber (CLC)	30/09/2014
Launch a mobile Police centre so residents can report crimes and raise concerns face to face with police officers	Andy Bamber (CLC)	30/10/2014
Deliver 6 joint safer transport operations between April to December 2014	Andy Bamber (CLC)	31/12/2014
Deliver 10 Joint Automatic Number Plate Recognition CCTV operations	Andy Bamber (CLC)	31/03/2015

Strategic Priority 3.2: Reduce fear of crime

Activity	Lead Member, Lead Officer and Directorate	Deadline
Improve the responsiveness and visibility of our ASB services	Cllr Ohid Ahmed	31/03/2015
	Andy Bamber (CLC)	
Milestone	Lead Officer	Deadline
Implement the new ASB 'Trigger' process in line with new legislation and MOPAC guidance	Andy Bamber (CLC)	31/10/2014
Revise ASB Landlords' policy and procedures and present them to Members	Jackie Odunoye (D&R)	31/10/2014
Review and refresh ASB Strategy to take into account new ASB legislation	Andy Bamber (CLC)	31/12/2014
Commence ASB procedures review	Andy Bamber (CLC)	31/01/2015
Work with RSLs to develop and implement agreements for the provision of additional THEO resources to tackle estate based ASB	Andy Bamber (CLC)	31/03/2015

Strategic Priority 3.3: Foster greater community cohesion

Activity	Lead Member, Lead Officer and Directorate	Deadline
Celebrate our diversity with community events every month	Cllr Shafiqul Haque	31/03/2015
	Shazia Hussain (CLC), Louise Russell (LPG)	
Milestone	Lead Officer	Deadline
Support and deliver 120 community events with an attendance of over 100	Shazia Hussain (CLC)	31/03/2015
Deliver a programme of events which celebrate the diversity of the local community including:	Louise Russell (LPG)	
Black History Month		30/09/2013
Interfaith Week		30/11/2013
International Day for Disabled People		31/12/2013
LGBT History Month		20/02/2014
International Women's Week		31/03/2015
Support the celebration of World Food Day on October 16th as part of the annual events programme.	Shazia Hussain (CLC)	31/12/2013
Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver the Mayor's One Tower Hamlets fund scheme	Mayor Lutfur Rahman	31/12/2014
	Louise Russell (LPG)	
Milestone	Lead Officer	Deadline
Complete evaluation of 2014 One Tower Hamlets fund and present to the Tower Hamlets Equalities Steering Group	Louise Russell (LPG)	31/10/2014
Advertise One Tower Hamlets Fund	Louise Russell (LPG)	30/11/2014
Evaluate and award funding	Louise Russell (LPG)	31/12/2014

A Healthy and Supportive Community

Strategic Priority 4.1: Reduce health inequalities and promote healthy lifestyles

Activity	Lead Member, Lead Officer and Directorate	Deadline
Develop and implement a Women and Health employment programme focusing on the priority of Maternity and Early Years	Deputy Mayor, Cllr Oliur Rahman / Cllr Abdul Asad	31/03/2015
	Andy Scott (D&R)	
Milestone	Lead Officer	Deadline
Introduce programme Steering Group monthly meetings	Somen Banerjee (Public Health)	30/06/2014
Recruit 100 women	Andy Scott (D&R)	31/01/2015
Ensure 100 training courses started	Andy Scott (D&R)	31/01/2015
Deliver 100 placements started	Andy Scott (D&R)	31/03/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Support young people to live healthy lives	Cllr Gulam Robbani / Cllr Abdul Asad	31/03/2015
	Anne Canning (ESW)	
Milestone	Lead Officer	Deadline
Ensure 90% of Tower Hamlets schools have registered with the GLA's Healthy Schools London Award Scheme	Anne Canning (ESW)	01/03/2015
Deliver healthy eating and physical activity training to 150 school staff	Anne Canning (ESW)	31/03/2015
Provide healthy eating and physical activity support to 25 schools	Anne Canning (ESW)	31/03/2015
Support 15 schools to achieve Advanced Healthy School Status	Anne Canning (ESW)	31/03/2015
Develop a new model of Tier 2 mental health support to schools, children's centres, colleges and youth services, in partnership with Tower Hamlets CCG	Anne Canning, Richard Fradgley (ESW)	31/03/2015
Ensure the provision of focused contraception and sexual health services and the delivery of SRE in school and community settings	Somen Banerjee (Public Health)	31/03/2015

Implement the CCG review of health support services for Looked After Children and increase the proportion of LAC attending health assessments and dental checks to 90%	Steve Liddicott (ESW)	31/03/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Embed integrated governance arrangements through the Tower Hamlets Health and Wellbeing Board to maximise health and wellbeing outcomes	Mayor Lutfur Rahman / Cllr Abdul Asad	31/03/2015
	Louise Russell (CE), Deborah Cohen (ESW), Somen Banerjee (Public Health)	
Milestone	Lead Officer	Deadline
Provide support in the embedding of the commissioned Healthwatch service	Louise Russell (CE), Deborah Cohen (ESW)	31/03/2015
Use the Tower Hamlets Health and Wellbeing Board meetings to track NHS proposals and changes that will impact Tower Hamlets residents and devise plans with health partners to mitigate adverse consequences	Deborah Cohen (ESW)	31/03/2015
Work with Tower Hamlets CCG to target the use of the Better Care Fund on preventative services that reduce unnecessary hospital admissions	Deborah Cohen, Bozena Allen (ESW)	31/03/2015
Deliver a programme of co-production with local residents initiated around type 2 diabetes and cardiovascular disease	Somen Banerjee (Public Health)	30/06/2014

Activity	Lead Member, Lead Officer and Directorate	Deadline
Use Public Health expertise within a Council and Partnership-wide approach to reduce health inequalities for all sections of the community	Mayor Lutfur Rahman, Cllr Abdul Asad	31/03/2015
	Louise Russell (LPG), Somen Banerjee (Public Health), Andy Bamber (CLC)	
Milestone	Lead Officer	Deadline
Develop, agree and implement a 'food for health' action plan	Andy Bamber (CLC)	31/07/2014
Identify roles and responsibilities across the Council for Public Health Outcomes Framework indicators and align with JSNA and Health and Wellbeing Strategy	Louise Russell (LPG), Somen Banerjee (Public Health)	31/03/2015
Support 2900 people to quit smoking.	Somen Banerjee (Public Health)	31/03/2015
Tender and award Public Health commissioned services	Somen Banerjee (Public Health)	31/06/2014
Activity	Lead Member, Lead Officer and Directorate	Deadline
Invest in the borough's leisure facilities and playing pitches	Cllr Abdul Asad	31/03/2015
	Shazia Hussain (CLC)	
Milestone	Lead Officer	Deadline
Enhance existing provision including: replacing artificial turf (Stepney Green Park and John Orwell Sports Centre), resurfacing tennis courts (St. John's Park) and replacing floodlights (Stepney Green Park, St. John's Park and John Orwell Sports Centre)	Shazia Hussain (CLC)	31/03/2015
Complete improvements at Victoria Park, including to changing rooms and cricket wickets	Shazia Hussain (CLC)	31/03/2015

Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver free school meals for all primary pupils in the borough through supplementing the government's Universal Infant Free School Meals programme	Cllr Abdul Asad	31/07/2014
	Kate Bingham (ESW)	
Milestone	Lead Officer	Deadline
Assess catering staffing needs on school by school basis (July 2014)	Kate Bingham (ESW)	31/07/2014
Recruit additional staff through Skillsmatch (July 2014)	Kate Bingham (ESW)	31/07/2014
Publicise scheme to parents of all Primary children (July 2014)	Kate Bingham (ESW)	31/07/2014
Activity	Lead Member, Lead Officer and Directorate	Deadline
Work with people with drug and alcohol dependencies to break the cycle of substance misuse	Cllr Ohid Ahmed	31/03/2015
	Andy Bamber (CLC)	
Milestone	Lead Officer	Deadline
Review the commissioned services with Public Health, taking account of any significant variation in treatment outcomes for equality groups	Andy Bamber (CLC) / Somen Banerjee (Public Health)	31/05/2014
Complete Drug & Alcohol Service re-provisioning	Andy Bamber (CLC) / Somen Banerjee (Public Health)	31/01/2015

Strategic Priority 4.2: Enable people to live independently

Activity	Lead Member, Lead Officer and Directorate	Deadline
Improve support to Carers	Cllr Abdul Asad	31/03/2015
	Bozena Allen / Deborah Cohen (ESW)	
Milestone	Lead Officer	Deadline
Complete the commissioning actions within the Carers Three Year Plan – including improving access to employment for carers	Bozena Allen, Deborah Cohen (ESW)	30/09/2014
Review the introduction of carers' budgets to give carers control over the services they choose to receive in the context of the Care Bill	Bozena Allen, Deborah Cohen (ESW)	31/03/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Improve the customer journey by embedding the principles of choice and control	Cllr Abdul Asad	31/03/2015
	Bozena Allen / Deborah Cohen (ESW)	
Milestone	Lead Officer	Deadline
Complete the implementation of the new 'Customer Journey' for the community learning disability service	Bozena Allen, Deborah Cohen (ESW)	30/06/2014
Complete the refresh on the market position statement and approach to social care market locally in line with requirements of the Care and Support Bill	Bozena Allen, Deborah Cohen (ESW)	31/07/2014
Launch the e-marketplace to enable people to purchase health and social care services over the internet	Bozena Allen, Deborah Cohen (ESW)	30/09/2014
Implement phase 2 of the development of a Quality Standards Framework for non-regulated services	Bozena Allen, Deborah Cohen (ESW)	30/12/2014
Review take-up of self-directed and direct support in giving users control over the services they choose to receive	Bozena Allen, Deborah Cohen (ESW)	31/03/2015

Re-commission mental health services to improve their ability to enable people to live safe, independent and fulfilled lives in the community	Bozena Allen, Deborah Cohen (ESW)	30/03/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Enable personalised support for the borough's most vulnerable residents	Cllr Abdul Asad Bozena Allen / Deborah Cohen (ESW)	31/03/2015
Milestone	Lead Officer	Deadline
Develop a strategic framework to address the issues of social inclusion and health and within this context review open access/prevention services including the Borough's network of lunch clubs and tea dance events.	Deborah Cohen, Somen Banerjee (ESW)	31/12/2014
Create an equipment demonstration centre to support independence and wellbeing	Bozena Allen (ESW)	31/12/2014
Implement the strategy on the development of new supported accommodation for people with mental health needs who need high end support	Deborah Cohen (ESW)	31/03/2015
Implement the Mental Health Strategy with emphasis on addressing mental health inequalities and establishing a life course approach to mental health	Deborah Cohen (ESW)	31/03/2015

Strategic Priority 4.3: Provide excellent primary and community care		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver integrated working between health and social care	Cllr Abdul Asad	31/03/2015
	Deborah Cohen / Bozena Allen (ESW)	
Milestone	Lead Officer	Deadline
Work with health partners to establish the governance for the integrated care programme and agree the role of the local authority	Bozena Allen, Deborah Cohen (ESW)	30/09/2014
Work with Tower Hamlets Health and Wellbeing Board members to implement an action plan on addressing housing as a wider social determinant of health	Bozena Allen, Deborah Cohen (ESW)	30/09/2014
Agree Council Policy on integrated care pathways	Bozena Allen, Deborah Cohen (ESW)	31/12/2014
Utilise the Better Care Fund to provide integrated health and social care services to service users	Bozena Allen, Deborah Cohen (ESW)	31/03/2015
Strategic Priority 4.4: Keep vulnerable children, adults and families safer, minimising harm and neglect		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Work together to protect vulnerable adults	Cllr Abdul Asad	31/03/2015
	Bozena Allen(ESW)	
Milestone	Lead Officer	Deadline
Establish a working relationship between SAB and the HWBB; including the establishment of a written protocol	Bozena Allen(ESW)	30/09/2014
Continue to develop the Safeguarding Adults Board role in monitoring and reviewing the multi-agency response to safeguarding vulnerable adults	Bozena Allen(ESW)	31/03/2015
Ensure local agencies comply with the Winterbourne Actions	Bozena Allen(ESW)	31/03/2015

Activity	Lead Member, Lead Officer and Directorate	Deadline
Provide proportionate support to vulnerable children and families	Cllr Gulam Robbani Steve Liddicott (ESW)	31/03/2015
Milestone	Lead Officer	Deadline
Implement the revised Public Law Outline and Court Work procedures to ensure that care proceedings take an average of 26 weeks	Steve Liddicott (ESW)	30/09/2014
Implement the use of the Signs of Safety tools across all agencies to ensure that an effective risk analysis is made to enable families to receive proportionate support at an early stage	Steve Liddicott (ESW)	30/09/2014
Complete the evaluation of the impact of the Tower Hamlets Multi-Agency Safeguarding Hub (MASH) and the impact of using the thresholds identified in the revised Family Wellbeing Model	Steve Liddicott (ESW)	31/12/2014
Implement the recommendations from the Children with Disabilities Joint Strategic Needs Assessment	Steve Liddicott (ESW)	31/03/2015
Integrate the learning from the Troubled Families Programme into Service Plans for 2014/15 to achieve one or both of the following outcomes: social work assessments and plans to include evidence that wider family needs had been considered eg. community or environmental factors; a reduction in the number of different professionals working with families through collective responsibility to meet the needs of children	Steve Liddicott (ESW)	31/03/2015
Develop a Gangs strategy to keep our young people away from gang culture	Steve Liddicott (ESW)	31/03/2015

Activity	Lead Member, Lead Officer and Directorate	Deadline
Introduce improvements to the adoption system	Cllr Gulam Robbani	31/03/2015
	Steve Liddicott (ESW)	
Milestone	Lead Officer	Deadline
Reduce the number of children awaiting permanent adoption through adoption, special guardianship or long-term fostering	Steve Liddicott (ESW)	31/03/2015
Achieve an increase in the pool of adopters through contributing to the pan-London recruitment campaign	Steve Liddicott (ESW)	31/03/2015
Reduce the average number of days between Tower Hamlets receiving court authority to place a child for adoption and then deciding on a match to an adoptive family to less than 100 days	Steve Liddicott (ESW)	31/03/2015

One Tower Hamlets		
Strategic Priority 5.1: Reduce inequalities		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Employ a workforce that fully reflects the community it serves	Deputy Mayor, Cllr Oliur Rahman Simon Kilbey (RES)	31/03/2015
Milestone	Lead Officer	Deadline
Deliver on the Workforce to Reflect the Community targets	Simon Kilbey (RES)	31/03/2015
Introduce the 'Take a Chance Scheme' new recruitment initiative	Simon Kilbey (RES)	31/03/2015
Support the Navigate programme with progression or development for 50% of participants, encouraging participation from all groups to reflect the workforce	Simon Kilbey (RES)	31/03/2015
Support 50 apprentices in vocational training by identifying placements across directorates, encouraging participation from all groups to reflect the community	Simon Kilbey (RES)	31/03/2015
Increase the proportion of temporary workers resourced from the local community by utilising Tower Hamlets in-house temporary resourcing service (ITRES) and encouraging participation from all groups to reflect the community	Simon Kilbey (RES)	31/03/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Double the number of pre apprenticeships at the Council for disabled residents from 10 to 20 each year	Deputy Mayor, Cllr Oliur Rahman Simon Kilbey (RES)	31/03/2015
Milestone	Lead Officer	Deadline
Two recruitment campaigns to take place on an annual basis for disabled residents to support them into employment or vocational studies	Simon Kilbey (RES)	31/03/2015

Activity	Lead Member, Lead Officer and Directorate	Deadline
Coordinate and support the implementation of the recommendations arising from the Tower Hamlets Fairness Commission	Mayor Lutfur Rahman	31/12/2014
	Louise Russell (LPG)	
Milestone	Lead Officer	Deadline
Council response to the Fairness Commission recommendations presented at Cabinet	Louise Russell (LPG)	30/04/2014
Progress report on implementation of the Fairness Commission recommendations presented at Cabinet	Louise Russell (LPG)	31/12/2014
Activity	Lead Member, Lead Officer and Directorate	Deadline
Refresh our strategies around diversity and cohesion	Mayor Lutfur Rahman	31/12/2014
	Louise Russell (LPG)	
Milestone	Lead Officer	Deadline
Report on response of recommendations of the EFLG to CMT	Louise Russell (LPG)	30/09/2014
Review of our cohesion and equality strategies to CMT	Louise Russell (LPG)	31/03/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Ensure that 'Every Voice Matters'	Cllr Aminur Khan	31/03/2015
	Louise Russell (LPG)	
Milestone	Lead Officer	Deadline
Identify areas where disabled people will be involved in co-designing responses to areas of inequality for disabled people agreed through the Local Voices work programme	Louise Russell (LPG)	30/04/2014
Present Local Voices progress report to Tower Hamlets Equalities Steering Group	Louise Russell (LPG)	31/03/2015
Refresh mechanisms for involving local LGBT residents in the design, delivery and scrutiny of local services	Louise Russell (LPG)	31/03/2014
Review mechanisms for involving local faith communities	Louise Russell (LPG)	31/03/2014

Strategic Priority 5.2: Work efficiently and effectively as One Council

Activity	Lead Member, Lead Officer and Directorate	Deadline
Work with managers to improve and reduce staff sickness absence	Cllr Alibor Choudhury Simon Kilbey (RES)	31/03/2015
Milestone	Lead Officer	Deadline
Ensure that Directorate People Panels (DPPs) meet monthly to effectively review absence data	Simon Kilbey (RES)	31/03/2015
Support managers to review staff sickness absence statistics in conjunction with HR business partners and begin taking formal action under the policy	Simon Kilbey (RES)	31/03/2015
Work with the People Board Operations group to identify specific actions to support managers in areas of high sickness absence to ensure best practice is shared	Simon Kilbey (RES)	31/03/2015
Monitor and support managers to access the HR self-service to record sickness absence data and take appropriate action	Simon Kilbey (RES)	31/03/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Develop the strategic ICT partnership	Cllr Alibor Choudhury Shirley Hamilton (RES)	31/03/2015
Milestone	Lead Officer	Deadline
Develop and publish a 3 year ICT Strategy (2015-2018) and Strategic Implementation Plan agreed by the Strategic Partnership Board	Shirley Hamilton (RES)	31/03/2015
Stabilise the Council's ICT environment working in conjunction with Agilisys, fully embedding the VDI system and any future migration	Shirley Hamilton (RES)	31/03/2015
Ensure compliance with the new national PSN ICT security requirements and minimise disruption to Council services	Shirley Hamilton (RES)	31/03/2015

Activity	Lead Member, Lead Officer and Directorate	Deadline
Improve revenue collection	Cllr Alibor Choudhury Roger Jones (RES)	31/03/2015
Milestone	Lead Officer	Deadline
Implement the Optimisation Programme that will focus on improving collection of debt, data management and managing growth with improved yield from the rate base and tax base	Roger Jones	31/03/2015
Implement the Council Tax Discount award scheme, to support low income households who are entitled to partial council tax support	Roger Jones	31/05/2014
Activity	Lead Member, Lead Officer and Directorate	Deadline
Develop Progressive Partnerships to further the Mayor's social objectives	Cllr Alibor Choudhury Zamil Ahmed (RES)	31/03/2015
Milestone	Lead Officer	Deadline
Introduce smarter sourcing practices to support SMEs, deliver savings and increase compliance	Zamil Ahmed (RES)	31/03/2015
Launch the local supply chain initiatives to stimulate the local economy	Zamil Ahmed (RES)	31/03/2015
Promote ethical sourcing and sustainability: aim to achieve WWF Silver Status for the purchasing of sustainable timber products	Zamil Ahmed (RES)	31/03/2015
Develop a 'Business Charter' for Tower Hamlets through which local businesses commit to 'buy local, employ local, support local'	Andy Scott (D&R)	31/03/2015

Activity	Lead Member, Lead Officer and Directorate	Deadline
Improve customer satisfaction and value for money	Cllr Alibor Choudhury	31/03/2015
	Keith Paulin (RES)	
Milestone	Lead Officer	Deadline
Develop improved transparency and reporting mechanisms in line with the Code of Recommended Practice on Data Transparency & Local Audit & Accountability Bill	Kevin Miles (RES)	31/12/2014
Improve customer satisfaction levels with reduced budget	Keith Paulin (RES)	31/03/2015
Develop self-service online options to reduce demand and cost, including implementing an online process for housing benefits and parking permits	Keith Paulin (RES)	31/03/2015
Develop methods of measuring satisfaction with automated/online services	Keith Paulin (RES)	31/03/2015
Monitor how staff are dealing with customers and provide training where appropriate	Keith Paulin (RES)	31/03/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Make better use of our buildings and other public assets	Cllr Alibor Choudhury	31/03/2015
	Ann Sutcliffe (D&R)	
Milestone	Lead Officer	Deadline
Implement the Corporate Landlord Model	Ann Sutcliffe (D&R)	30/04/2014
Renew Asset Strategy	Ann Sutcliffe (D&R)	31/05/2014
Commence work on Civic Centre	Ann Sutcliffe (D&R)	30/06/2014
Implement client / provider structure	Ann Sutcliffe (D&R)	30/09/2014
Commence disposal strategy of surplus assets	Ann Sutcliffe (D&R)	30/09/2014
Commence soft market testing on procurement options for Civic Centre	Ann Sutcliffe (D&R)	30/09/2014
Ensure the impact on the statutory provision of childcare places is considered in the development of the Council's asset strategy	Ann Sutcliffe (D&R)	30/09/2014

Activity	Lead Member, Lead Officer and Directorate	Deadline
Tackle misuse of public assets and generate income from pro-active anti-fraud work	Cllr Alibor Choudhury Minesh Jani (RES)	01/03/2015
Milestone	Lead Officer	Deadline
Recover 40 social housing properties used fraudulently	Minesh Jani (RES)	31/03/2015
Achieve 160 sanctions and prosecute 40 cases of housing benefit fraud	Minesh Jani (RES)	31/03/2015
Develop pro-active fraud awareness campaign - focusing on reporting and data matching between services in the Council	Minesh Jani (RES)	01/03/2015
Roll out e-learning modules to all staff, including on the Bribery Act 2010	Minesh Jani (RES)	01/03/2015
Deliver the internal audit plan to ensure key strategic risks are adequately evaluated	Minesh Jani (RES)	01/03/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Prioritise frontline services whilst delivering the Council's budget strategy during a period of declining resources	Cllr Alibor Choudhury Chris Holme, Richard Lungley and John Jones (RES)	30/11/2014
Milestone	Lead Officer	Deadline
Develop a package of deliverable efficiency opportunities to ensure a balanced budget for 2015/16	Chris Holme (RES)	30/09/2014
Review economic growth opportunities and their implication for the Council's medium term financial strategy to 2018	Richard Lungley and John Jones (RES)	30/09/2014
Maintain strong and effective financial management and control, supported by ongoing budget manager training	Richard Lungley and John Jones (RES)	30/11/2014

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