

# CABINET

Wednesday, 7 January 2015 at 5.30 p.m.

C1, 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 Health and 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 Education and 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:

Matthew Mannion, Democratic Services,  
1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG  
Tel: 020 7364 4651  
E-mail: [matthew.mannion@towerhamlets.gov.uk](mailto:matthew.mannion@towerhamlets.gov.uk)  
Web: <http://www.towerhamlets.gov.uk/committee>

Scan this code  
for an  
electronic  
agenda:



## Public Information

### **Attendance at meetings.**

The public are welcome to attend meetings of Cabinet. However seating is limited and offered on a first come first served basis. **Please note** that you may be filmed in the background as part of the Council's filming of the meeting.

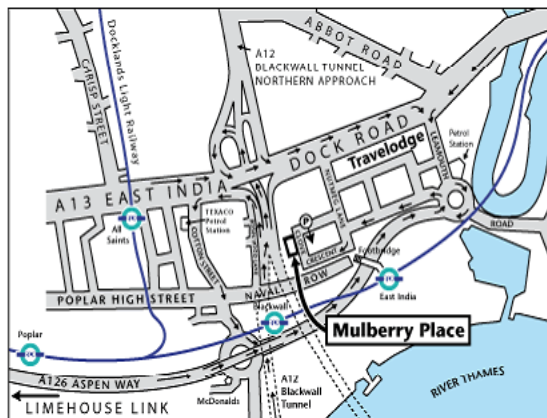
### **Audio/Visual recording of meetings.**

The Council will be filming the meeting for presentation on the website. Should you wish to film the meeting, please contact the Committee Officer shown on the agenda front page.

### **Mobile telephones**

Please switch your mobile telephone on to silent mode whilst in the meeting.

### **Access information for the Town Hall, Mulberry Place.**



Bus: Routes: 15, 277, 108, D6, D7, D8 all stop near the Town Hall.

Docklands Light Railway: Nearest stations are East India: Head across the bridge and then through the complex to the Town Hall, Mulberry Place  
Blackwall station: Across the bus station then turn right to the back of the Town Hall complex, through the gates and archway to the Town Hall.

Tube: The closest tube stations are Canning Town and Canary Wharf.

Car Parking: There is limited visitor pay and display parking at the Town Hall (free from 6pm)

If you are viewing this on line: ([http://www.towerhamlets.gov.uk/content\\_pages/contact\\_us.aspx](http://www.towerhamlets.gov.uk/content_pages/contact_us.aspx))

### **Meeting access/special requirements.**

The Town Hall is accessible to people with special needs. There are accessible toilets, lifts to venues. Disabled parking bays and an induction loop system for people with hearing difficulties are available. Documents can be made available in large print, Braille or audio version. For further information, contact the Officers shown on the front of the agenda.



### **Fire alarm**

If the fire alarm sounds please leave the building immediately by the nearest available fire exit without deviating to collect belongings. Fire wardens will direct you to the exits and fire assembly point. If you are unable to use the stairs, a member of staff will direct you to a safe area. The meeting will reconvene if it is safe to do so, or else it will stand adjourned.

### **Electronic agendas reports, minutes and film recordings.**

Copies of agendas, reports and minutes for council meetings and links to filmed webcasts can also be found on our website from day of publication.

To access this, click [www.towerhamlets.gov.uk/committee](http://www.towerhamlets.gov.uk/committee) and search for the relevant committee and meeting date.

Agendas are available at the Town Hall, Libraries, Idea Centres and One Stop Shops and on the Mod.Gov, iPad and Android apps.



QR code for smart phone users

## 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](http://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, 9 January 2015**
- The deadline for call-ins is: **Friday, 16 January 2015**

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: **Wednesday, 24 December 2014 (Noon)**

# LONDON BOROUGH OF TOWER HAMLETS

## CABINET

WEDNESDAY, 7 JANUARY 2015

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 3 December 2014 are 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
----------------	---------------------

## UNRESTRICTED REPORTS FOR CONSIDERATION

### 6. A GREAT PLACE TO LIVE

- |      |   |        |                                 |
|------|---|--------|---------------------------------|
| 6 .1 | Future of Waste Management Services (to follow)                     |        | All Wards                       |
| 6 .2 | Rights of Light - City Pride Development & Island Point Development | 5 - 30 | Canary Wharf;<br>Island Gardens |

### 7. A PROSPEROUS COMMUNITY

Nil items.

### 8. A SAFE AND COHESIVE COMMUNITY

Nil items.

### 9. A HEALTHY AND SUPPORTIVE COMMUNITY

Nil items.

### 10. ONE TOWER HAMLETS

- |       |  |          |           |
|-------|--|----------|-----------|
| 10 .1 | Strategic Performance, 14/15 General Fund Revenue Budget and Capital Programme Monitoring Q2 | 31 - 142 | All Wards |
| 10 .2 | Housing Revenue Account First Budget and Rent Setting Report - 2015/16 (to follow)           |          | All Wards |
| 10 .3 | Fees and Charges 2015/16 (to follow)   |          | All Wards |
| 10 .4 | Council Tax Base Report (to follow)  |          | All Wards |
| 10 .5 | General Fund Capital and Revenue Budgets and Medium Term Financial Plan 2015/16 (to follow)  |          | All Wards |

### 11. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

### 12. UNRESTRICTED REPORTS FOR INFORMATION

- |       |  |           |           |
|-------|--|-----------|-----------|
| 12 .1 | Exercise of Corporate Directors' Discretions | 143 - 148 | All Wards |
|-------|--|-----------|-----------|

### 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**

### **22. EXEMPT / CONFIDENTIAL REPORTS FOR INFORMATION**

Nil items.

# 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>

This page is intentionally left blank

# Agenda Item 6.2

<b>CABINET</b> 7 January 2014	 <b>TOWER HAMLETS</b>
<b>Report of:</b> Aman Dalvi, Corporate Director of Development and Renewal	<b>Classification:</b> Unrestricted
<b>Resolution: Rights of Light S227, S233 &amp; S237 Town and Country Planning Act 1990 - City Pride &amp; Island Point Development</b>	

<b>Lead Member</b>	Councillor Rabina Khan, Cabinet Member for Housing and Development
<b>Originating Officer(s)</b>	Jackie Odunoye, Service Head Strategy Regeneration & Sustainability
<b>Wards Affected</b>	Canary Wharf & Island Garden
<b>Community Plan Theme</b>	<b>A Great Place to Live</b>
<b>Key Decision?</b>	Yes

## 1. **EXECUTIVE SUMMARY**

- 1.1 Development continues apace in the borough at ever higher densities which poses significant challenges to building places which are attractive to live and work in and provide all of the necessary amenities and infrastructure.
- 1.2 An issue which is now rising in importance is Rights to Light. This is a property issue; it can have an impact on resale value, and also potentially has Human Rights Act implications. It only appears to really impact on freehold or long leasehold owners and not short term tenants whose interest in the property is usually of limited duration.
- 1.3 In some cases developers are turning to the Council to request consideration of the use of its powers under the Town and Country Planning Act 1990 (**TCPA**), sections 227, 233 and 237. The effect of using these powers is to remove the potential for affected owners to issue an injunction to prevent a development from going ahead however it cannot remove the right for compensation to be paid.
- 1.4 The Council cannot use these powers simply to assist the developer or because the developer faces severe financial pressure because of the threat of an injunction. Neither is the fact that planning consent has been granted an automatic route to the use of the sections 227, 233 and 237 powers; the two are entirely separate processes.
- 1.5 The Council has to be satisfied that the public good justifies the dismissal of a private property right. Compensation is always payable in any event.

## **2. RECOMMENDATIONS:**

The Mayor is recommended to:

- 2.1 Note the risks identified in section 13;
- 2.2 Agree the principle of acquiring the developer's land for planning purposes using S227 powers and disposing of that land to the developer using S233 powers in order to engage S237 powers to enable the development to be carried out;
- 2.3 Note the effect of S237 of the TCPA if the Council acquires land for planning purposes;
- 2.4 Note the circumstances in which an acquisition may be made for planning purposes;
- 2.5 Note the consultation undertaken with affected neighbouring owners and land interests;
- 2.6 Note that the use of S237 powers is necessary and proportionate, and that the developer has shown to Council officers, that it has made adequate efforts to reach fair negotiated settlements with affected third parties, and that the developer will continue to do so during the implementation of powers;
- 2.7 Agree to enter into agreements with the affected land owners for compensation in respect of rights extinguished under S237 of the TCPA 1990;
- 2.8 Agree that the developer should be obliged to apply for consent to the non-material minor amendments summarised in paragraph 10.5 before the Council exercises its S237 powers;
- 2.9 Delegate to the Director of Development and Renewal after consultation with the Service Head – Legal Services the powers, to agree the terms of the acquisition and lease and lease back to the developer and to complete the necessary documentation to enable acquisition under S227 of the TCPA 1990 and subsequent disposal or lease back to the developer under S233 of the TCPA 1990, at no cost to the Council;
- 2.10 Delegate to the Director of Development and Renewal after consultation with the Service Head - Legal Services the power to take all necessary procedural steps and execute the necessary documents to override all third party rights pursuant to S237 of the TCPA 1990 to facilitate the proposed developments on both the City Pride and Island Point sites.
- 2.11 Note that any transfer or lease back of the site to the developer will require the consent of the commissioners appointed by the Secretary of State as detailed in paragraph 15.9.

### **3. REASONS FOR THE DECISIONS**

- 3.1 Section 8 of this report highlights the substantial benefits from the scheme in terms of meeting the well-being tests for the use of the S237 powers. Paragraphs 16.7 and 16.9 confirm that the public benefits of using the S237 powers are considered to outweigh the infringements of private rights.
- 3.2 The affordable housing which is to be built as part of the City Pride and Island Point scheme will contribute towards the Council's housing target and the GLA's London Plan housing target. The loss of these units would make achievement of already very challenging numbers even more difficult.
- 3.3 The developer has formally requested that the Council considers the use of section 237 powers of the Town and Country Planning Act 1990, because one or more owners of neighbouring residential properties have threatened the use of injunction to frustrate the development. The validation and consultation undertaken by officers has confirmed that this is a distinct possibility.
- 3.4 The use of the power does not remove the right to compensation to be paid to the affected property owners. In reaching a final decision the Council will have specific regard to both the property rights of the affected owners and the Human Rights Act implications.
- 3.5 The purpose of the Scheme is to overcome certain impediments to the development of the Land and to enable such development to be carried out with minimum further delay so that substantial well-being benefits can be realised for the Council's area.
- 3.6 The Scheme will achieve this purpose by authorising the interference with any easements or other third party rights over the Land, including any rights of light, which may arise as a result of the carrying out of the development.

#### **Powers**

- 3.7 The Council has the power to acquire land for planning purposes under Section 227 of the Town and Country Planning Act 1990 ("**Act**").
- 3.8 Such powers can only be used if the Council thinks that:
- 3.8.1 the acquisition will facilitate the carrying out of development, re-development or improvement on or in relation to the land; and
- 3.8.2 the development, re-development or improvement is likely to contribute the achievement of the promotion or improvement of the economic, social and/or environmental well-being of the Council's area.
- 3.9 If such powers are exercised to acquire land, it would have the effect of authorising the Council (and any successors in title to it) under section 237 of the Act to carry out development on the land in accordance with planning permission, notwithstanding that such development involves interference with certain interests or rights or a breach of a restriction as to the user of land arising by virtue of a contract. Compensation would be payable in respect of any such interference or breach pursuant to section 237(4) of the Act.

- 3.10 In 3.8 and 3.9 above, the Council may enter into a back to back deal with the developer, pursuant to criteria in section 233(1) of the TCPA. The disposal should be in such a manner and subject to such conditions as appear expedient in order:
- a) to secure the best use of that or other land and any buildings or works which have been, or are to be, erected, constructed or carried out on it; or
  - b) to secure the erection, construction or carrying out on it of any buildings or works which the Council considers necessary for the proper planning of the area. The terms of the disposal should ensure that the best use of the land and buildings will be secured.
- 3.11 The Council is satisfied that the use of such powers is appropriate given the need to override easements and other rights which could otherwise prevent or further delay the carrying out of development of the Land. There are no other more appropriate enabling powers.

#### **4. ALTERNATIVE OPTIONS**

- 4.1 There is no obligation for the Council to use its powers in this way and it cannot use them simply to assist the developer or to mitigate the developer's financial risks. If it chose not to act it would require the developer to deal with the objections and reach agreements with neighbouring property owners. There would remain a residual risk that the development might not progress due to the inability to agree settlements with all relevant parties and possibly due to the scheme becoming unviable. The affordable housing units would not be built out and the other public benefits identified in section 8 would not be achieved.
- 4.2 It is noted the developer has explored alternative options for both the City Pride and Island Point sites, including partial re-designs and scaling the scheme down to a smaller footprint; these options are considered further in section 9. Some of the partial changes proposed will be submitted by the developer as non-material amendments. However, some of the alternative re-design options explored have been found to be unviable or still leave a high risk of injunction. Crucially, the two sites are inter-linked and the successful delivery of the scheme would be dependent on both sites coming forward for development.
- 4.3 The alternative option is to NOT make the recommended Resolutions for exercising the powers under sections 227, 233 and 237 of the TCPA 1990. In this instance whilst negotiations by the developer with individual land interests could continue, this would depend on the willingness of the affected claimants: there would be a real risk that the development could not go ahead, due to the threat of injunctions. This would jeopardise the delivery of the substantial benefits for the local community identified in Section 8 below.

#### **5. BACKGROUND**

- 5.1 One of the implications of high density development is the potential to reduce the light reaching windows of surrounding homes; this is an important consideration in the planning process where there are well established methodologies for calculating Daylight/Sunlight penetration. However there are occasions where even when a development has planning consent there are still adverse implications to neighboring homes. The affected home owners are entitled to compensation but in some circumstances might also be able to obtain an injunction to limit or prevent the

development being carried out. There is now case law in which such injunctions have been awarded.

- 5.2 However, the ability to injunct can be removed if the Council chooses to use powers included in the Town and Country Planning Act 1990 (TCPA) to appropriate or acquire the land. The City Pride and Island Point developer has raised with officers the possibility of invoking the powers in Tower Hamlets.
- 5.3 Section 237 of the TCPA provides that the construction of any building or the carrying out of work on land which has been acquired or appropriated by a local authority for planning purposes (whether done by the authority or by a person deriving title under them) is authorised if done in accordance with planning permission, notwithstanding that it involves interference with an easement or breach of a restrictive covenant. The use of any land in England which has been acquired or appropriated by a local authority for planning purposes is likewise authorised. The effect of section 237 is to defeat third party interests, such as rights to light. Compensation is payable for such interference under the compulsory purchase legislation, that is on the basis of diminution in the value of the claimant's land without any ransom or loss of bargaining position element.
- 5.4 The reference in section 237 to acquiring land for planning purposes relates to its acquisition under section 226 or 227 of the TCPA. These powers may be summarised as follows:-
1. *Under section 226 a local authority has power to acquire compulsorily land in its area (a) if they think 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.*
  2. *Section 227 provides that the Council of a London Borough may acquire by agreement any land which they require for any purpose for which they may be authorised to acquire land under section 226.*
- 5.5 The Council will not carry out the development itself. It is envisaged that the Council will acquire the sites subject to an obligation to transfer them back to the developer so that it can carry out the development. 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. That said it is open to the Council to acquire land for planning purposes by agreement from a developer and then immediately transfer or lease it back. Provided the development is then carried out in accordance with planning permission it will be free from the restraints of any easements or covenant affecting the land, including rights of light.

## **6. DETAILS OF REPORT**

- 6.1 The exercise of the powers outlined in section 3 above will affect third party property rights so the courts will strictly apply the relevant requirements for a compulsory acquisition for planning purposes, which under section 226 of the TCPA are as follows:

a) The Council thinks that the acquisitions will facilitate the carrying out of development or redevelopment or improvement on or in relation to the land; or

b) The land 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.

- 6.2 In order to show that the acquisition will facilitate the development (for the purposes of 6.1(a)), the Council must be satisfied that it would stop the development going ahead if it did not intervene. It will also be essential to show why these cannot be avoided e.g. by negotiations between the development and owner of the rights. There has to be evidence that there is real risk the rights owner will injunct the development and that all reasonable attempts have been made to eliminate the risk. The Council should require the developer to demonstrate a significant degree of intransigence on the part of rights owners before it would be justified in exercising its powers under sections 226 and 227 so as to defeat rights of light. This should be based on evidence of consultation with the rights owners.
- 6.3 The Council cannot exercise its powers unless it thinks the development is likely to contribute to the achievement of the promotion or improvement of the economic, social or environmental wellbeing of Tower Hamlets. The Council's sustainable community strategy under section 4 of the Local Government Act 2000, which is set out in the Tower Hamlets Community Plan, is targeted at promoting or improving the economic, social and environmental well-being of Tower Hamlets. If a development will support achievement of the Community Plan objectives, e.g. by creating jobs or constructing housing particularly social housing, then it may relevantly promote wellbeing.
- 6.4 If the land is acquired by agreement under section 227 it is necessary to satisfy the criteria in section 226 and some provisions of the Compulsory Purchase Act 1965 still apply.
- 6.5 In such a case the Council will need to demonstrate that it has identified the rights of light and other rights of third parties which will be overridden and have formed the view that it is in the public interest that these are overridden. This should be possible in a case where it is considered that the acquisition is likely to contribute to the Council's Community Plan objectives and promote the wellbeing of Tower Hamlets.
- 6.6 As set out in 3.8 above, the Council may enter into a back to back deal with the developer. However, to satisfy all the criteria in section 233(1) of the TCPA, the disposal should be in such a manner and subject to such conditions as appear expedient in order:
- c) to secure the best use of that or other land and any buildings or works which have been, or are to be, erected, constructed or carried out on it; or
  - d) to secure the erection, construction or carrying out on it of any buildings or works which the Council considers necessary for the proper planning of the area. The terms of the disposal should ensure that the best use of the land and buildings will be secured.
- 6.7 The purpose of the disposal exercise must be to facilitate the development and not just to save the developer money. The authority must require the developer to convince it that the use of the powers is necessary and that third parties have had a proper opportunity to negotiate with the developer.



- 6.8 The Council cannot make a profit on the back to back transaction but it can ensure the developer covers all its costs. This will be secured through the Indemnity agreement which the developer is entering into with the Council.

## **7. CITY PRIDE & ISLAND POINT DEVELOPMENT SCHEME**

- 7.1 The City Pride development was granted planning consent on 10th October 2013 under ref. PA/12/03248, (refer to back ground paper no.1)
- 7.2 Consent was granted for the construction of a 75-storey tower comprising 822 residential units (of which 70 are affordable housing); 162 serviced apartments; associated amenity floors; retail use at ground floor and associated open space.
- 7.3 At the same Committee planning consent under ref. PA12/03247 was granted for a development at Island Point for the construction of buildings ranging from 3 to 5 storeys, together with a 6<sup>th</sup> floor roof-top pavilion, providing 173 units of affordable housing together with open space and a community building, (refer to background paper no.1).
- 7.4 These two consents were linked in a section 106 agreement also dated 13 October 2013 under which the developer also agreed to pay a total of £9,251,640 as a contribution to education, healthcare, local community facilities, environmental improvements, public transport improvements, and training and skills. (Refer to background paper No.1)
- 7.5 The development will use sustainable and energy efficient building techniques and renewable energy technologies which together will ensure a significant reduction in potential carbon dioxide emissions.
- 7.6 The developer has now notified the Council that there is a strong likelihood that a small number of affected owners will issue an injunction to prevent the development at the City Pride site from proceeding as they are not satisfied with the compensation currently on offer.
- 7.7 The developer has provided a file of evidence on the scope of the negotiations with the affected owners. Contained within this evidence pack is open letter correspondence in which the owner's lawyer makes clear that they are prepared to issue an injunction, which would put the scheme at risk. (Refer to background paper no.12)
- 7.8 It appears from this evidence that 2 owners adjacent to the City Pride site who will lose light from their bedroom windows are considering issuing an injunction. Consultants have assessed the resulting diminution of property value and to date the developer has formally offered about 20 times the industry standard book value in compensation. In addition, two owners at Lockesfield Place adjacent to the Island Point site are likely to be impacted significantly enough for them also to have an actionable right, though to date the owners have not threatened the use of an injunction. However, as a potential injunction could still be sought, this puts the development at risk.
- 7.9 The developer has formally requested the Council to consider the use of its S237 powers under the TCPA 1990, using a back to back purchase and sale methodology to acquire and dispose of the City Pride and Island Point sites only in order to extinguish third party rights. No other land or adjacent properties form part of this

acquisition. Affected owners would retain their right to compensation. Such compensation would be calculated in accordance with statutory provisions. At this point no details of the proposed purchase price for the sites has been discussed or agreed upon.

- 7.10 Further to the above position, the developer had originally notified the Council of Right of Light issues on the City Pride site only, however as soon as Officers began the detailed work it became apparent that there are Right of Light issues at Island Point as well and therefore the Council would have to use its powers on both sites.
- 7.11 As set out above, the Council cannot make a profit from the use of these powers but all its costs can be covered, including the costs of any Judicial Review. The developer is entering into an Indemnity Agreement with the Council to cover these costs.
- 7.12 The criteria which have to be met when considering the exercise of the Council's powers under S227 of the TCPA is set out in paragraph 15.5 (Legal Implications).
- 7.13 In this case the developer has provided documentary evidence that injunctive action is being threatened and that it has offered two rights of light owners 20 times the book value of the loss. There is considerable potential benefit to Tower Hamlets that would be lost which will be discussed further in Section 8 below; these benefits would be consistent with objectives set out in the Tower Hamlets Community Plan and other published strategies. This would tend to support an argument that it is in the public interest to override third party rights, although an Equality and Human Rights impact assessment has been carried out to test this proposition.

## **8. BENEFITS OF THE SCHEME**

- 8.1 The Scheme will facilitate the carrying out of development on the Land by enabling the Planning Permissions to be implemented.
- 8.2 The Scheme will contribute to the achievement of the promotion or improvement of the **social well-being** of the Council's area for the following reasons:
  - 8.2.1 The development of City Pride will provide 70 affordable housing units, 752 private residential units and 162 serviced apartments.
  - 8.2.2 The development of Island Point will provide 173 affordable housing units. These will include a significant number of social rented family homes, which is the Council's preferred tenure and house type.
  - 8.2.3 All residential units will be designed to a high quality. They will comply with and where possible exceed the Mayor's residential unit size standards and will provide large and high quality amenity spaces and child play spaces.
  - 8.2.4 The development of Island Point will provide up to 56 square metres of community floor space. This will be available for use by the local population.
  - 8.2.5 Financial contributions to the value of £2,399,302 for City Pride and £3,452,064 for Island Point will be paid by the developer towards education, healthcare, local community facilities and public transport improvements. These contributions will ensure that the impacts of the new development are

satisfactorily mitigated. Some £977,099 was to be paid by the developer to Crossrail within the £9.25M s106 payments highlighted in para. 7.4, but this is now superseded by a larger payment of over £3M to be paid to Crossrail under the London Mayor's Community Infrastructure Levy.

- 8.2.6 It is noted that the above benefits to the Borough can only be realised through the successful completion of the development and by endorsement of the S106 contributions, which would seek to mitigate any adverse impact to the local area.
- 8.3 The Scheme will also contribute to the achievement of the promotion or improvement of the ***economic well-being*** of the Council's area for the following reasons:
- 8.3.1 The development of City Pride will provide up to 359 square metres of retail floorspace. This has the potential to provide an additional 77 jobs during the operational phase. This estimate comprises approximately 22 jobs for the estate management team, 5 jobs for the retail and 50 jobs for the serviced apartment provider.
- 8.3.2 The development of City Pride and Island Point has the potential to provide an additional 1,100 jobs during the construction phase, with 800 operatives constructing City Pride and 300 operatives constructing Island Point.
- 8.3.3 Financial contributions to the value of £201,376 for City Pride and £47,655 for Island Point will be paid by the developer towards training and skills initiatives. These contributions will ensure that the impacts of the new development are satisfactorily mitigated.
- 8.4 The Scheme will also contribute to the achievement of the promotion or improvement of the ***environmental well-being*** of the Council's area for the following reasons:
- 8.4.1 The development of City Pride will provide 1,482 square metres of open space.
- 8.4.2 The development of Island Point will provide 5,898 square metres of open space.
- 8.4.3 Financial contributions to the value of £1,604,502 for City Pride and £569,642 for Island Point will be paid by the developer towards local environmental improvements. These contributions will ensure that the impacts of the new development are satisfactorily mitigated.

## **9.1 RIGHTS OF LIGHT STUDY VERIFICATION**

- 9.1 As referred to in paragraph 10.8 the Council has appointed an independent Right to Light consultant (DPR) who has completed stages 1 and 2 of a verification process, which required reviewing the methodology for calculating properties impacted by the development, reviewing consultation and evidence materials and confirming the compensation offers. (Refer to background papers no. 2, 3 & 4) The results concluded the developer's right to light study was accurate; importantly it also identified the same properties which would have a potential claim.
- 9.2 The rights to light report (now independently verified) identifies the impact of the City Pride and Island Point development on rights of light to neighbouring properties, and

identifies which of those properties, although potentially impacted, do not actually have rights either because a Light Obstruction Notice (LON) has been served under the Rights of Light Act 1959, or a Deed or Legal Agreement exists which removes rights of light. It also identifies which properties are not yet old enough to have acquired a right to light in law.

- 9.3 The report goes on to identify the neighbouring commercial and residential properties that will experience a right to light injury.
- 9.4 The commercial properties that will experience a right to light injury are:-
- 17 Columbus Courtyard
  - Quay House
  - Ensign House
  - 1-5 Cabot Square
  - 7-8 Heron Quay West
- 9.5 Although it has been verified that a right to light injury will be caused to these properties, the injuries caused are all relatively minor, and the small scale of injury to a small number of rooms, coupled with the fact that two of the properties are a considerable distance from the site, mean that the risk of a Court granting an injunction must be relatively low. In addition, the cost and risk to neighbours of pursuing an injunction for this minor impact reduces the risk.
- 9.6 The residential properties that are affected are as follows:-
- Anchorage Point
  - 1-9 Quayside
  - 35, 43, 59, 60 and 61 Lockesfield Place
  - West India Quay (see details in paragraph 9.10 below)
- 9.7 At Anchorage Point, there is a room on each of the 1st – 6th floors that will experience a noticeable reduction in light. This room is large enough to be a living room or kitchen / diner, and if so the reduction in light that takes place will be material and must be considered to be potentially injunctable in respect of the lessees of those particular flats.
- 9.8 At 1-9 Quayside, there is a right to light injury to one bedroom in each of two flats (no.1 & 4). The loss is very noticeable, and again must be considered to be injunctable in respect of that leasehold interest, although possibly not in respect of the freehold interest.
- 9.9 At Lockesfield Place the impact is variable along the terrace of houses. It is most severe in respect of Nos. 43 and 59 and it is considered that these may have an actionable right.
- 9.10 At West India Quay there were initially thought by DPR to be two flats which would experience losses to one bedroom in each flat. However, DPR has now reviewed additional technical information and advised that the impact to light losses at West India Quay is considered to be minor and not injunctable.

#### **Possible alterations to scheme proposal**

- 9.11 The rights to light consultant has considered the extent to which the scheme proposal for the City Pride site could be modified to avoid causing right to light injury to neighbouring properties.

- 9.12 Reducing the height of the building will have little material impact on most affected properties, including owners with injunctable claims, as these properties are located at lower levels around the development site. The proposed building at City Pride is already so tall (at 75 storeys) that a reduction of a few storeys at the top will still not materially improve the sky visibility within the neighbouring rooms. This option would have some impact on those buildings further away, but they are less significantly affected in any event.
- 9.13 The principal way to reduce the impact would be to reduce the plan area of the proposed building in order to provide better levels of sky visibility to either side of the scheme. More detailed analysis would be needed to see what changes would be required to make material improvements, although the only properties likely to particularly benefit from the reduction in floor area are 1-9 Quayside, and then only if the proposed block were to be set back from the current proposed north elevation to a position in line with the north elevation of 1-9 Quayside. This would require a new full planning application to be submitted by the developer, therefore superseding the current consent which the scheme already has. This approach would create further risks, delays and uncertainty for the developer, and for the delivery of the public benefits from the scheme identified in Section 8.
- 9.14 Instead, the developer has been advised to consider possible re-designs in the approved scheme at Island Point, as there may be ways to remove the right of light impact. The developer has subsequently been in discussion with planning officers and identified three options for non-material amendments which can be made to the Island Point site to reduce right to light injury (refer to background paper no.6. Five amendments had been proposed to the scheme, the details include the following:
- 1) Cut back to reduce effect on 35 Lockesfield Place: This is a minor change, does not significantly affect the appearance of the elevations and as such could be considered non-material.
  - 2) Cut back to reduce the effect on 43 Lockesfield Place: This reduces the number of habitable rooms by 2 and as such would overall reduce the level of affordable housing the scheme provides. This cannot be considered a non-material amendment.
  - 3) Cut back to reduce effect on 59 Lockesfield Place: This affects the design of the elevation and reduces the number of habitable rooms within the scheme; this cannot be considered non-material to the scheme and would either need to be applied for through a s73 application or new planning application.
  - 4) Cut back to reduce effect on 60 Lockesfield Place: Initially these drawings showed a revised entrance to the first floor which raised concerns about security, a gate at the top of the stairs has now been included to overcome these concerns; however the changes would still have an effect on the design of the rear elevation of the building. If the window configuration could be readjusted to better reflect the original design then this could be considered non-material, however as it stands the window arrangement is sufficiently different to the general pattern along the rear elevation for this to be considered material.
  - 5) Cut back to reduce effect on 61 Lockesfield Place: Again, as per option 4, the external staircase layout has been amended to reduce the security problems. The cut back at roof level is less significant than in option 4 and this does not

affect the appearance of the rear elevation or the window alignment to the same degree. This could therefore be a non-material amendment.

- 9.15 Overall, options 1 and 5 could be considered non-material; with some work to option 4 this could be non-material and options 2 and 3 are material. It is noted that material alterations would require a new planning permission. This would result in further delay and significant uncertainties to the delivery of the scheme's public benefits.
- 9.16 This has been issued as officer advice only from the Planning Department and a final decision by the Local Planning Authority could only be secured through a formal application for a non-material amendment.
- 9.17 The potential benefits would be to the properties numbered 35, 60 and 61 Lockesfield Place. However light injury to number 43 and 59 Lockesfield Place would remain as would their actionable claim. The developer is expected to make the planning applications in due course.

### **Conclusion**

- 9.18 The impact of the proposed developments on the neighbouring commercial properties identified in paragraph 9.4 is minimal and should not be of material concern.
- 9.19 The impact on neighbouring residential properties cannot be discounted because of the reduction in light that takes place to the affected flats. It is not expected that the courts would necessarily grant an injunction to a freehold owner, but that cannot be discounted for leasehold owners, especially as those lessees are likely to have long leases and therefore the material interest in the property. In this case the affected parties are leaseholders, some of whom could seek an injunction.

### **Light Obstruction Notice**

- 9.20 A Light Obstruction Notice (LON) if duly registered is equivalent to a physical obstruction to land (usually expressed to be of unlimited height) intended to interfere with the enjoyment of light. Only those who have formal rights of light have the right to challenge the registration of a LON.
- 9.21 LONs are usually registered where formal rights of light are not yet enjoyed but are about to be acquired. This could be because the party making the application is proposing to redevelop its land in the near future, but there is insufficient time to do so before formal rights of light are acquired. Other landowners have been known to make LON applications as an estate management exercise to stop rights of light being acquired as a matter of principle, whether or not they want to redevelop at the point the application are made or shortly thereafter.
- 9.22 Registration of the LON is in the Local Land Charges Register of the relevant Local Authority. Those potentially affected by the LON registration are notified of the LON application and given opportunity to make challenge should they wish to do so by the Upper Tribunal. The local authority has no role in the actual consultation undertaken when a LON is registered; this responsibility lies with the Land Tribunal Services.
- 9.23 If there are grounds for challenge, such a challenge needs to be made within one year of registration of the LON if a relevant landowner is to avoid losing its rights to assert rights of light enjoyed by virtue of long user (20 years).

## **10. NEGOTIATING SETTLEMENTS**

- 10.1 The developers have provided detailed evidence concerning their attempts to engage with the parties whose light might potentially be affected by the development at both sites and concerning any subsequent negotiations. While some settlements have been agreed, a number of parties with potential claims have either remained unwilling to engage or unwilling to reach agreement and two are threatening to seek injunctions. (Refer to background paper no.10 & 12)
- 10.2 The properties which are most significantly affected and considered to have potentially actionable claims are listed below:
- Flats numbers 1 & 4 at 1-9 Quayside affected by the City Pride site
  - Flats numbers 11, 12, 20, 22, 30, 32, 40, 42, 50, 52, 60, 62, 70 and 72 Anchorage Point affected by the City Pride site
  - Property numbers 35, 43, 59, 60 and 61 Lockesfield Place affected by the Island Point site

### **Compensation Offers**

- 10.3 In order for the Council to be satisfied that the levels of compensation being offered and agreed are appropriate, the latest compensation schedule has been independently checked by Delva Patman Redler (DPR), a specialist right of light consultant. DPR has worked through these and confirmed that the settlements agreed and the offers being made to date are at a fair and indeed generous level. (Refer to background papers no. 3 & 4)
- 10.4 DPR has confirmed that the compensation offers are based on the traditional method of valuing rights of light. In doing so, the developer has used the normal maximum rate of light rent of £5 per square foot and a yield of 5% when calculating compensation figures based on light injury to a property. DPR has confirmed that the compensation schedule reflects a fair and reasonable approach for the developer to have taken.
- 10.5 The book values for compensation thus reached have then been enhanced further. DPR have confirmed that it is usual for the book value to be enhanced by a factor of between 2.5 and 3. This is based on case law that has become standard for open market negotiations. The actual enhancement does depend on the strength of the affected land interest/owner's case and the likelihood of obtaining an injunction. In recent negotiations in the City of London, settlements have increasingly been made at a higher level, up to five times the book value.

DPR has assessed the compensation offers being made at the City Pride and Island Point developments, examples of which are listed below:

### **Flats 1 and 4 Quayside**

- 10.6 At 1-9 Quayside, where the leasehold owners of the two flats (No.1 & 4) have been threatening to apply for an injunction, offers have been made at twenty times the book value, which DPR deems to be generous. No agreement has been reached with the leaseholder owners of these flats which would enable the development to proceed.

### **Anchorage Point**

- 10.7 At Anchorage Point offers have been made at five times the book value, which is the upper end of the normal negotiation range and therefore still generous, bearing in mind the relatively small impact on the property. The developer has contacted all 14 owners by letter and sent draft Deeds of Release on 31<sup>st</sup> October 2014. It is noted that at 7 of the affected flats the loss is considered so minor as not to be actionable, whilst the other 7 flats retain compensationable claims. To date 12 out of 14 leasehold owners have engaged in negotiation discussions, however no settlements have been reached.

### **Lockesfield Place**

- 10.8 The owners of the properties at Lockesfield Place are being advised by Anstey Horne surveyors who have been sent the rights of light calculations of the developer's consultants. They have also been offered compensation in an amount considered by DPR to be reasonable, but to date have not responded to correspondence since the end of September, and thus no open acknowledgement that those of their clients who suffer material interference will not seek an injunction.
- 10.9 In respect of No. 59 Lockesfield Place, other than a brief response reserving all their clients rights on 18<sup>th</sup> August 2014 (and thus reserving right to seek an injunction) and indications that Anstey Horne surveyors were appointed, there has been no response or further update to the Council or the developer.

### **West India Quay**

- 10.10 West India Quay is some 564 metres away from the City Pride site and the view has been taken that any impact on the light to its windows from the City Pride development would be imperceptible. The developer has, however, written to the owners of any potentially affected apartments and invited them to engage with them should they wish to take matters further.
- 10.11 DPR's analysis has thus confirmed that the settlements negotiated to date and the offers that have been made by the developers are at a fair and reasonable and indeed, generous, level and that all necessary steps have been taken to reach agreement with the parties affected so as to avoid the need for the Council to exercise its powers in order to facilitate the development.

## **11. PUBLIC CONSULTATION**

- 11.1 Officers have carried out a 28 day public consultation in line with best practice.
- 11.2 The consultation period commenced on 17<sup>th</sup> July 2014 and ended on the 18<sup>th</sup> August 2014. Officers have continued to take and assess any further correspondence to date.
- 11.3 A total of 170 individual letters to owners and third party interests directly affected by rights to lights claims were issued by a combination of post, recorded and hand delivery on 16<sup>th</sup> July.



- 11.4 In addition, a two week rolling press notice was issued in the East End life and East London Advertiser for the following dates (17<sup>th</sup>, 21<sup>st</sup>, 24<sup>th</sup> and 28<sup>th</sup> July) notifying residents and members of the public.
- 11.5 Further to this, multiple site notices were erected around the development site itself to further notify residents and members of the public.
- 11.6 Details of the approved planning application, the land to be acquired and any additional information has been available at the Council office and by request to the Housing Regeneration Team.
- 11.7 The Council has received **64** individual responses to the consultation and officers have responded to calls and e-mails, in some cases by providing additional information.
- 11.8 The objections can be summarised as follows:
- 1) 57 responses received from residents of the Cascades Development against which a Light Obstruction Notice (LON) has previously been successfully registered. The LON registration prevents the Cascades Tower asserting prescriptive rights of light under the prescription Act 1832 and this property enjoys no express rights of light over the City Pride site. (refer to background paper no.6) Individual queries about the LON process have been responded to by officers.
  - 2) 2 responses relate to 3 flats within 1-9 Quayside House Development. None of these 3 flats have windows that overlook the City Pride development site and as such their properties remain unaffected. (refer to background paper no.3)
  - 3) A response received from 43 Lockefield Place is recognised as a legitimate actionable claimant.
  - 4) 2 responses received relate to flats within the Landmark Tower, which is a development constructed between early 2007 and late 2010 with Practical Completion of the entire development taking place in December 2010, therefore the windows in all the Landmark buildings do not benefit from rights of light, as they have not existed for 20 years.
  - 5) 2 responses received relate to flats within Anchorage Point Development. Flat 81 is not thought to be affected by the City Pride development as it is a top floor river facing apartment. DPR has verified that flat 81 is not materially affected and that it will remain well-lit. Flat 11 has previously been identified as one of the 7 materially affected properties at Anchorage Point (refer to background paper no.3).
- 11.9 There have been representations from Howard Kennedy solicitors representing affected parties at Quayside flats 1 and 4, which have been taken into account in preparing this report. The correspondence appears to threaten Judicial Review and/or injunction against the Council should it use its S237 powers. By letter dated 17 September 2014, the Council invited Howard Kennedy to make further representations but was informed on 2 October 2014 that they had no further representations to make beyond those previously made. No alternatives were offered to use by the Council of its section 237 powers. The developer had a meeting with the representing solicitors on the 5<sup>th</sup> November 2014, on a without

prejudice basis. On 15 December 2014, Howard Kennedy informed the Council that negotiations were continuing with the developer. However it has been confirmed that no settlement has been reached and the owners represented by Howard Kennedy are still threatening to apply for an injunction.

- 11.10 Correspondence has also been received from professional representatives acting for 59 Lockesfield Place and the Lockesfield Place Management Company, although the latter does not have an actionable interest in the land. Again these have been acknowledged and the points raised are being followed up. To date these representatives have made no further comment or reverted back to the Council.
- 11.11 None of the responses received by the Council in this consultation exercise proposed any viable alternative design options, or otherwise, to overriding rights under S237.

## **12. NEXT STEPS**

- 12.1 As this is the first time the Council is considering the use of such powers and because of the potential for legal challenge, Counsel has been retained to advise on the use of the power and the verification and consultation undertaken to date.
- 12.2 All correspondence to the public consultation will receive an update response with matters of clarification as required.
- 12.3 If further responses are received from legal or other professional advisors to the affected land owners, they will be assessed and factored into the final report or addendum report or by way of a verbal update at the scheduled Cabinet.
- 12.4 Final drafting of the financial indemnity will be agreed and the indemnity signed shortly prior to the Cabinet meeting.
- 12.5 If the use of section 237 powers is agreed the full terms of the back-to-back land transaction will be negotiated and agreed after the Cabinet decision.

## **13. RISK MANAGEMENT IMPLICATIONS**

- 13.1 **Valuation** – the compensatory issue relating to a right to light claim derives from diminution of property value. The developer has instructed a specialist valuer to determine the value, which may or may not have been agreed by the affected property owners. To offset the risk that the Council may not rely exclusively on the developer's valuations of compensation, the Council has retained its own right to light expert to verify that the developer's compensation schedule of offers are fair and reasonable.
- 13.2 **Other Covenants** – the use of the power will potentially extinguish all covenants and third part rights not just Rights of Light. The developer has completed a Deed of Release in respect of such conversance. In addition, sufficient due diligence has already been done, demonstrating the existence of rights which prevent the development.
- 13.3 **Benefits to the local area** - the Council cannot use its power simply to save the developer money; there must be a clear socio- economic benefit to the local area. These benefits must be able to be quantified and proved, and be benefits which

would disadvantage the Council's objectives if they were lost e.g. by reference to the Strategic Plan. S106 payments cannot be taken into account because these payments are to mitigate the impacts of the development, therefore in essence if the development does not go ahead they will not be required and there is no loss to the locality. Although in practice these payments are hugely beneficial to the Council this is not in itself sufficient. Counsel has been instructed to advise on the use of these powers, and throughout the process, and will be instructed in the event of a challenge.

- 13.4 **Reputational damage** – notwithstanding the potential loss of economic, social or environmental benefits the use of the power to support a developer may well be highly contentious, particularly if the development was in itself controversial during the planning process which is likely. The key test that the loss of personal property rights needs to be outweighed by the wider public good is particularly pertinent in determining whether the Council should formally use its power. The appetite for this will need to be gauged in relation to any application from a developer and weighed against the loss of benefits. Counsel has been instructed to advise on the use of these powers, and throughout the process, and will be instructed in the event of a challenge.
- 13.5 **Judicial Review** – any decision will be challengeable via the courts. Although the indemnity agreement would ensure that the costs of the action would be funded by the developer the Council would suffer reputational damage if it lost a challenge particularly as it is likely that such a case would be high profile. An assessment of the likelihood of challenge, the chance that such a challenge would be successful and the impact of the decision being overturned by the court will have to be weighed up against the loss of benefit to the local area. Counsel has been instructed to advise on the use of these powers, and throughout the process, and will be instructed in the event of a challenge.
- 13.6 **Indemnity** – The Council will be exposed to a variety of costs should the Mayor decide to support this development. These include staff time and the costs of any legal challenge. These costs may be considerable, particularly as the Council may be requested to pay the claimant's costs should a successful claim be brought. In terms of its own staff costs, the Council cannot make a profit but may recover from the developer its costs of undertaking the work. It is difficult to estimate the extent of litigation costs but they could be in the range of £50,000 - £100,000 if a claim for Judicial Review is brought and pursued to a successful conclusion against the Council. An indemnity agreement is to be completed with the developer before Cabinet meets. It is intended to indemnify the Council for its officer time but also for costs of claims associated with any challenges that maybe made against the Council by reason of the decision. Any such agreement is unlikely to provide perfect indemnity. The Council may still become exposed to legal costs, for example in the event that it determines to continue with proceedings contrary to the advice of counsel or against the developer's wishes.
- 13.7 **Land Agreement** – if S237 powers are used there will be the need for back to back land transactions. These must be cost neutral to the Council. There are a number of associated risks:
- Site valuations and triggers of best value considerations
  - Triggers the need for Secretary of State consent to dispose.
  - Taxation risks if the agreements are not structured effectively and / or these are not fully covered in the indemnity agreement

- Compensation costs not being fully covered in the indemnity agreement (as these would become payable by the Council)
- Claims against the Council from other parties e.g. if a covenant in the land is not fully identified and dealt with appropriately

### **Impediments to Implementation**

- 13.8 There are no planning impediments to implementation of the Scheme or the carrying out of the development.
- 13.9 There are no financial impediments to implementation of the Scheme or the carrying out of the development. The developer has entered into an agreement with the Council to indemnify the Council against all compensation payments and relevant costs which will be incurred by the Council in connection with the Scheme.
- 13.10 No related orders, applications or appeals are required to enable the Scheme and the development to proceed.
- 13.11 The buildings formerly on sites at the City Pride site have been demolished under previous planning permissions. Detailed design work has been progressed and is now sufficiently advanced to enable commencement of permanent construction works from 2015 and handover of the development from 2019.

## **14. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 14.1 This report assesses the powers available to the Council under the Town and Country Planning Act 1990, Section 237, and how these can be used to reduce the possibility of legal objections being pursued in respect of Rights to Light disputes arising from private developments. The report specifically requests approval for these powers to be applied in relation to the private redevelopment scheme on the site of the former City Pride and Island Point.
- 14.2 Officers have obtained legal opinion in respect of the potential use of Section 237 powers, with Counsel's views summarised in the report. It is essential that the Authority's assets are not put at risk through the application of these powers, and although detailed financial evaluation of the costs involved has not yet been undertaken, the overriding principle is that no unrecoverable costs should be incurred by the Council, with the developer underwriting all costs and risk. This is a similar principle to that operated when the Council undertakes Compulsory Purchase Order action to assist a development which is being promoted by a third party.
- 14.3 In relation to the City Pride & Island Point development an indemnity agreement is being negotiated with the developer as outlined in paragraph 13.6. It should be noted however that the agreement is unlikely to provide full indemnity, and that there may be instances where the Council could still become exposed to costs through its actions (examples are included in paragraph 13.6). If unrecoverable costs are incurred these would be a call on the Council's reserves.
- 14.4 Each individual application of Section 237 powers must be determined in accordance with the requirements of the legislation. As well as addressing the various risks that could arise from the process (see Section 13), any evaluation must incorporate an assessment of the tax implications of the acquisition and disposal mechanism in order that the agreements can ensure that any risks to the Council are mitigated.

## 15. LEGAL COMMENTS

- 15.1 Section 237 of the Town and Country Planning Act 1990 Act (TCPA) provides that the construction of any building or the carrying out of work on land which has been acquired or appropriated by a local authority for planning purposes (whether done by the authority or by a person deriving title under them) is authorised if done in accordance with planning permission, notwithstanding that it involves interference with an easement or breach of a restrictive covenant. The use of any land in England which has been acquired or appropriated by a local authority for planning purposes is likewise authorised.
- 15.2 Compensation is payable for such interference under the compulsory purchase Legislation, on the basis of diminution in the value of the claimant's land without any ransom or loss of bargaining position element.
- 15.3 Under section 226 of the TCPA a local authority has power to acquire compulsorily land in its area (a) if they think 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.
- 15.4 Section 227 of the TCPA provides that the Council of a London Borough may acquire by agreement any land which they require for any purpose for which they may be authorised to acquire land under section 226.
- 15.5 If the Council is to utilise the above powers it should be satisfied that the following criteria have been met:-
- The use of the statutory powers is required in that:
  - (1) (i) the infringements cannot reasonably be avoided;
  - (ii) the easements to be interfered with cannot reasonably be released by agreement; and
  - (iii) the development is prejudiced due to the risk of injunction and adequate attempts have been made to remove the injunction risks.
  - (2) The Council thinks it will facilitate the carrying out of development, redevelopment or improvement on or in relation to land.
  - (3) The Council thinks that the development, redevelopment or improvement will contribute to the promotion or improvement of the economic social or environmental well-being of the Borough and therefore it is in the public interest that it be carried out, and whether those benefits could be achieved without giving rise to all or some of the infringements.
  - (4) It is in the public interest that the development is carried out.
  - (5) The public interest to be achieved is proportionate to the private rights being infringed (Human Rights Act 1998).
- 15.6 233(1) of the TCPA sets out the Council's relevant power to dispose of the land. There is an obligation for the Council to obtain best consideration unless the Secretary of State's consent is given. The General disposals consent does not apply to land held for planning purposes and so the Council will need to ensure the terms of any transfer/ lease and transfer/ lease back to the Developer complies with the provisions of s233(1).

- 15.7 Before determining to make a relevant acquisition, 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 any proposed acquisition and its potential impacts.
- 15.8 The decisions whether to acquire land under sections 226 or 227 of the TCPA and whether to dispose of such land under section 233 are executive decisions. It is reasonable to consider that they would be key decisions having regard to the relevant test specified in the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 and in the Council's Constitution.
- 15.9 On 17 December 2014, the Secretary of State pursuant to his powers of direction in section 15 of the Local Government Act 1999 appointed commissioners to oversee specified functions at Tower Hamlets. The Council will be required to obtain the prior written agreement of the commissioners before entering into any commitment to dispose of, or otherwise transfer to third parties any real property other than existing domestic property for the purposes of residential occupation. Therefore the commissioners will need to consent to the proposed disposal of the land back to the developer.

## **16. HUMAN RIGHTS CONSIDERATIONS**

- 16.1 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 (ECHR). Various convention rights are likely to be relevant to the proposed acquisition, 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.
- 16.2 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.
- 16.3 The Council is therefore required to consider whether its actions would infringe the human rights of anyone affected by the exercise of the s237 powers. The Council must carefully consider the balance to be struck between individual rights and the wider public interest.
- 16.4 Human Rights arise in respect of the proposed arrangements. Following the introduction of the Human Rights Act (1998) the Council is required to act in accordance with the European Convention on Human Rights (ECHR) in deciding

whether or not to implement the arrangements. Article 1 of the First Protocol of the ECHR provides that every natural or legal person is entitled to peaceful enjoyment of their possessions. Acquisition of property under section 227 of the Act which engages section 237 of the Act to authorise interference with rights of light involves interference with a person's right under the article.

- 16.5 However, the rights to peaceful enjoyment of possessions in this Article is a qualified rather than absolute right, as the wording of Article 1 or Protocol 1 permits the deprivation of an individual's possessions where it is in the public interest and subject to the conditions provided for by law, and (in relation to the right to respect for private and family life and a person's home) Article 8(2) allows for interference which is "in accordance with the law and is necessary in a democratic society in the interests of national security, public safety or the rights and freedoms of others".
- 16.6 There must therefore be a balancing exercise between the public interest and the individual's rights whereby any interference in the individuals' rights must be necessary and proportionate. 'Proportionate' in this context means that the inference must be no more than is necessary to achieve the identified legitimate aim. A fair balance must be struck between the rights of the individual and the rights of the public.
- 16.7 Section 8 of this report highlights the substantial benefits from the scheme in terms of meeting the wellbeing tests. The public interest in facilitating the development and achieving the substantial public benefit outweighs the rights of the individuals to peaceful enjoyment of their possessions. The proposed use of section 237 powers amounts to a proportionate interference in all circumstances. In this regard the availability of compensation to those who are deprived of their rights of light is of relevance to the issue of proportionality.
- 16.8 The planning implications of the development have been fully considered. The development has been deemed acceptable in planning terms by the Council. Consideration of the scheme should not re-open consideration of the accepted planning merits of the development.
- 16.9 On balance, the infringements of light to a small number of flats for which the compensation prescribed by law will be payable, is outweighed by the substantial public benefit which the scheme will deliver.

## **17. ONE TOWER HAMLETS CONSIDERATIONS**

- 17.1 The Equality Act 2010 provides protection from discrimination in respect of certain protected characteristics namely: age, disability, gender re-assignment, pregnancy and maternity, race, religion or beliefs and sex and sexual orientation. It places the Council under a legal duty to have due regard to the advancement of equality in the exercise of its powers. In particular the Council must pay due regard to the need to:
  - I. Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
  - II. Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
  - III. Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

- 17.2 These obligations are aligned with and delivered in conjunction with contribution to the One Tower Hamlets objectives of reducing inequalities, ensuring community cohesion and strengthening community leadership. The Equality Act implications of the Scheme were considered by the Council when the planning application was approved. In summary the Scheme overall and in particular the new community assets and infrastructure it will deliver is considered to address the impacts of the construction process on the local communities and in the longer term will support community wellbeing and social cohesion. Further improvements include the provision of large homes which will address severe overcrowding issues, a significant increase in the number of wheelchair accessible properties, and internal improvements to a large number of properties to improve the living standards of the occupants.
- 17.3 The purpose of using the section 237 powers is to ensure that the gains in affordable housing and other social, economic and environmental benefits of the proposed development can be realised. As the use of the Council's powers will impact on the rights of third party individuals, an equality impact assessment has been carried out. From the analysis and interpretation of evidence it is concluded that the different equality or other protected groups would not be adversely and/or disproportionately impacted by the proposal.
- 17.4 This scheme will contribute to One Tower Hamlets objectives. The three objectives are to reduce inequalities; ensure community cohesion; and, strengthen community leadership.
- 17.5 On **reducing inequalities**, the new scheme proposed will lead to an increase in affordable housing on the site. The use of s237 powers by the Council, as proposed, would not impact on affected property owners' compensation entitlements under legislation, as explained in paragraph 1.3. The treatment of the homeowners is assessed to be proportionate in the context of the wider benefits of the scheme.
- 17.6 On **ensuring community cohesion**, the Council is working with community representatives to facilitate the redevelopment project, and minimise disruption. The new scheme is intended to achieve improved physical change to the area to meet the objectives of high quality 'Place Making'.
- 17.7 On **strengthening community leadership**, the Council continues to work closely with residents and home owners. The successful delivery of City Pride and Island Point is predicated on continuing successful engagement with residents and other local stakeholders and the Council will continue to work with residents on that basis.
- 17.8 Overall there is a need to provide a balanced judgement in order to assess the loss of individual rights against the wider public benefit. The action proposed is considered to be proportionate to achieve the Council's regeneration aims, including the critical delivery of affordable homes for local people. Implementation of these powers will not affect the rights of residential property owners to financial compensation, where these rights currently exist.



**18. APPENDICES**

18.1 The report has the following appendices:

Appendix 1: City Pride site location plan

Appendix 2: Island Point site location plan

|

## APPENDIX 1 - City Pride Site Location Plan



**APPENDIX 2 - Island Point Site Location Plan**




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

1. Approved Planning Consent and Strategic Development Committee reports for PA/12/03248 and PA/12/03247 dated 10<sup>th</sup> October 2013
2. Delva Patman Redler - Right to Light Summary Report, Ref: AP/sy/14335, dated September 2014
3. Delva Patman Redler – Verification of Compensation Schedule Summary – Ref: AR/sw/14335 dated 5 November 2014
4. Delva Patman Redler – Verification of Compensation Schedule Summary 2 – Ref: AR/sw/14335 dated 10 November 2014
5. Supporting Drawings and Right to Light analysis
6. Design Study to Minimise Impacts on Surrounding Properties to the Island Point Development, dated September 2014
7. Cascades Light Obstruction Notice Registration details (LON)
8. Equalities Impact Assessment – City Pride & Island Point Development
9. Submission on Compliance with S237 Criteria for City Pride & Island Point Development
10. Anchorage House & West India Quay Consultation & Engagement Summary
11. City Pride and Island Point Appendices: S237 Advice (Folder 1)
12. Third party and residents representations following consultation and latest correspondence letters.

**Officer contact details for documents:**

Monju Ali – Project Officer  
Housing Regeneration  
Mulberry Place, 2<sup>nd</sup> floor  
[monju.ali@towerhamlets.gov.uk](mailto:monju.ali@towerhamlets.gov.uk)  
020 7364 2962

Helen Coshell – Administrations Officer  
Housing Regeneration  
Mulberry Place, 2<sup>nd</sup> floor  
[helen.coshell@towerhamlets.gov.uk](mailto:helen.coshell@towerhamlets.gov.uk)  
020 7364 0489

<p><b>Cabinet</b> 7 January 2015</p>	 <b>TOWER HAMLETS</b>
<p><b>Report of:</b> Corporate Director Resources</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Strategic Performance and Corporate Revenue and Capital Monitor Q2 2014/15 (Month 6)</b></p>	

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

## Executive Summary

This monitoring report details the financial outturn position of the Council at the end of Quarter 2 compared to budget, and service performance against targets. This includes the projected year-end position for the:

- General Fund Revenue, Housing Revenue Account and Capital Programme; and
- An overview of quarter 2 performance for the Strategic Plan and all of the reportable Strategic Measures.

## Recommendations:

The Mayor in Cabinet is recommended to:

- Note the Council's financial performance compared to budget for 2014/15 as detailed in Sections 3 to 6 and Appendices 1-4.1 of this report.
- Review and note the 2014/15 quarter 2 performance for the Strategic Plan and the reportable Strategic Measures in Appendices 5 & 6.
- Agree a capital estimate of £275,000 for works at White Horse 1 O'Clock Club, as set out in Appendix 4.2.

## 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. DETAILS OF THE REPORT**

- 3.1 This monitoring report details the financial position of the Council at the end of September 2014 (Month 6) compared to budget. The report includes details of;
  - General Fund Revenue and Housing Revenue Account;
  - Capital Programme;
  - Performance for strategic measures; and
  - Progress against Strategic Plan activities.

### **3.2 General Fund**

As at the end of September 2014, the net projected General fund outturn position is £296.57m. This represents a £2.64m overspend, less than 1%, on the approved budget of £293.93M.

Resources and Education, Social Care & Wellbeing (ESCW) are currently projecting overspend positions of £1.6m and £1.9m respectively, whereas Law, Probity and Governance (LPG) is showing a small underspend (£50k). There is also an underspend of £800k in corporate costs and central income. Other directorates are forecasting a breakeven position. Details of the variances are included below and in 'Appendix 2'.

### **3.3 HRA**

The HRA is projecting an underspend position of £0.852m 2014/15. This is less than 1.0% of the total budgeted income of £90.6m.

### 3.4 Capital Programme

Directorates have spent 23% of their capital budgets for the year (£44.9m against budgets of £197.7m). Further information is provided in section 6 of the report and Appendix 4.1.

Appendix 4.2 includes a recommendation for the adoption of a capital estimate in order not to delay matters before the next main ESCW programme report to Cabinet.

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

- **Appendix 1** - lists Revenue and Capital budget / target adjustments (including virements).
- **Appendix 2** - provides the General Fund budget outturn forecast by Directorate and explanations of any major variances.
- **Appendix 3** – provides the budget outturn forecast for the HRA
- **Appendix 4.1** – provides the projected Capital Monitoring outturn position
- **Appendix 4.2** – sets out the detail of a capital estimate recommended for approval
- **Appendix 5** – provides the six month Strategic Plan monitoring
- **Appendix 6** – provides a summary of the Strategic Measures

#### 4. FINANCE OVERVIEW

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

<b>SUMMARY</b>	<b>Latest Budget £'000</b>	<b>Budget to Date £'000</b>	<b>Actual to Date £'000</b>	<b>Variance to Date £'000</b>	<b>Forecast Outturn £'000</b>	<b>Variance £'000</b>
Law, Probity and Governance	9,291	4,646	5,128	482	9,241	(50)
Communities, Localities and Culture	79,481	36,673	31,895	(4,778)	79,481	0
Development and Renewal	15,914	7,831	10,773	2,942	15,914	0
Education, Social Care and Wellbeing	219,477	107,073	95,993	(11,080)	221,368	1,891
Resources	6,981	3,490	(6,477)	(9,967)	8,581	1,600
Corporate Costs / Capital Financing	(37,211)	(18,505)	7,161	25,666	(38,011)	(800)
<b>Total</b>	<b>293,933</b>	<b>141,208</b>	<b>144,473</b>	<b>3,265</b>	<b>296,574</b>	<b>2,641</b>

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** **£50k Underspend**

The LP&G directorate is showing a small underspend as a result of vacancies in the Corporate Management structure.

4.4 **Communities, Localities & Culture** **Nil**

A breakeven position is forecasted for this financial year

4.5 **Development and Renewal** **Nil**

The D&R directorate is forecasting a nil outturn for the financial year



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

**£1.9m Overspend**

The extent of the financial pressures being experienced, principally by Adults Social Care packages is such that there are insufficient grants and reserves to cover the whole forecast amount. Therefore, an unavoidable overspend which was reported for CMBM05 has had to be included in the return to Corporate Finance for CMBM06, this is consistent with discussions which took place at the last Financial Recovery Group on 27th October 2014.

There remain risks affecting the budget position, some of which may improve the position; others may make the position worse.

Pressures experienced within Adults Social Care at the mid-point in the year are significant, particularly within Learning Disability, Physical Disability and Mental Health care packages. After the use of reserves, available grants and in year savings assumptions the current pressures in the directorate can be contained to an overspend of £1.9m, this has decreased from the quarter 1 position of £2.1m. Initial work in CMBM07 indicates that this downward trend may continue in quarter 3. This is partly as a result of extensive work to refine and revisit the make-up of care packages through challenge panel processes implemented by the Adults Social Care Financial Recovery Group.

The Financial Recovery Group has been established to work through the policy, process, systems, service and financial issues associated with restoring management and financial control for Adults Social Care. The work that this group oversees will be vital to restoring stability and visibility to the financial issues for ASC packages.

The Schools Budget is reporting an improved position, again, with forecast unallocated DSG at year-end now looking to be £4.696m.

#### **4.7 Resources**

**£1.6m Overspend**

The Resources directorate is forecasting an overspend of £1.60m.

The Council has a statutory duty to provide affordable accommodation for homeless families. Achieving that affordability expectation sees the majority of these households being awarded housing benefit (Non HRA Rent Rebates). However, the Government's subsidy on such payments relies on a formula that caps subsidy to 90% of the January 2011 Local Housing Allowance level. The fees the Council finds itself paying to landlords for the supply of temporary accommodation are significantly above this subsidy cap. The Council is facing

pressure from increasing numbers of families, attempting to procure accommodation locally and continuous increases in private sector rents.

In 2014/15 the position has been reviewed with the Housing Options Service, and a cost pressure of £2.6m has been identified. The 2014/15 budget contained £1m to allow for growth in this area, and funding for an extra £1.6m needs to be agreed to avoid an overspend. It is likely that private sector rent within the borough will continue to increase and further growth in excess of £1m will be required in 2015/16 onwards. Provision for this is being incorporated into the 2015/16 budget proposals

#### **4.8 Corporate Costs & Capital Financing 800k Additional Income**

Investment balances have been higher than expected due to Government grants being paid earlier in the year; capital expenditure slippage until later in the year; and a slightly higher interest return on longer term investments.

Spend to date variance is due to items such as depreciation and minimum revenue provision which are processed at year-end.

#### **5. Housing Revenue Account £0.85m Underspend**

The overall projected HRA underspend is the net result of a number of variances, the main ones being that rental income is forecast to be lower than budgeted; this is due to the high number of Right to Buy sales that are taking place – in the first six months of the year there have been 101 Right to Buy sales, compared to 14 sales during the same period last year. Energy costs are still forecast to be lower than budgeted, although this is a volatile budget and costs may increase if there is a period of prolonged cold weather. In addition, the 2014/15 budget includes £1.3m in respect of additional costs due to an increase in employer pension contributions and current forecasts are that the actual increase in costs will be lower than budgeted.

#### **6. CAPITAL**

6.1 The capital budget now totals £197.7m, decreased from the £208.9m reported at the end of June 2014. It is usual for the annual budget to be re-profiled into future years as initial grant allocations tend to be included in the current year budget and then re-profiled across years as further information on new projects becomes available.

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

6.3 Total capital expenditure to the end of Quarter 2 represented 23% of the revised capital programme budget for 2014/15 as follows:

	Annual Budget as at 30-Sep-14	Spent to 30-Sep-14	% Budget Spent
	£m	£m	%
<b>TOTALS BY DIRECTORATE:</b>			
Education, Social Care and Wellbeing	22.329	7.795	35%
Communities, Localities and Culture	10.896	2.207	20%
Development and Renewal	20.217	7.945	39%
Building Schools for the Future (BSF)	6.073	5.574	92%
Housing Revenue Account (HRA)	126.214	21.423	17%
Corporate GF provision for schemes under development	12.000	0.000	0%
<b>GRAND TOTAL</b>	<b>197.729</b>	<b>44.944</b>	<b>23%</b>

This compares with 19% at the same stage last year.

Although this is a seemingly low percentage of budget spent for halfway through the year, spend tends to be heavily profiled to the end of a year. At the end of November the capital spend was approximately £61m.

The main schemes which contribute to this figure are:

- Corporate GF provision (0% of £12.0m annual budget spent)**

This is set aside for the purchase of the new civic centre site which will be a one-off payment. Current forecasts indicate that this will take place towards the end of this financial year.
- Housing Capital Programme (2% of £20.7m annual budget spent)**

Non-Decent Homes schemes will not commence until 3rd quarter due to current focus on Decent Homes programme. 2014/15 budget projected to underspend (slip) by £10.7m so variance against profiled budget is in line with annual projection.
- New Affordable Housing Schemes – Ashington Estate East and Extensions (1% of £11.3m annual budget spent)**

Due to delays in finalising the dwelling mix for the Ashington Estate East project and the number of units to be provided, it is now unlikely that the tendering and planning processes will be undertaken in order for works to start on site during 2014-15. The Extensions scheme is a two year programme with a grant deadline that all completions must take place by March 2016. As such, the full budget was included within the 2014-15 financial year. Resources are however flexible between the two financial years. For both of these schemes the budget profile will be amended as part of the 2015-16 budget process to reflect actual progress.

- **Fuel Poverty and Insulation Works on HRA Properties (0% of £3.4m annual budget spent)**

Delays have arisen on this project due to changes in the Government's Energy Companies Obligations (ECO) scheme which resulted in the Council's partner (British Gas) withdrawing from the proposed project. The Council has however, secured alternative ECO funding from EDF, with formal contracts being entered into on 20 November

- **Decent Homes Backlog (25% of £73.6m annual budget spent)**

Accruals and fees which will be claimed from GLA are posted as part of year end procedures, resulting in a skew towards Q4 spend

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

	<b>Annual Budget as at 30-Sep-14</b>	<b>Projection 31-Mar-15</b>	<b>Forecast Variance</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>TOTALS BY DIRECTORATE:</b>			
Education, Social Care and Wellbeing	22.329	22.165	-0.164
Communities, Localities and Culture	10.896	10.896	0.000
Development and Renewal	20.217	19.089	-1.128
Building Schools for the Future (BSF)	6.073	6.073	0.000
Housing Revenue Account (HRA)	126.214	115.546	-10.668
Corporate GF provision for schemes under development	12.000	12.000	0.000
<b>GRAND TOTAL</b>	<b>197.729</b>	<b>185.769</b>	<b>-11.960</b>

Programme slippage of £11.9m is currently being projected. The projection does not reflect an underspend but is due to timing differences between years. Any amount of slippage will be spent in future years. The main reasons for the variance are as follows:

- **Housing Capital programme (£10.7m)**

This budget is managed by Tower Hamlets Homes and covers works outside of the on-going Decent Homes programme such as heating, lifts and door entry systems, roofing, windows etc. with investment need assessed by stock condition surveys. Due to the Authority focusing on the Decent Homes programme, the non Decent Homes HRA capital schemes will not commence until Q3 of 2014/15, and therefore it is highly likely that this budget will not fully spend in 2014/15. In the event of an underspend, resources will be carried forward to 2015/16.

6.5 The total approved budget, taking into account the whole life of all capital schemes, is currently £911.7m against which spend of £911.7m is forecast resulting in a total nil variance.

6.6 Capital receipts received in 2014/15 from the sale of Housing and General Fund assets as at 30<sup>th</sup> September 2014 are as follows:

<b>Capital Receipts</b>		
	£m	£m
<b>Sale of Housing assets</b>		
Receipts from Right to Buy (100 properties)	10.533	
less pooled amount paid to DCLG	-0.792	9.741
<b>Sale of General Fund assets</b>		
Overage Payments (Wapping Lane)	0.518	0.518
<b>Total</b>		<b>10.260</b>

Retained 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.

6.7 Approval is sought for an ESCW capital scheme for works to the White Horse 1 o'clock club. Further details are set out in Appendix 4.2

## **7. STRATEGIC PLAN 2014/15**

7.1 The council's performance management and accountability framework requires CMT and members to consider our progress against Strategic Plan activities every 6 months. This section provides a monitoring update for the first 6 months of the 2014/15 Plan.

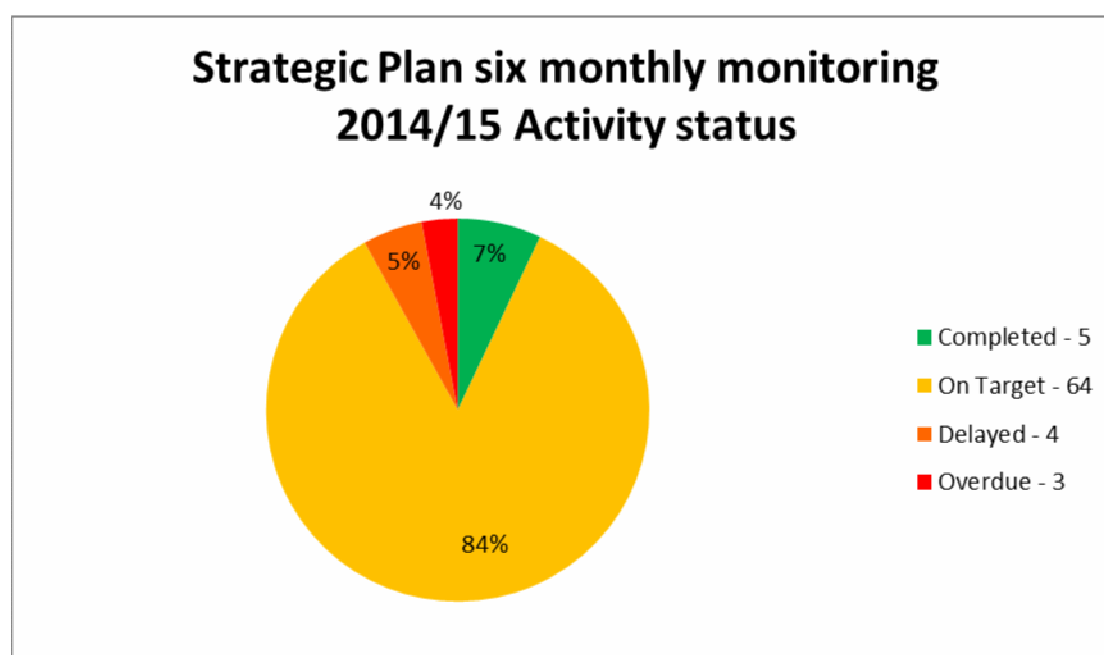
7.2 All activities within the Strategic Plan have been monitored and are included in **Appendix 5**. The following criteria are used to report on the status of activities:

- Completed (Green) - where an activity has been completed.
- On Target (Gold/Amber) - where an activity is not due for completion yet, and managers consider that progress is on track to meet the deadline. The percentage completed is given to provide an indication of the work already carried out.
- Delayed (Orange) - where an activity has missed its deadline or is assessed as likely to miss its deadline, but is still anticipated to complete within the financial year.

- Overdue (Red) - where an activity has been identified as likely to not be completed this financial year. 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.

7.3 There are 76 activities in the Strategic Plan. 91% of these activities are either complete or on target to complete on time, meaning the Council is well on track to delivering our strategic objectives within this financial year.

7.4 In total 5 (7%) of activities are completed, 64 (84%) are on target with 4 (5%) delayed and 3 overdue (4%).



7.5 Overall performance in delivering against the Strategic Plan is strong, with several activities complete, some earlier than anticipated:

7.6 **Increase household waste sent for reuse, recycling and composting** This activity, including developing a media awareness campaign, determining future demand profiles, and evaluating waste generation for estate-based communities has been completed ahead of the target date of March 2015.

7.7 **Embed a Child Rights Approach in all of our commissioning for 2014/15 –** This activity, including ensuring key partners sign up to the Mayor’s Charter of Child Rights, and the associated commissioning framework, training and procurement were completed before the target date of February 2015.

7.8 **Implement the Welfare Reform Temporary Accommodation Support Fund –** This activity completed by the October deadline and the fund is likely to continue to March 2015.

- 7.9 **Deliver free school meals for all primary pupils in the Borough through supplementing the government's Universal Infant Free School Meals Programme** – This activity is complete and each pupil based in Years Reception to Year 2 is now receiving a hot free school meal. This meets or exceeds the Government's nutritional and food based guidelines. In addition to the Government's scheme, all pupils in Years 3-6 are also receiving free school meals if they are not already entitled under the statutory scheme.
- 7.10 **Coordinate and support the implementation of the recommendations arising from the Tower Hamlets Fairness Commission** - This activity is complete, with a progress update being presented to Cabinet in November.
- 7.11 4 activities (5%) have been flagged as being delayed (Orange):
- 7.12 **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)** – Schools will now receive three visits over the course of the year rather than the traditional annual visit. Assessment training is ongoing – this includes NQTs and experienced co-ordinators in schools. However, rollout of the mathematics programme has been delayed due to issues with the recruitment of a teacher to work with both schools and MPVIs.
- 7.13 **Increase the number of children achieving 5 A\* to C grades including English and maths grades at GCSE** - Provisional 2014 GCSE results were released to schools in late August 2014. There have been a number of significant changes to exams this year which the DfE warned could impact on this year's results. The provisional results show that the percentage of students achieving 5+ A\*-C GCSEs (including English and Mathematics) is 59.5% - a drop of 5.2% points on last year's figure of 64.7% (although remaining 25 percentage points above 2005/06 levels). Tower Hamlets' results are still likely to be above the national average. The Council's role is to broker support between schools and strengthen partnerships. There has been some slippage with milestones but remedial actions are in place.
- 7.14 **Develop and implement a Women and Health employment programme focussing on the priority of Maternity and Early Years** – The programme has been developed and first cohort is ready to be recruited. However, this is on hold pending further discussions.
- 7.15 **Provide proportionate support to vulnerable children and families** – implementation of the revised procedures to ensure that care proceedings take 26 weeks on average have been delayed, as has the use of Signs of Safety risk analysis tools across agencies.

- 7.16 3 activities have been flagged up as Overdue (Red) i.e. where an activity has been identified as likely to not be completed this financial year.
- 7.17 **Deliver a Multi-faith Burial Ground** – Our external partner has been unable to secure planning consent, and so an alternative site has been identified. However this will result in there being a year delay from the original timescale.
- 7.18 **Make better use of our buildings and other public assets** – Delays in implementing the Corporate Landlord Model have had a consequent impact upon other milestones within the activity. This includes an impact on the commencement of work on the Civic Centre, due to the purchase of the site from NHS Barts being yet to complete. Works on site are now estimated to commence in December 2016.
- 7.19 **Work with people with drug and alcohol dependencies to break the cycle of substance misuse** – The milestone relating to Completing the Drug & Alcohol Service re-provisioning. The specifications for tender have been completed. However, this milestone has been delayed and budget is yet to be agreed. This milestone is unlikely to be completed before year end.

## 8. STRATEGIC PERFORMANCE MEASURES

- 8.1 The strategic measures enable the Council to monitor progress against its priorities outlined in the Strategic Plan. The strategic measures reflect the Council's continued commitment to set itself stretching targets. They are reviewed on an annual basis as part of the refresh of the Strategic Plan to ensure that it remains fit for purpose. Where necessary, there will also be in-year reviews of the measures.
- 8.2 **Appendix 6** illustrates the latest performance against our strategic measures. Performance against the current stretching target is measured as either 'Red', 'Amber' or 'Green' (RAG). Should performance fall below standard target – indicated as the dotted red line - it is marked as 'Red'. Should it be at or better than the standard target, but worse than the stretched target – indicated as the solid green line - it is 'Amber'. Where performance is at or better than the stretched target, it is 'Green'. Performance is also measured against the equivalent quarter for the previous year, as a 'direction of travel'. Where performance is deteriorating compared to the same time last year, it is indicated as a downward arrow ↓, if there is no change (or less than 5% change, or no statistically significant change for survey measures) it is neutral ↔, and where performance has improved compared to the previous year, it is indicated as an upward arrow ↑.



## **2013/14 Final Outturn Reporting Update**

8.3 Since the year end performance reporting was undertaken, final outturns for the following outstanding performance measures are now available, and are included in Appendix 6:

### ***Annual Resident Survey Measures***

There are nine measures taken from the Annual Residents Survey. The 2013/14 fieldwork took place later than usual (June to July 2014).

Seven of the nine outturns are similar to the previous year (i.e. any difference in score (positive or negative) was not statistically significant) with performance at least better than the standard target. This includes for:

- Percentage of residents agreeing that the Council is doing a good job
- Percentage of residents agreeing that the Council involves residents when making decisions
- Percentage of residents who rate parks and open spaces as good, very good, or excellent
- Overall / general satisfaction with the neighbourhood
- Local concern about ASB and Crime: vandalism, graffiti and criminal damage
- Satisfaction with the Police and Community Safety Partnership
- Percentage of people who believe people from different backgrounds get along well together

Local concern about drunk or rowdy behaviour in public spaces was higher than last year – this result may have been impacted on by the change in fieldwork dates. In addition, concern about drug use and drug dealing has increased – further detail about Council and Police activity to address this is set out in the report.

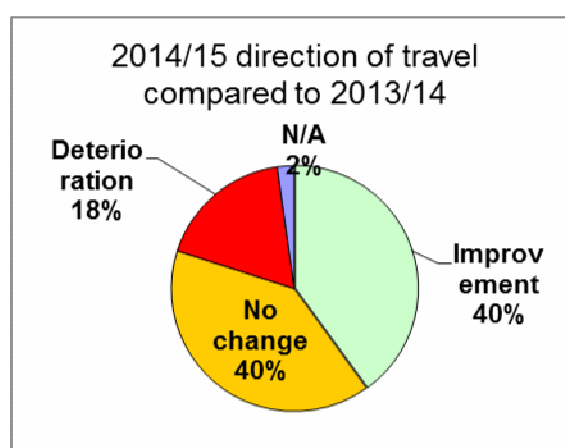
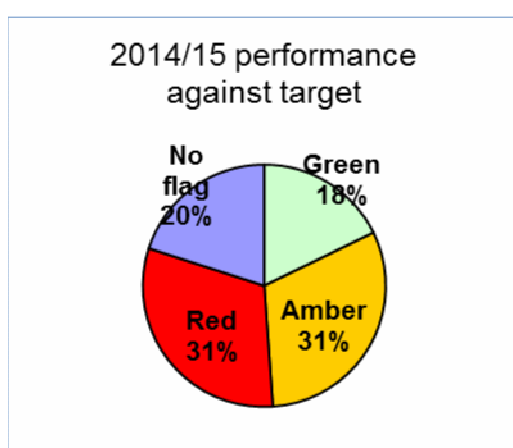
***Percentage of overall council housing stock that is non-decent*** – by the end of the 2013/14 financial year, 48.42 percent of the overall council housing stock was non-decent, compared to 60 percent in the previous financial year. The standard target was met.

There is one measure where the 2013/14 outturns are still unavailable.

***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.

## Strategic Performance Measures – Quarter 2 (July-September 2014)

- 8.4 The number of strategic measures available for reporting fluctuates between periods due to the different reporting frequencies of the measures. Of the 56 measures in the Strategic Set, including subset of measures, 45 are reportable this quarter (including previously outstanding 2013/14 final outturns and Quarter 1 data).
- 8.5 For new or significantly changed measures, it is not usually possible to measure direction of travel (because previous quarters are not available); as a result, the proportions allocated to each direction arrow are based on a total of 44. For performance against target (RAG status), proportions are based on 36 measures.
- 8 measures (18%) are meeting or exceeding their stretched target (Green), with four of these an improvement from last year (↑) and four remaining unchanged (↔);
  - 14 (31%) are above the standard target but below the stretched target (Amber), with four of these improving (↑), eight remaining unchanged (↔), and two deteriorating (↓) compared to last year's performance;
  - 14 (31%) are below the standard target (Red), with four improving from last year (↑), no change for three measures (↔), six deteriorating (↓), with one a new measure with no measurable direction of travel;
  - Overall, one indicator does not have comparable data for this time last year and therefore no direction of travel information can be produced. Nine indicators do not have targets and so no RAG can be produced – these mainly relate to Community Safety measures where police targets have yet to be set.



- 8.6 There are several strategic performance measures which report on a quarterly basis but Q2 data is currently not available due to a time lag in reporting. Q1 data has been provided in the report and appendix. These are:
- Number of Smoking Quitters; and

- Percentage of household waste sent for reuse, recycling and composting.

## **Performance Summary**

The following sections detail our performance under two key headings:

- High performing and areas of improvement
- High risk areas

### **High Performing Areas – Quarter 2**

8.7 Measures that exceeded their stretched target or have improved compared to quarter 2 last year include:

***Percentage of LP07 or above Local Authority staff that are from an ethnic minority*** performance is 25.14 percent. Although the stretch target of 30 percent has been missed, the standard target has been exceeded. There has been a significant increase (3.33 percentage points) in performance since September 2013/14.

***Percentage of council tax collected*** performance is 47.8 percent; the stretch target has been exceeded by 0.59 percentage points.

***Environmental cleanliness – graffiti*** 2.9 percent of the land surveyed was assessed as having levels of graffiti which fell below an acceptable level. The stretch target of 4 percent was exceeded and performance is also an improvement on this time last year, when 7.3 percent was assessed as below acceptable.

***Environmental cleanliness – fly-posting*** 0.4 percent of land surveyed was assessed as having levels of fly-posting which fell below an acceptable level. The stretch target of 1 percent was exceeded. Performance improved by 0.6 percentage points compared to this time last year.

***Percentage of overall council stock that is non-decent*** the 2013/14 year-end target of 48.42 percent was achieved. Performance improved by almost 12 percentage points compared to the 2012/13 financial year.

***Early Years Foundation Profile – achievement of a good level of development*** 55 percent of children achieved the standard ‘good level of development’ compared to 49.9 percent the previous year. The target of 47.5 percent was exceeded.

**Key Stage 2 pupil attainment in Reading, Writing and Maths** – 81 percent of pupils achieved the standard compared to 78 percent in the previous year. The target of 79 percent was exceeded.

**Overall employment rate – gap** the gap between the borough's employment rate and the London average has reduced to 4.5 percent. The target of 6.3 percent has been exceeded. In quarter 2 last year, the gap was 6.9 percent, equating to a 2.4 percentage improvement.

**JSA claimant – rate** although the stretch target of 0.6 percent has been missed, the gap between the borough's JSA claimant rate and the borough average has reduced to 0.7 percent, the standard target of 0.9 percent has been exceeded. Compared to quarter 2 last year, there has been a reduction in the gap of 0.6 percentage points.

**Proportion of children in poverty** this annual measure indicates that 39 percent of children in the borough are 'in poverty'. A target for this measure was not set, however compared to last year, there has been a reduction in the percentage by 7.1 percentage points.

**Self-directed support** 62.4 percent of people using social care receive self-directed support or a direct payment. The standard target was exceeded, however the stretch target of 70 percent was missed. Compared to this time last year, performance has improved by 5.3 percentage points.

**MOPAC 7 crimes: Number of Robbery incidents, number of thefts of a Motor Vehicle incidents, number of thefts from a Motor Vehicle incidents; number of Theft from the Person incidents**

Targets have not yet been set for these measures, however compared to this time last year; there has been a reduction in the number of crimes for these measures as follows:

- Number of Robbery Incidents – 85 fewer
- Number of Burglary Incidents – 67 fewer
- Number of Theft from a Motor Vehicle incidents – 130 fewer
- Number of Theft from the Person incidents – 236 fewer

**Total Notifiable Offences (TNO)**

Targets have not yet been set for this measure. There were 11,197 TNOs between April-September, compared to 12,066 this time last year – equating to 869 fewer crimes.

## High Risk Areas – Quarter 2

- 8.8 As part of the monitoring of our performance each quarter, analysis is undertaken to identify those measures at risk of not achieving their annual targets. These measures are set out below. Performance Review Group will consider each of these further (alongside all off-track measures) and whether additional remedial action is required.
- 8.9 **Percentage of LP07 or above Local Authority staff who have a disability** The standard target of 6.34 percent has been missed, and there has been a drop of 0.32 percentage points in performance compared to this time last year (September 2013). Although this figure remains below target, there has been a steady increase since April 12/13, where performance was at 2.17%. The number of people in this category (LPO7+) is relatively small, thus low numbers of people either leaving or joining can have a significant impact on the percentage. An exercise will be undertaken during quarter 3 to increase the accuracy of this data, which should have a positive impact on the figures.
- 8.10 **Number of working days / shifts lost to sickness absence per employee** The stretch target of 6.1 days has been missed and there has been a deterioration in performance since this time last year. There are a number of actions currently being taken to address the rise in sickness absence. People Board (Operations) regularly receives reports on sickness and is looking into service areas where absence is high with the aim of reducing the levels in those areas. DMTs across the Council are also being provided with additional information to that which they already regularly receive, looking into specific cases or areas with high absence, so that these can be addressed.
- 8.11 **Level of street and environmental cleanliness (litter)** Litter is below the standard target of 1.9 percent and has deteriorated by 0.8 percentage points. This has been affected by loss of funding from the Mayor's accelerated delivery programme. The Council is working together with Veolia to improve the results and reduce the level of litter in the borough. There will be increased monitoring by the Streetcare Officers to support Veolia in identifying zones that are failing to meet the required targets. Performance for litter is expected to improve by the next tranche survey, which will be completed in March 2015.
- 8.12 **Level of street and environmental cleanliness (detritus)** Detritus is below the standard target of 2.4 percent and has deteriorated by 1.7 percentage points compared to this time last year. This has been affected by the factors affecting the litter measure and the Council has been working with Veolia on improving all the overall cleansing standards. Performance for detritus is expected to improve further by next tranche survey, which will be completed in March 2015.

- 8.13 **Achievement of 5 or more A\*-C grades at GCSE or equivalent including English and Maths** The year end outturn of 58 percent is below the standard target of 64.7 percent and 6.7 percentage points lower than last year's outturn. Changes to the methodology at KS4 have led to widespread drops in performance this year. Nationally, performance fell to 52.6% meaning that Tower Hamlets remains well above the national average but remains slightly below the London average of 60.6%. A small improvement in performance is expected when the findings of the results checking exercise has been completed and the final data is published by the DfE.
- 8.14 **Smoking quitters** The outturn of 303 people per 100,000 population (aged 16+) is below the standard target of 350 and is 47 people per 100,000 population fewer than this time last year. Since the beginning of the financial year, 661 residents have attended NHS Stop Smoking Services and achieved the four-week quit target. 86% of target quits had been achieved at the end of Q2 due, in the main, to a low quit rate within primary care predominately caused by insufficient prescribing of smoking cessation treatments. A recovery plan has been implemented within primary care since October. This recovery plan has included briefings for all clinical staff on best practice prescribing; additional staff training for those delivering and promoting the service; and further promotion of the stop smoking services. Performance is also expected to increase in Quarters 3 & 4 due to national and local campaigns.

## 9. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 9.1 Under Financial Regulations it is the responsibility of senior managers to spend within budgets and, where necessary, management action will need to be taken over the remainder of the financial year to avoid overspend.
- 9.2 Any overspend incurred during 2014/15, will risk the financial position of the Council and would increase the savings targets within the MTFP, with a potential impact on services.
- 9.3 The current forecast overspend in ESCW is being reviewed by the Financial Recovery Group and the overall position will be reported through ongoing monitoring. Further work will be done to validate the extent of the cost pressures, and in the short term, the overspend can be contained with corporate contingencies. Any cost pressures that are replicated in future years will be considered as part of the budget and MTFP process.

## **10. LEGAL SERVICES COMMENTS**

- 10.1 The report provides performance information, including by reference to key performance indicators and the budget. It is consistent with good administration for the Council to consider monitoring information in relation to plans and budgets that it has adopted.
- 10.2 Section 3 of the Local Government Act 1999 requires the Council as a best value authority to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. Monitoring of performance information is an important way in which that obligation can be fulfilled.
- 10.3 The Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council’s chief finance officer has established financial procedures to ensure the Council’s proper financial administration. These include procedures for budgetary control. It is consistent with these arrangements for Members to receive information about the revenue and capital budgets as set out in the report.
- 10.4 A capital estimate is sought in the sum of £275,000 for works at Whitehorse 1 O’Clock Club. The Financial Regulations set a threshold of £250,000, above which Executive approval is required for a capital estimate. The Financial Procedures supplement this requirement. In accordance with Financial Procedure FP 3.3, senior managers are required to proceed with projects only when there is a capital estimate adopted and adequate capital resources have been identified. Where the estimate is over £250,000 the approval of the adoption of that capital estimate must be sought from the Executive.
- 10.5 The proposed works are to enable delivery of the Council’s functions in relation to early years’ provision under the Childcare Act 2006 and from that perspective appear capable of being carried out within the Council’s statutory functions. When procuring the works, regard must be had to the Council’s 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”. Procurement of the works must be carried out in accordance with the Council’s procurement procedures, which should support delivery of best value.
- 10.6 When considering its performance and any procurement, 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). 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.

#### **11. ONE TOWER HAMLETS CONSIDERATIONS**

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

The scheme outlined in Appendix 4.2 (The White Horse 1 O'Clock Club) meets the reduction of inequality and the community cohesion requirements of the One Tower Hamlets theme.

#### **12. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

An element of the monitoring report deals with environmental milestones within the Safe and Cohesive agenda.

#### **13. RISK MANAGEMENT IMPLICATIONS**

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

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

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

#### **14. CRIME AND DISORDER REDUCTION IMPLICATIONS**

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



## 15. EFFICIENCY STATEMENT

Efficiencies for 2014/15 are incorporated within the estimated forecast outturn.

---

### Linked Reports, Appendices and Background Documents

#### Linked Reports

None

#### Appendices

- Appendix 1 - lists budget/target adjustments (including virements) for the General Fund and capital budget movements
- 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 4.1 – provides details of the capital programme and explanations of any major variances
- Appendix 4.2 - sets out the detail of a capital estimate recommended for approval
- Appendix 5 – provides the six month Strategic Plan monitoring
- Appendix 6 – provides a summary of the Strategic Measures

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

None

#### **Originating Officers and Contact Details**

<b>Name</b>	<b>Title</b>	<b>Contact for information</b>
Kevin Miles	Chief Accountant ext. 6791	Brian Snary - Interim Financial Accountant ext. 5323
Louise Russell	Service Head, Corporate Strategy and Equality ext.3267	Kevin Kewin – Service Manager, Strategy, Policy and Performance ext.4075

This page is intentionally left blank

<b>CONTROL BUDGET 2014/15</b> (as at end of Period 6)	<b>Total General Fund</b>	<b>Education, Social Care and Wellbeing</b>	<b>Communities, Localities and Culture</b>	<b>Development and Renewal</b>	<b>Law, Probity and Governance</b>	<b>Resources</b>	<b>Corporate Costs</b>	<b>Central Items</b>
<b>2014/15 Original Budget at Cash Prices</b>	<b>293,933,495</b>	<b>218,270,376</b>	<b>78,069,763</b>	<b>15,035,000</b>	<b>9,471,532</b>	<b>7,535,755</b>	<b>19,755,703</b>	<b>(54,204,634)</b>
Corporate Landlord Model (Vote A58 Technical Resources)	0	(665,959)		665,959				
14/15 Budget re-alignment to reflect impact of previous Council decision (Nov 2012)	0	336,771	106,524	21,000				(464,295)
Budget Realignment - Council Tax Benefit adjustment relating to 2013/14	0					486,000	(41,000)	(445,000)
14/15 Budget re-alignment to reflect impact of previous Council decision (July 2014)	0		100,000					(100,000)
14/15 Budget re-alignment to reflect impact of previous Council decision (June 2014)	0	152,000						(152,000)
Concessionary Fares Growth	0		558,000					(558,000)
Support Services 2014/15	0	1,437,531	647,470	191,849	(179,791)	(2,097,059)		
Employee Budget Transfer to HR Strategy	0	(56,400)				56,400		
Housing Benefit	0					1,000,000		(1,000,000)
	0							
<b>Total Adjustments</b>	<b>0</b>	<b>1,203,943</b>	<b>1,411,994</b>	<b>878,808</b>	<b>(179,791)</b>	<b>(554,659)</b>	<b>(41,000)</b>	<b>(2,719,295)</b>
<b>Revised Current Budget 2014/15</b>	<b>293,933,495</b>	<b>219,474,319</b>	<b>79,481,757</b>	<b>15,913,807</b>	<b>9,291,741</b>	<b>6,981,096</b>	<b>19,714,703</b>	<b>(56,923,929)</b>

# Capital Control Budget 2014/15

	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
<b>2014/15 Original Budget at Second Budget Council</b>	<b>166.912</b>	<b>28.611</b>	<b>12.791</b>	<b>0.000</b>	<b>10.265</b>	<b>12.000</b>	<b>1.280</b>	<b>101.966</b>
<b>Slippage from 2013/14</b>	<b>65.550</b>	<b>3.195</b>	<b>(6.718)</b>	<b>0.000</b>	<b>0.971</b>	<b>0.000</b>	<b>17.736</b>	<b>50.366</b>
<b>Q1 - Total Adjustments</b>	<b>(23.785)</b>	<b>(0.428)</b>	<b>0.000</b>	<b>0.000</b>	<b>2.619</b>	<b>0.000</b>	<b>0.143</b>	<b>(26.119)</b>
<b>Cabinet Approvals</b>								
CLC - TfL Schemes	0.142				0.142			
ESCW - Learning Disability Hubs	0.064	0.064						
ESCW - Supplement Disabled Facilities Grant (D&R) allocation	0.000	(0.250)					0.250	
ESCW - Basic Need/Expansions	(4.199)	(4.199)						
ESCW - Conditions and Improvement	(1.224)	(1.224)						
ESCW - Primary Capital Programme	0.080	0.080						
ESCW - Mental health services	0.040	0.040						
<b>Budgets Re-profiled*</b>								
CLC - Bancroft Library, Phase 2/2b - Re-profiled to 2015/16	(0.145)				(0.145)			
CLC - Contaminated Land Works - Re-profiled to 2015/16	(0.173)				(0.173)			
CLC - Culture, Banglatown Art Trail & Arches - Re-profiled to 2015/16	(0.250)				(0.250)			
CLC - Highways Improvement Programme, Bartlett Park Masterplan - Re-profiled to 2015/16	(0.050)				(0.050)			
CLC - OPTEMS, Tredegar Road - Re-profiled to 2015/16	(0.200)				(0.200)			
CLC - Section 106 Funded Schemes - Re-profiled to 2015/16	(0.984)				(0.984)			
CLC - TfL Schemes - Re-profiled to 2015/16	(0.050)				(0.050)			
ESCW - Basic Need/Expansions - Re-profiled from 2015/16	0.195	0.195						
ESCW - Basic Need/Expansions, Olga Primary School Expansion - Re-profiled to 2016/17	(3.850)	(3.850)						
<b>Decisions Delegated to Corporate Directors**</b>								
CLC - Contaminated Land Works, Rosebank Gardens	0.010				0.010			
CLC - Public Realm Improvements, Toby Lane & Blackwall Depots	0.095				0.095			
CLC - Public Realm Improvements, Commercial Road - Works	0.250				0.250			
CLC - Public Realm Improvements, Commercial Road - Portacabins	0.044				0.044			
D&R - S106 Schemes, Barley Mow Project	0.152						0.152	
ESCW - Conditions and Improvement, Cubitt Town Junior School - Relocate Demountable & Create New Fire Escape	0.055	0.055						
ESCW - Conditions and Improvement, Cubitt Town Juniors - Structural Works	0.050	0.050						
ESCW - Conditions and Improvement, Hague Primary School - Roofing Works	0.090	0.090						
ESCW - Conditions and Improvement, Tommy Flowers PRU - Roofing Works	0.055	0.055						
ESCW - Conditions and Improvement, Tredegar House - Boiler Replacement	0.055	0.055						
ESCW - Mental Health Services, ICT Suite - Pritchard Street	0.180	0.180						
ESCW - Universal Free School Meals, Globe Primary School - Kitchen Upgrade	0.095	0.095						
ESCW - Universal Free School Meals, Cyril Jackson Primary School - Kitchen Upgrade	0.080	0.080						
<b>Other Approvals/Adjustments</b>								
CLC - Section 106 Funded Schemes, Additional S106 Schemes - Technical Adjustment	(0.057)				(0.057)			
CLC - TfL Schemes - Funding reprioritised	(1.339)				(1.339)			
CLC - TfL Schemes - Finished	(0.003)				(0.003)			
CLC - OPTEMS - Funding reprioritised	(0.249)				(0.249)			
D&R - Section 106 Passported Funding, Various - Crossrail (TfL) Project	0.657						0.657	
ESCW - Basic Need/Expansions - Finished	(0.038)	(0.038)						
ESCW - Basic Need/Expansions, Provision of Bulge Classes - Technical Adjustment	(0.114)	(0.114)						
ESCW - Conditions and Improvement, Non Schools Statutory Requirements - Technical Adjustment	(0.113)	(0.113)						
ESCW - Conditions and Improvement - Finished	(0.152)	(0.152)						
ESCW - Primary Capital Programme - Finished	(0.105)	(0.105)						
ESCW - Mental health services, Mental Health SCP - Finished	(0.030)	(0.030)						
ESCW - Ronald Street Roof Replacement - Finished	(0.014)	(0.014)						
HRA - Decent Homes Backlog - Technical Adjustment	0.001							0.001
<b>Q2 - Total Adjustments</b>	<b>(10.948)</b>	<b>(9.049)</b>	<b>0.000</b>	<b>0.000</b>	<b>(2.958)</b>	<b>0.000</b>	<b>1.059</b>	<b>0.001</b>
<b>Revised Budget</b>	<b>197.729</b>	<b>22.329</b>	<b>6.073</b>	<b>0.000</b>	<b>10.896</b>	<b>12.000</b>	<b>20.217</b>	<b>126.214</b>

\* 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	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 2014		£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>CHE Directorate of Law, Probity and Governance</b>										
GEN General Fund Account										
	Expenditure	17,480	17,635	8,818	9,420	604	18,265	630	3.57%	
	Income	-8,008	-8,344	-4,172	-4,292	-122	-9,024	-680	8.15%	
	<b>Net Expenditure</b>	<b>9,472</b>	<b>9,291</b>	<b>4,646</b>	<b>5,128</b>	<b>482</b>	<b>9,241</b>	<b>-50</b>	<b>-0.54%</b>	
<b>Net Expenditure Directorate: CHE</b>		<b>9,472</b>	<b>9,291</b>	<b>4,646</b>	<b>5,128</b>	<b>482</b>	<b>9,241</b>	<b>-50</b>	<b>-0.54%</b>	
<b>COM Communities &amp; Localities</b>										
GEN General Fund Account										
	Expenditure	133,293	134,921	58,255	53,754	-4,501	135,136	215	0.16%	
	Income	-55,423	-55,440	-21,582	-21,859	-277	-55,655	-215	0.39%	
	<b>Net Expenditure</b>	<b>77,870</b>	<b>79,481</b>	<b>36,673</b>	<b>31,895</b>	<b>-4,778</b>	<b>79,481</b>	<b>0</b>	<b>0.00%</b>	
<b>Net Expenditure Directorate: COM</b>		<b>77,870</b>	<b>79,481</b>	<b>36,673</b>	<b>31,895</b>	<b>-4,778</b>	<b>79,481</b>	<b>0</b>	<b>0.00%</b>	
<b>COP Corporate Cost and Central Items</b>										
GEN General Fund Account										
	Balance Sheet	-54,005	-56,926	-28,362	303	28,665	-56,926	0	0.00%	
	Capital Expenditure	7,095	7,095	3,547	1,740	-1,807	7,095	0	0.00%	
	Expenditure	14,361	14,320	7,160	6,133	-1,027	14,320	0	0.00%	
	Income	-1,700	-1,700	-850	-1,015	-165	-2,500	-800	47.06%	
	<b>Net Expenditure</b>	<b>-34,249</b>	<b>-37,211</b>	<b>-18,505</b>	<b>7,161</b>	<b>25,666</b>	<b>-38,011</b>	<b>-800</b>	<b>2.15%</b>	
<b>Net Expenditure Directorate: COP</b>		<b>-34,249</b>	<b>-37,211</b>	<b>-18,505</b>	<b>7,161</b>	<b>25,666</b>	<b>-38,011</b>	<b>-800</b>	<b>2.15%</b>	
<b>DEV Development &amp; Renewal</b>										
GEN General Fund Account										
	Expenditure	72,020	72,233	35,991	40,161	4,170	72,926	693	0.96%	
	Income	-56,319	-56,319	-28,160	-29,388	-1,228	-57,012	-693	1.23%	
	<b>Net Expenditure</b>	<b>15,701</b>	<b>15,914</b>	<b>7,831</b>	<b>10,773</b>	<b>2,942</b>	<b>15,914</b>	<b>0</b>	<b>0.00%</b>	
<b>Net Expenditure Directorate: DEV</b>		<b>15,701</b>	<b>15,914</b>	<b>7,831</b>	<b>10,773</b>	<b>2,942</b>	<b>15,914</b>	<b>0</b>	<b>0.00%</b>	
<b>ESW Education, Social Care &amp; Wellbeing</b>										
GEN General Fund Account										
	Expenditure	269,097	275,436	130,350	113,198	-17,152	281,610	6,174	2.24%	
	Income	-51,493	-55,959	-23,277	-17,205	6,072	-60,242	-4,283	7.65%	
	<b>Net Expenditure</b>	<b>217,604</b>	<b>219,477</b>	<b>107,073</b>	<b>95,993</b>	<b>-11,080</b>	<b>221,368</b>	<b>1,891</b>	<b>0.86%</b>	
<b>Net Expenditure Directorate: ESW</b>		<b>217,604</b>	<b>219,477</b>	<b>107,073</b>	<b>95,993</b>	<b>-11,080</b>	<b>221,368</b>	<b>1,891</b>	<b>0.86%</b>	
<b>RES Resource Services</b>										
GEN General Fund Account										
	Expenditure	329,438	297,381	148,687	152,224	3,537	300,329	2,948	0.99%	
	Income	-321,905	-290,400	-145,197	-158,701	-13,504	-291,748	-1,348	0.46%	
	<b>Net Expenditure</b>	<b>7,533</b>	<b>6,981</b>	<b>3,490</b>	<b>-6,477</b>	<b>-9,967</b>	<b>8,581</b>	<b>1,600</b>	<b>22.92%</b>	
<b>Net Expenditure Directorate: RES</b>		<b>7,533</b>	<b>6,981</b>	<b>3,490</b>	<b>-6,477</b>	<b>-9,967</b>	<b>8,581</b>	<b>1,600</b>	<b>22.92%</b>	
<b>Net Expenditure Total</b>		<b>293,933</b>	<b>293,933</b>	<b>141,208</b>	<b>144,473</b>	<b>3,265</b>	<b>296,574</b>	<b>2,641</b>	<b>0.90%</b>	

Page 55

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 2014	Directorate of Law, Probity and Governance	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	

Fund Type: GEN General Fund Account

<b>Service Area: C11 Corporate Management</b>										
<b>Vote: C80 Corporate Management</b>										
	Expenditure	2,006	2,317	1,159	1,098	-61	2,167	-150	-6.5%	The underspend is due to the vacancy held with LPG (former Chief Executive post)
	Income	0	0	0	0	0	0	0	0.0%	
	<b>Net Expenditure</b>	<b>2,006</b>	<b>2,317</b>	<b>1,159</b>	<b>1,098</b>	<b>-61</b>	<b>2,167</b>	<b>-150</b>	<b>-6.5%</b>	
	<b>Net Expenditure</b>	<b>2,006</b>	<b>2,317</b>	<b>1,159</b>	<b>1,098</b>	<b>-61</b>	<b>2,167</b>	<b>-150</b>	<b>-6.5%</b>	
<b>Service Area: C13 Legal Services</b>										
<b>Vote: C52 Legal Services</b>										
	Expenditure	3,790	3,780	1,890	1,849	-41	3,780	0	0.0%	
	Income	-3,442	-3,777	-1,889	-1,987	-99	-3,777	0	0.0%	
	<b>Net Expenditure</b>	<b>348</b>	<b>3</b>	<b>1</b>	<b>-138</b>	<b>-140</b>	<b>3</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: C58 Electoral Registration</b>										
	Expenditure	771	647	324	319	-5	647	0	0.0%	
	Income	0	0	0	-1	-1	0	0	0.0%	
	<b>Net Expenditure</b>	<b>771</b>	<b>647</b>	<b>324</b>	<b>318</b>	<b>-6</b>	<b>647</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: C60 Borough Elections</b>										
	Expenditure	29	129	64	536	471	700	571	442.6%	This expenditure relates to recent election spend and will be funded through earmarked reserves.
	Income	0	0	0	0	0	-571	-571	0.0%	
	<b>Net Expenditure</b>	<b>29</b>	<b>129</b>	<b>64</b>	<b>536</b>	<b>471</b>	<b>129</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: C84 Information Governance &amp; Complaints</b>										
	Expenditure	526	506	253	232	-21	500	-6	-1.2%	
	Income	-522	-506	-253	-176	76	-506	0	0.0%	
	<b>Net Expenditure</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>56</b>	<b>55</b>	<b>-6</b>	<b>-6</b>	<b>0.0%</b>	
	<b>Net Expenditure</b>	<b>1,152</b>	<b>779</b>	<b>389</b>	<b>772</b>	<b>380</b>	<b>773</b>	<b>-6</b>	<b>-0.8%</b>	
<b>Service Area: C18 Communications</b>										
<b>Vote: C14 Communications</b>										
	Expenditure	2,575	2,554	1,277	1,535	258	2,700	146	5.7%	Additional expenditure related to recent Media activity however will be contained within overall LPG budget
	Income	-2,499	-2,554	-1,277	-1,274	3	-2,505	49	1.9%	
	<b>Net Expenditure</b>	<b>76</b>	<b>0</b>	<b>0</b>	<b>261</b>	<b>261</b>	<b>195</b>	<b>195</b>	<b>5.3%</b>	
	<b>Net Expenditure</b>	<b>76</b>	<b>0</b>	<b>0</b>	<b>261</b>	<b>261</b>	<b>195</b>	<b>195</b>	<b>5.3%</b>	
<b>Service Area: C19 Registrars &amp; Democratic Services</b>										
<b>Vote: C56 Registration of Births, Deaths &amp; Marriages</b>										
	Expenditure	901	1,059	529	632	103	1,219	160	15.1%	Overspend is due to seasonal variance The increase expenditure will be met from Home Office income.
	Income	-515	-515	-258	-325	-67	-673	-158	30.7%	
	<b>Net Expenditure</b>	<b>386</b>	<b>544</b>	<b>271</b>	<b>307</b>	<b>36</b>	<b>546</b>	<b>2</b>	<b>0.4%</b>	
<b>Vote: C62 Democratic Services</b>										
	Expenditure	2,789	2,735	1,367	1,308	-59	2,689	-46	-1.7%	
	Income	-7	-2	-1	-1	0	-2	0	0.0%	
	<b>Net Expenditure</b>	<b>2,782</b>	<b>2,733</b>	<b>1,366</b>	<b>1,307</b>	<b>-59</b>	<b>2,687</b>	<b>-46</b>	<b>-1.7%</b>	
<b>Vote: C78 Democratic Representation</b>										
	Expenditure	961	849	425	425	0	849	0	0.0%	
	Income	0	0	0	0	0	0	0	0.0%	
	<b>Net Expenditure</b>	<b>961</b>	<b>849</b>	<b>425</b>	<b>425</b>	<b>0</b>	<b>849</b>	<b>0</b>	<b>0.0%</b>	
	<b>Net Expenditure</b>	<b>4,129</b>	<b>4,126</b>	<b>2,062</b>	<b>2,039</b>	<b>-23</b>	<b>4,082</b>	<b>-44</b>	<b>-1.1%</b>	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 2014	Directorate of Law, Probity and Governance	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Service Area: C20 Business Support</b>										
<b>Vote: C82 Business Support Unit</b>										
	Expenditure	873	834	417	393	-24	784	-50	-6.0%	Vacant Post of PA to Chief Executive
	Income	-866	-833	-416	-416	0	-833	0	0.0%	
	<b>Net Expenditure</b>	<b>7</b>	<b>1</b>	<b>1</b>	<b>-23</b>	<b>-24</b>	<b>-49</b>	<b>-50</b>	<b>-6.0%</b>	
	<b>Net Expenditure</b>	<b>7</b>	<b>1</b>	<b>1</b>	<b>-23</b>	<b>-24</b>	<b>-49</b>	<b>-50</b>	<b>-6.0%</b>	
<b>Service Area: C54 Corporate Strategy &amp; Equalities</b>										
<b>Vote: C16 Corporate Strategy and Equalities</b>										
	Expenditure	1,556	1,522	761	690	-71	1,556	34	2.2%	
	Income	0	0	0	-22	-22	0	0	0.0%	
	<b>Net Expenditure</b>	<b>1,556</b>	<b>1,522</b>	<b>761</b>	<b>668</b>	<b>-93</b>	<b>1,556</b>	<b>34</b>	<b>2.2%</b>	
<b>Vote: C21 Healthy Borough</b>										
	Expenditure	0	0	0	0	0	0	0	0.0%	
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: C54 One Tower Hamlets</b>										
	Expenditure	703	703	352	403	51	674	-29	-4.1%	
	Income	-157	-157	-78	-90	-12	-157	0	0.0%	
	<b>Net Expenditure</b>	<b>546</b>	<b>546</b>	<b>274</b>	<b>313</b>	<b>39</b>	<b>517</b>	<b>-29</b>	<b>-5.3%</b>	
	<b>Net Expenditure</b>	<b>2,102</b>	<b>2,068</b>	<b>1,035</b>	<b>981</b>	<b>-54</b>	<b>2,073</b>	<b>5</b>	<b>0.2%</b>	
<b>Net Expenditure Fund Type: GEN</b>		<b>9,472</b>	<b>9,291</b>	<b>4,646</b>	<b>5,128</b>	<b>482</b>	<b>9,241</b>	<b>-50</b>	<b>-0.5%</b>	
<b>Net Expenditure for Directorate of Law, Probity and Governance</b>		<b>9,472</b>	<b>9,291</b>	<b>4,646</b>	<b>5,128</b>	<b>482</b>	<b>9,241</b>	<b>-50</b>	<b>-0.5%</b>	

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 2014	Communities & Localities	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Fund Type: CPK Controlled Parking</b>										
<b>Service Area: CPR Public Realm</b>										
<b>Vote: E24 Parking Control</b>										
	Expenditure	7,808	7,808	3,633	3,380	-253	7,808	0	0.00%	
	Income	-7,808	-7,808	-7,738	-7,697	41	-7,808	0	0.00%	
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>-4,105</b>	<b>-4,317</b>	<b>-212</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>-4,105</b>	<b>-4,317</b>	<b>-212</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
<b>Net Expenditure Fund Type: CPK</b>		<b>0</b>	<b>0</b>	<b>-4,105</b>	<b>-4,317</b>	<b>-212</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
<b>Fund Type: GEN General Fund Account</b>										
<b>Service Area: CAL Cultural Services</b>										
<b>Vote: E40 Divisional Management</b>										
	Expenditure	113	113	56	71	15	113	0	0.00%	
	Income	-113	-113	0	0	0	-113	0	0.00%	
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>56</b>	<b>71</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: E41 Idea Stores</b>										
	Expenditure	8,429	8,581	4,023	3,998	-25	8,581	0	0.00%	
	Income	-1,330	-1,330	-152	-129	23	-1,330	0	0.00%	
	<b>Net Expenditure</b>	<b>7,099</b>	<b>7,251</b>	<b>3,871</b>	<b>3,869</b>	<b>-2</b>	<b>7,251</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: E42 Sports &amp; Physical Activity</b>										
	Expenditure	4,414	4,389	1,590	1,517	-73	4,389	0	0.00%	
	Income	-1,167	-1,077	-13	-66	-53	-1,077	0	0.00%	
	<b>Net Expenditure</b>	<b>3,247</b>	<b>3,312</b>	<b>1,577</b>	<b>1,451</b>	<b>-126</b>	<b>3,312</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: E43 Parks &amp; Open Spaces</b>										
	Expenditure	2,812	2,782	1,017	1,100	83	2,782	0	0.00%	
	Income	-576	-576	-188	-224	-36	-576	0	0.00%	
	<b>Net Expenditure</b>	<b>2,236</b>	<b>2,206</b>	<b>829</b>	<b>876</b>	<b>47</b>	<b>2,206</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: E44 Arts &amp; Events</b>										
	Expenditure	2,065	2,234	1,025	941	-84	2,234	0	0.00%	
	Income	-991	-933	-742	-829	-87	-933	0	0.00%	
	<b>Net Expenditure</b>	<b>1,074</b>	<b>1,301</b>	<b>283</b>	<b>112</b>	<b>-171</b>	<b>1,301</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: E45 Mile End Park</b>										
	Expenditure	703	703	260	342	82	703	0	0.00%	
	Income	-703	-703	-315	-418	-103	-703	0	0.00%	
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>-55</b>	<b>-76</b>	<b>-21</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: E47 Lifelong Learning</b>										
	Expenditure	4,550	4,586	1,585	1,494	-91	4,586	0	0.00%	
	Income	-3,335	-3,335	-173	-93	80	-3,335	0	0.00%	
	<b>Net Expenditure</b>	<b>1,215</b>	<b>1,251</b>	<b>1,412</b>	<b>1,401</b>	<b>-11</b>	<b>1,251</b>	<b>0</b>	<b>0.01%</b>	
<b>Vote: E48 Community Languages Services</b>										
	Expenditure	1,082	1,092	546	505	-41	1,092	0	0.00%	
	Income	-306	-306	-320	-351	-31	-306	0	0.00%	
	<b>Net Expenditure</b>	<b>776</b>	<b>786</b>	<b>226</b>	<b>154</b>	<b>-72</b>	<b>786</b>	<b>0</b>	<b>0.00%</b>	
	<b>Net Expenditure</b>	<b>15,647</b>	<b>16,107</b>	<b>8,199</b>	<b>7,858</b>	<b>-341</b>	<b>16,107</b>	<b>0</b>	<b>0.00%</b>	



Corporate Monthly Budget Monitoring

September 2014 Communities & Localities

	Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Service Area: CMS CLC Management &amp; Support</b>									
<b>Vote: E01 Management &amp; Support</b>									
Expenditure	3,248	3,192	1,581	1,606	25	3,248	56	1.75%	
Income	-3,248	-3,192	-1,277	-1,301	-24	-3,248	-56	1.75%	
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>304</b>	<b>305</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>304</b>	<b>305</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
<b>Service Area: CPR Public Realm</b>									
<b>Vote: E10 Public Realm M &amp; A</b>									
Expenditure	356	356	178	153	-25	356	0	0.00%	
Income	-356	-356	-163	0	163	-356	0	0.00%	
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>15</b>	<b>153</b>	<b>138</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: E12 Transportation &amp; Highways</b>									
Expenditure	12,143	12,369	4,447	3,088	-1,359	12,528	159	1.29%	Variance to date due to timing of new Highways and Street lighting contracts
Income	-5,547	-5,694	-438	-629	-191	-5,853	-159	2.79%	
<b>Net Expenditure</b>	<b>6,596</b>	<b>6,675</b>	<b>4,009</b>	<b>2,459</b>	<b>-1,550</b>	<b>6,675</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: E15 Clean and Green</b>									
Expenditure	33,996	34,281	15,359	13,461	-1,898	34,281	0	0.00%	Variance to date due to timing differences in invoices being submitted by Veolia.
Income	-8,239	-8,239	-2,092	-2,005	87	-8,239	0	0.00%	
<b>Net Expenditure</b>	<b>25,757</b>	<b>26,042</b>	<b>13,267</b>	<b>11,456</b>	<b>-1,811</b>	<b>26,042</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: E16 Waste Strategy, Policy and Procurement</b>									
Expenditure	154	154	71	71	0	154	0	0.00%	
Income	0	0	0	0	0	0	0	0.00%	
<b>Net Expenditure</b>	<b>154</b>	<b>154</b>	<b>71</b>	<b>71</b>	<b>0</b>	<b>154</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: E23 Concessionary Fares</b>									
Expenditure	9,017	9,582	4,791	4,756	-35	9,582	0	0.00%	
Income	0	0	0	0	0	0	0	0.00%	
<b>Net Expenditure</b>	<b>9,017</b>	<b>9,582</b>	<b>4,791</b>	<b>4,756</b>	<b>-35</b>	<b>9,582</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: E30 Fleet Management</b>									
Expenditure	1,037	1,037	688	965	277	1,037	0	0.00%	Variance to date due to increase in demand, off set by additional income
Income	-1,037	-1,037	-518	-898	-380	-1,037	0	0.00%	
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>170</b>	<b>67</b>	<b>-103</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: E31 Passenger Transport</b>									
Expenditure	4,837	4,837	2,418	2,148	-270	4,837	0	0.00%	
Income	-4,837	-4,837	-2,058	-1,626	432	-4,837	0	0.00%	
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>360</b>	<b>522</b>	<b>162</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: E32 DSO Vehicle Workshop</b>									
Expenditure	487	487	244	159	-85	487	0	0.00%	
Income	-487	-487	-244	-134	110	-487	0	0.00%	
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
<b>Net Expenditure</b>	<b>41,524</b>	<b>42,453</b>	<b>22,683</b>	<b>19,509</b>	<b>-3,174</b>	<b>42,453</b>	<b>0</b>	<b>0.00%</b>	

Corporate Monthly Budget Monitoring

September 2014		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
Communities & Localities		£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Service Area: CSC Safer Communities</b>										
<b>Vote: E80 Safer Communities Management</b>										
	Expenditure	155	155	77	101	24	155	0	0.00%	
	Income	-155	-155	-77	-77	0	-155	0	0.00%	
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>24</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: E81 Comm Safety Partnership, DV&amp;HC</b>										
	Expenditure	2,482	2,407	937	677	-260	2,407	0	0.00%	
	Income	-248	-154	-77	-87	-10	-154	0	0.00%	
	<b>Net Expenditure</b>	<b>2,234</b>	<b>2,253</b>	<b>860</b>	<b>590</b>	<b>-270</b>	<b>2,253</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: E83 Enforcement &amp; Intervention</b>										
	Expenditure	3,141	3,161	1,557	1,539	-18	3,161	0	0.00%	
	Income	-196	-196	-179	-230	-51	-196	0	0.00%	
	<b>Net Expenditure</b>	<b>2,945</b>	<b>2,965</b>	<b>1,378</b>	<b>1,309</b>	<b>-69</b>	<b>2,965</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: E84 Drugs and Alcohol Action Team</b>										
	Expenditure	10,825	10,989	3,217	2,993	-224	10,989	0	0.00%	
	Income	-9,490	-9,593	-2,059	-2,049	10	-9,593	0	0.00%	
	<b>Net Expenditure</b>	<b>1,335</b>	<b>1,396</b>	<b>1,158</b>	<b>944</b>	<b>-214</b>	<b>1,396</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: E85 Env Commercial Services</b>										
	Expenditure	3,659	3,743	1,777	1,694	-83	3,743	0	0.00%	
	Income	-1,252	-1,279	-968	-1,000	-32	-1,279	0	0.00%	
	<b>Net Expenditure</b>	<b>2,407</b>	<b>2,464</b>	<b>809</b>	<b>694</b>	<b>-115</b>	<b>2,464</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: E86 Env Health Protection</b>										
	Expenditure	4,151	4,208	1,987	1,947	-40	4,208	0	0.00%	
	Income	-1,142	-1,142	-538	-532	6	-1,142	0	0.00%	
	<b>Net Expenditure</b>	<b>3,009</b>	<b>3,066</b>	<b>1,449</b>	<b>1,415</b>	<b>-34</b>	<b>3,066</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: E87 Youth &amp; Connexions Service</b>										
	Expenditure	8,789	8,835	3,800	3,788	-12	8,835	0	0.00%	
	Income	-546	-584	-96	-150	-54	-584	0	0.00%	
	<b>Net Expenditure</b>	<b>8,243</b>	<b>8,251</b>	<b>3,704</b>	<b>3,638</b>	<b>-66</b>	<b>8,251</b>	<b>0</b>	<b>0.00%</b>	
	<b>Net Expenditure</b>	<b>20,173</b>	<b>20,395</b>	<b>9,358</b>	<b>8,614</b>	<b>-744</b>	<b>20,395</b>	<b>0</b>	<b>0.00%</b>	
<b>Service Area: CSI Service Integration</b>										
<b>Vote: E71 Service Integration</b>										
	Expenditure	526	526	263	128	-135	526	0	0.00%	
	Income	0	0	0	0	0	0	0	0.00%	
	<b>Net Expenditure</b>	<b>526</b>	<b>526</b>	<b>263</b>	<b>128</b>	<b>-135</b>	<b>526</b>	<b>0</b>	<b>0.00%</b>	
	<b>Net Expenditure</b>	<b>526</b>	<b>526</b>	<b>263</b>	<b>128</b>	<b>-135</b>	<b>526</b>	<b>0</b>	<b>0.00%</b>	
<b>Net Expenditure Fund Type: GEN</b>		<b>77,870</b>	<b>79,481</b>	<b>40,807</b>	<b>36,414</b>	<b>-4,393</b>	<b>79,481</b>	<b>0</b>	<b>0.00%</b>	
<b>Fund Type: STR Street Trading Accounts</b>										
<b>Service Area: CSC Safer Communities</b>										
<b>Vote: E82 Street Trading Account</b>										
	Expenditure	2,314	2,314	1,128	1,132	4	2,314	0	0.00%	
	Income	-2,314	-2,314	-1,157	-1,334	-177	-2,314	0	0.00%	
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>-29</b>	<b>-202</b>	<b>-173</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>-29</b>	<b>-202</b>	<b>-173</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
<b>Net Expenditure Fund Type: STR</b>		<b>0</b>	<b>0</b>	<b>-29</b>	<b>-202</b>	<b>-173</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
<b>Net Expenditure for Communities &amp; Localities</b>		<b>77,870</b>	<b>79,481</b>	<b>36,673</b>	<b>31,895</b>	<b>-4,778</b>	<b>79,481</b>	<b>0</b>	<b>0.00%</b>	

Page 60

Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 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										
	Balance Sheet	0	0	0	303	303	0	0	0.0%	
	Capital Expenditure	7,095	7,095	3,547	1,740	-1,807	7,095	0	0.0%	Additional investment income has been ben received due to higher than expected investment balances, slippage on the capital programme and grant funding recieved earlier than expected. Spend to date variance is due to items such as depreciation and minimum revenue pro vision being processed at year-end
	Expenditure	14,361	14,320	7,160	6,133	-1,027	14,320	0	0.0%	
	Income	-1,700	-1,700	-850	-1,015	-165	-2,500	-800	47.1%	
	<b>Net Expenditure</b>	<b>19,756</b>	<b>19,715</b>	<b>9,857</b>	<b>7,161</b>	<b>-2,696</b>	<b>18,915</b>	<b>-800</b>	<b>-4.1%</b>	
	<b>Net Expenditure</b>	<b>19,756</b>	<b>19,715</b>	<b>9,857</b>	<b>7,161</b>	<b>-2,696</b>	<b>18,915</b>	<b>-800</b>	<b>-4.1%</b>	
Service Area: CTR Central Items										
Vote: CEN Central Items										
	Balance Sheet	-54,005	-56,926	-28,362	0	28,362	-56,926	0	0.0%	
	<b>Net Expenditure</b>	<b>-54,005</b>	<b>-56,926</b>	<b>-28,362</b>	<b>0</b>	<b>28,362</b>	<b>-56,926</b>	<b>0</b>	<b>0.0%</b>	
	<b>Net Expenditure</b>	<b>-54,005</b>	<b>-56,926</b>	<b>-28,362</b>	<b>0</b>	<b>28,362</b>	<b>-56,926</b>	<b>0</b>	<b>0.0%</b>	
<b>Net Expenditure Fund Type: GEN</b>		<b>-34,249</b>	<b>-37,211</b>	<b>-18,505</b>	<b>7,161</b>	<b>25,666</b>	<b>-38,011</b>	<b>-800</b>	<b>2.1%</b>	
<b>Net Expenditure for Corporate Cost and Central Items</b>		<b>-34,249</b>	<b>-37,211</b>	<b>-18,505</b>	<b>7,161</b>	<b>25,666</b>	<b>-38,011</b>	<b>-800</b>	<b>2.1%</b>	

Corporate Monthly Budget Monitoring

September 2014	Development & Renewal	Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	

Fund Type: GEN General Fund Account

Service Area: JAM Corporate Property & Capital Delivery

Vote: A58 Technical Resources

Expenditure	713	713	233	241	8	713	0	0.00%
Income	-47	-47	-23	-49	-26	-47	0	0.00%
<b>Net Expenditure</b>	<b>666</b>	<b>666</b>	<b>210</b>	<b>192</b>	<b>-18</b>	<b>666</b>	<b>0</b>	<b>0.00%</b>

Vote: J16 Corporate Property

Expenditure	1,617	1,617	808	847	39	1,708	92	5.69%
Income	-576	-576	-288	-309	-21	-667	-92	15.97%
<b>Net Expenditure</b>	<b>1,041</b>	<b>1,041</b>	<b>520</b>	<b>538</b>	<b>18</b>	<b>1,041</b>	<b>0</b>	<b>0.00%</b>

Vote: J30 Capital Delivery

Expenditure	986	986	493	1,202	709	989	3	0.30%	Costs and income collected on this code then recharged at year end
Income	-898	-898	-449	-544	-95	-898	0	0.00%	
<b>Net Expenditure</b>	<b>88</b>	<b>88</b>	<b>44</b>	<b>658</b>	<b>614</b>	<b>91</b>	<b>3</b>	<b>3.41%</b>	

Vote: J32 Administrative Buildings

Expenditure	12,878	12,878	6,439	6,263	-176	12,878	0	0.00%	Net revenue budget, all costs within this are recharged across the directorates via support services at year end.
Income	-13,881	-13,881	-6,941	-6,941	0	-13,882	0	0.00%	
<b>Net Expenditure</b>	<b>-1,003</b>	<b>-1,003</b>	<b>-502</b>	<b>-678</b>	<b>-176</b>	<b>-1,004</b>	<b>0</b>	<b>0.00%</b>	

Vote: J34 Depots

Expenditure	221	221	110	145	35	415	194	87.78%	Inherited BAM (Better Asset Management) savings did not materialise - consolidations depot delayed. Therefore costs associated running of the depot exceeds the available budget. A growth bid has been submitted to mitigate this costs pressures in 2015/16.
Income	-375	-375	-187	-172	15	-375	0	0.00%	
<b>Net Expenditure</b>	<b>-154</b>	<b>-154</b>	<b>-77</b>	<b>-27</b>	<b>50</b>	<b>40</b>	<b>194</b>	<b>-125.97%</b>	

Vote: K97 BATs Tr A/C

Expenditure	744	744	372	445	73	894	150	20.16%	Trading Activity - expected to generate surplus in the year, no impact on the general fund, invoices yet to be raised to schools
Income	-744	-744	-372	-76	296	-894	-150	20.16%	
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>369</b>	<b>369</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	

<b>Net Expenditure</b>	<b>638</b>	<b>638</b>	<b>195</b>	<b>1,052</b>	<b>857</b>	<b>834</b>	<b>197</b>	<b>30.88%</b>	
------------------------	------------	------------	------------	--------------	------------	------------	------------	---------------	--

Service Area: JEE Economic Development

Vote: J24 Economic Development

Expenditure	3,236	3,236	1,618	1,751	133	3,237	0	0.00%	Need to review the further spend on this area, 5 year cash flow is being developed for the service to ascertain funding and GF implications for future years
Income	-1,518	-1,518	-759	-171	588	-1,518	0	0.00%	HRA recharges to be done at year end
<b>Net Expenditure</b>	<b>1,718</b>	<b>1,718</b>	<b>859</b>	<b>1,580</b>	<b>721</b>	<b>1,719</b>	<b>0</b>	<b>0.00%</b>	

<b>Net Expenditure</b>	<b>1,718</b>	<b>1,718</b>	<b>859</b>	<b>1,637</b>	<b>778</b>	<b>1,719</b>	<b>0</b>	<b>0.00%</b>	
------------------------	--------------	--------------	------------	--------------	------------	--------------	----------	--------------	--

Corporate Monthly Budget Monitoring

September 2014		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
Development & Renewal		£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Service Area: JES Resources</b>										
<b>Vote: J08 Programmes &amp; Projects Funding</b>										
	Expenditure	105	105	52	1,344	1,292	105	0	0.00%	Project related spend - mainly recharged to capital and HRA during the year
	Income	-105	-105	-53	-580	-527	-105	0	0.00%	end. No impact on General Fund.
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>-1</b>	<b>764</b>	<b>765</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: J12 Resources</b>										
	Expenditure	1,848	1,848	924	946	22	1,987	139	7.52%	Recharges will be processed as part of the year end process
	Income	-559	-559	-279	0	279	-689	-130	23.26%	
	<b>Net Expenditure</b>	<b>1,289</b>	<b>1,289</b>	<b>645</b>	<b>946</b>	<b>301</b>	<b>1,298</b>	<b>9</b>	<b>0.70%</b>	
<b>Vote: J14 Management &amp; Support Services</b>										
	Expenditure	2,534	2,726	1,363	3,388	2,025	2,726	0	0.00%	Central support services recharged at year end.
	Income	-45	-45	-23	66	89	-45	0	0.00%	
	<b>Net Expenditure</b>	<b>2,489</b>	<b>2,681</b>	<b>1,340</b>	<b>3,454</b>	<b>2,114</b>	<b>2,681</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: J48 Third Sector Team</b>										
	Expenditure	2,451	2,472	1,236	1,478	242	2,472	0	0.00%	Spend related to EU funded projects - grant income will be drawn during the closure process
	Income	0	0	0	6	6	0	0	0.00%	
	<b>Net Expenditure</b>	<b>2,451</b>	<b>2,472</b>	<b>1,236</b>	<b>1,484</b>	<b>248</b>	<b>2,472</b>	<b>0</b>	<b>0.00%</b>	
	<b>Net Expenditure</b>	<b>6,229</b>	<b>6,442</b>	<b>3,220</b>	<b>6,648</b>	<b>3,428</b>	<b>6,451</b>	<b>9</b>	<b>0.14%</b>	
<b>Service Area: JHO Housing Options</b>										
<b>Vote: J26 Lettings</b>										
	Expenditure	2,482	2,482	1,241	889	-352	2,482	0	0.00%	RSL invoices for 14/15 still to be raised, and HRA recharges yet to be processed for the year. No year end variance anticipated.
	Income	-1,380	-1,380	-690	-4	686	-1,380	0	0.00%	
	<b>Net Expenditure</b>	<b>1,102</b>	<b>1,102</b>	<b>551</b>	<b>885</b>	<b>334</b>	<b>1,102</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: J40 Homelessness</b>										
	Expenditure	32,010	32,010	16,005	14,197	-1,808	32,010	0	0.00%	Budget includes DCLG grant of £1.6m. Due to back log in processing invoices - expenditure is lower then the actual income YTD, this will be rectified during the year. In overall service should able to absorb unexpected increase in expenditure
	Income	-29,185	-29,185	-14,592	-15,565	-973	-29,185	0	0.00%	
	<b>Net Expenditure</b>	<b>2,825</b>	<b>2,825</b>	<b>1,413</b>	<b>-1,368</b>	<b>-2,781</b>	<b>2,825</b>	<b>0</b>	<b>0.00%</b>	
	<b>Net Expenditure</b>	<b>3,927</b>	<b>3,927</b>	<b>1,964</b>	<b>-483</b>	<b>-2,447</b>	<b>3,927</b>	<b>0</b>	<b>0.00%</b>	

Corporate Monthly Budget Monitoring

September 2014 Development & Renewal

	Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Service Area: JPB Planning &amp; Building Control</b>									
<b>Vote: J04 BC Revenue</b>									
Expenditure	564	564	282	221	-61	564	0	0.00%	
Income	-340	-340	-170	-41	129	-340	0	0.00%	
<b>Net Expenditure</b>	<b>224</b>	<b>224</b>	<b>112</b>	<b>180</b>	<b>68</b>	<b>224</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: J06 Development Management</b>									
Expenditure	2,348	2,348	1,174	1,232	58	2,440	93	3.96%	additional fee income and vacant posts contributing to underspend
Income	-2,160	-2,160	-1,080	-1,380	-300	-2,470	-310	14.35%	
<b>Net Expenditure</b>	<b>188</b>	<b>188</b>	<b>94</b>	<b>-148</b>	<b>-242</b>	<b>-30</b>	<b>-217</b>	<b>-115.43%</b>	
<b>Vote: J44 Application Support</b>									
Expenditure	660	660	330	272	-58	660	0	0.00%	
Income	-817	-817	-409	-456	-47	-817	0	0.00%	
<b>Net Expenditure</b>	<b>-157</b>	<b>-157</b>	<b>-79</b>	<b>-184</b>	<b>-105</b>	<b>-157</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: J45 Planning, Other Projects</b>									
Expenditure	0	0	0	2,847	2,847	0	0	0.00%	London Mayor's CIL payments - to TFL, recovered via Community Infrastructure Levy (CIL) reflected in income, this vote is cleared at year end. No impact on the GF.
Income	0	0	0	-2,571	-2,571	0	0	0.00%	
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>276</b>	<b>276</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: J46 Strategic Planning</b>									
Expenditure	1,250	1,250	625	326	-299	1,250	0	0.00%	Historic buildings grants payments yet to be processed approx. £100k (payments delayed to third-party), plus £100k allocated to Whitechapel vision project team needs to be vired within the cost centre
Income	-15	-15	-8	0	8	-15	0	0.00%	
<b>Net Expenditure</b>	<b>1,235</b>	<b>1,235</b>	<b>617</b>	<b>326</b>	<b>-291</b>	<b>1,235</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: J47 PBC Service Management</b>									
Expenditure	343	343	171	134	-37	343	0	0.00%	
Income	-48	-48	-24	-20	4	-48	0	0.00%	
<b>Net Expenditure</b>	<b>295</b>	<b>295</b>	<b>147</b>	<b>114</b>	<b>-33</b>	<b>295</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: J49 Infrastructure Planning</b>									
Expenditure	389	389	195	150	-45	389	0	0.00%	
Income	-366	-366	-183	0	183	-366	0	0.00%	
<b>Net Expenditure</b>	<b>23</b>	<b>23</b>	<b>12</b>	<b>150</b>	<b>138</b>	<b>23</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: K99 Building Control Trading A/c</b>									
Expenditure	982	982	491	243	-248	982	0	0.00%	Unfilled vacant posts frozen due to reduction in trading activity as part of the mitigating action plan to bring the trading account into a healthy position. Ring Fenced Account - does not impact General Fund.
Income	-982	-982	-491	-492	-1	-982	0	0.00%	
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-249</b>	<b>-249</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
<b>Net Expenditure</b>	<b>1,808</b>	<b>1,808</b>	<b>903</b>	<b>465</b>	<b>-438</b>	<b>1,591</b>	<b>-217</b>	<b>-12.00%</b>	
<b>Service Area: JRS Regen Strategy and Sustainability</b>									
<b>Vote: J20 Strategy Regen Sustainability</b>									
Expenditure	3,167	3,167	1,583	1,212	-371	3,187	20	0.63%	Payments re: Barkantine heating and power outstanding for the year. Energy Team and finance are currently working with the service to develop a trading account and a sustainable business model for the trading activity.
Income	-1,734	-1,734	-867	-6	861	-1,745	-11	0.63%	
<b>Net Expenditure</b>	<b>1,433</b>	<b>1,433</b>	<b>716</b>	<b>1,206</b>	<b>490</b>	<b>1,442</b>	<b>9</b>	<b>0.63%</b>	
<b>Vote: J22 Housing Regeneration</b>									
Expenditure	492	492	246	377	131	492	0	0.00%	
Income	-544	-544	-272	-129	143	-544	0	0.00%	
<b>Net Expenditure</b>	<b>-52</b>	<b>-52</b>	<b>-26</b>	<b>248</b>	<b>274</b>	<b>-52</b>	<b>0</b>	<b>0.00%</b>	
<b>Net Expenditure</b>	<b>1,381</b>	<b>1,381</b>	<b>690</b>	<b>1,454</b>	<b>764</b>	<b>1,390</b>	<b>9</b>	<b>0.65%</b>	
<b>Net Expenditure Fund Type: GEN</b>	<b>15,701</b>	<b>15,914</b>	<b>7,832</b>	<b>10,773</b>	<b>2,942</b>	<b>15,914</b>	<b>0</b>	<b>0.00%</b>	

Corporate Monthly Budget Monitoring

September 2014		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
Education, Social Care & Wellbeing		£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Fund Type: DSG Dedicated Schools Grant										
Service Area: GLA Learning & Achievement										
Vote: G11 Early Years Service GF										
	Expenditure	2,116	2,116	1,058	493	-565	2,083	-33	-1.56%	Budget Adjustment required.
	Income	-27	-27	-14	-18	-4	48	75	-277.78%	Extension of Charging policy
	<b>Net Expenditure</b>	<b>2,089</b>	<b>2,089</b>	<b>1,044</b>	<b>475</b>	<b>-569</b>	<b>2,131</b>	<b>42</b>	<b>2.01%</b>	
Vote: G12 Local Authority Day Nurseries										
	Expenditure	2,922	2,922	1,434	1,139	-295	2,921	-1	-0.03%	
	Income	-198	-198	-99	-12	87	-208	-10	5.05%	
	<b>Net Expenditure</b>	<b>2,724</b>	<b>2,724</b>	<b>1,335</b>	<b>1,127</b>	<b>-208</b>	<b>2,713</b>	<b>-11</b>	<b>-0.40%</b>	
Vote: G17 Support For Learning Serv DSG										
	Expenditure	3,984	3,984	1,992	1,732	-260	4,054	70	1.76%	Increased costs due to 1% Salary increased from Sept. for Soulbury grades.
	Income	-1,142	-1,142	-571	-346	225	-1,272	-130	11.38%	Awaiting SLA Charges to be posted, increase relates to New Grant 14/15.
	<b>Net Expenditure</b>	<b>2,842</b>	<b>2,842</b>	<b>1,421</b>	<b>1,386</b>	<b>-35</b>	<b>2,782</b>	<b>-60</b>	<b>-2.11%</b>	
Vote: H10 Learning & Achievm't M & A DSG										
	Expenditure	879	879	439	0	-439	879	0	0.00%	
	Income	0	0	0	0	0	0	0	0.00%	
	<b>Net Expenditure</b>	<b>879</b>	<b>879</b>	<b>439</b>	<b>0</b>	<b>-439</b>	<b>879</b>	<b>0</b>	<b>0.00%</b>	
Vote: H11 Early Years Service DSG										
	Expenditure	27,258	27,258	12,379	3,268	-9,111	25,191	-2,067	-7.58%	This variance represents two year old Rev. support to capital, as now agreed by DfE, it will not be realised in 14/15. Budget Manager has requested a C/fwd to 15/16 of DSG Grant.
	Income	0	0	0	0	0	0	0	0.00%	
	<b>Net Expenditure</b>	<b>27,258</b>	<b>27,258</b>	<b>12,379</b>	<b>3,268</b>	<b>-9,111</b>	<b>25,191</b>	<b>-2,067</b>	<b>-7.58%</b>	
Vote: H16 Special Educ Needs DSG										
	Expenditure	31,940	31,940	12,295	3,953	-8,342	32,067	127	0.40%	Demand led service based on current data this would be the likely outturn figures.
	Income	0	0	0	448	448	4	4	0.00%	
	<b>Net Expenditure</b>	<b>31,940</b>	<b>31,940</b>	<b>12,295</b>	<b>4,401</b>	<b>-7,894</b>	<b>32,071</b>	<b>131</b>	<b>0.41%</b>	
Vote: H18 Educ Psychology Serv DSG										
	Expenditure	188	188	94	0	-94	188	0	0.00%	
	<b>Net Expenditure</b>	<b>188</b>	<b>188</b>	<b>94</b>	<b>0</b>	<b>-94</b>	<b>188</b>	<b>0</b>	<b>0.00%</b>	
Vote: H78 Pupil Admissions & Excl DSG										
	Expenditure	4,795	4,795	2,398	506	-1,892	4,726	-69	-1.44%	Demand led service, Increased third party activity.
	Income	-1,129	-1,129	-564	29	593	-1,322	-193	17.09%	increase in SLA charges, this could change with revised figures next term.
	<b>Net Expenditure</b>	<b>3,666</b>	<b>3,666</b>	<b>1,834</b>	<b>535</b>	<b>-1,299</b>	<b>3,404</b>	<b>-262</b>	<b>-7.15%</b>	
	<b>Net Expenditure</b>	<b>71,586</b>	<b>71,586</b>	<b>30,841</b>	<b>11,192</b>	<b>-19,649</b>	<b>69,359</b>	<b>-2,227</b>	<b>-3.11%</b>	

Corporate Monthly Budget Monitoring

September 2014	Education, Social Care & Wellbeing	Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Service Area: GRE ESCW Resources</b>										
<b>Vote: H68 Ext Fund - Dedicated Sch Grant</b>										
	Income	-323,927	-323,927	-1,909	0	1,909	-321,780	2,147	-0.66%	DSG journal to be posted at year end
	<b>Net Expenditure</b>	<b>-323,927</b>	<b>-323,927</b>	<b>-1,909</b>	<b>0</b>	<b>1,909</b>	<b>-321,780</b>	<b>2,147</b>	<b>-0.66%</b>	
<b>Vote: H79 ESCW Resources DSG M &amp; A</b>										
	Expenditure	3,568	3,568	1,784	162	-1,622	3,568	0	0.00%	DSG journal to be posted at year end
	Income	0	0	0	0	0	0	0	0.00%	
	<b>Net Expenditure</b>	<b>3,568</b>	<b>3,568</b>	<b>1,784</b>	<b>162</b>	<b>-1,622</b>	<b>3,568</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: H83 ESCW Human Resources DSG</b>										
	Expenditure	1,392	1,392	696	287	-409	1,392	0	0.00%	
	Income	0	0	0	0	0	0	0	0.00%	
	<b>Net Expenditure</b>	<b>1,392</b>	<b>1,392</b>	<b>696</b>	<b>287</b>	<b>-409</b>	<b>1,392</b>	<b>0</b>	<b>0.00%</b>	
	<b>Net Expenditure</b>	<b>-318,967</b>	<b>-318,967</b>	<b>571</b>	<b>449</b>	<b>-122</b>	<b>-316,820</b>	<b>2,147</b>	<b>-0.67%</b>	
<b>Service Area: GSC Childrens Social Care</b>										
<b>Vote: H55 Children Looked After DSG</b>										
	Expenditure	289	651	326	174	-152	369	-283	-43.47%	Overspend will be funded by £40k carry forward and £40k growth from DSG
	Income	0	-363	-181	0	181	0	363	-100.00%	
	<b>Net Expenditure</b>	<b>289</b>	<b>288</b>	<b>145</b>	<b>174</b>	<b>29</b>	<b>369</b>	<b>80</b>	<b>27.78%</b>	
<b>Vote: H62 Attendance &amp; Welfare Service</b>										
	Expenditure	55	55	27	55	28	55	0	0.00%	
	<b>Net Expenditure</b>	<b>55</b>	<b>55</b>	<b>27</b>	<b>55</b>	<b>28</b>	<b>55</b>	<b>0</b>	<b>0.00%</b>	
	<b>Net Expenditure</b>	<b>344</b>	<b>343</b>	<b>172</b>	<b>229</b>	<b>57</b>	<b>424</b>	<b>80</b>	<b>23.32%</b>	
<b>Service Area: GSH Schools</b>										
<b>Vote: G02 Pre-Primary Schools DSG</b>										
	Expenditure	380	380	190	1,664	1,474	380	0	0.00%	School Transactions - Posted at Year End
	Income	-43	-43	-21	-41	-20	-43	0	0.00%	
	<b>Net Expenditure</b>	<b>337</b>	<b>337</b>	<b>169</b>	<b>1,623</b>	<b>1,454</b>	<b>337</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: G04 Primary Schools DSG</b>										
	Expenditure	144,994	144,994	59,095	29,193	-29,902	144,994	0	0.00%	School Transactions - Posted at Year End
	Income	-11,411	-11,411	-15	-230	-215	-11,411	0	0.00%	
	<b>Net Expenditure</b>	<b>133,583</b>	<b>133,583</b>	<b>59,080</b>	<b>28,963</b>	<b>-30,117</b>	<b>133,583</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: G06 Secondary Schools DSG</b>										
	Expenditure	130,931	130,931	44,171	33,501	-10,670	130,931	0	0.00%	School Transactions - Posted at Year End
	Income	-25,129	-25,129	0	-1,009	-1,009	-25,129	0	0.00%	School Transactions - Posted at Year End
	<b>Net Expenditure</b>	<b>105,802</b>	<b>105,802</b>	<b>44,171</b>	<b>32,492</b>	<b>-11,679</b>	<b>105,802</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: G08 Special Schools DSG</b>										
	Expenditure	5,477	5,477	2,467	2,176	-291	5,477	0	0.00%	
	Income	-222	-222	0	88	88	-222	0	0.00%	
	<b>Net Expenditure</b>	<b>5,255</b>	<b>5,255</b>	<b>2,467</b>	<b>2,264</b>	<b>-203</b>	<b>5,255</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: G29 Pupil Referral Unit</b>										
	Expenditure	2,060	2,060	1,030	1,566	536	2,060	0	0.00%	School Transactions - Posted at Year End
	Income	0	0	0	0	0	0	0	0.00%	
	<b>Net Expenditure</b>	<b>2,060</b>	<b>2,060</b>	<b>1,030</b>	<b>1,566</b>	<b>536</b>	<b>2,060</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: H04 Primary Academies</b>										
	Expenditure	0	0	0	713	713	0	0	0.00%	School Transactions - Posted at Year End
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>713</b>	<b>713</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: H06 Secondary Academies</b>										
	Expenditure	0	0	0	46	46	0	0	0.00%	
	Income	0	0	0	0	0	0	0	0.00%	
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>46</b>	<b>46</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
	<b>Net Expenditure</b>	<b>247,037</b>	<b>247,037</b>	<b>106,917</b>	<b>67,667</b>	<b>-39,250</b>	<b>247,037</b>	<b>0</b>	<b>0.00%</b>	
<b>Net Expenditure Fund Type: DSG</b>										
		<b>0</b>	<b>-1</b>	<b>138,501</b>	<b>79,537</b>	<b>-58,964</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	



Corporate Monthly Budget Monitoring

September 2014	Education, Social Care & Wellbeing	Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	

Fund Type: GEN General Fund Account

Service Area: ACS Commissioning & Health

Vote: A05 Carers Grant

Expenditure	1,095	1,095	548	375	-173	1,204	109	9.95%	Recharge of £100k for 'Carer Health Check' nurses' Agency costs
Income	0	0	0	-100	-100	-100	-100	0.00%	Income Recharge for £100k income from PH to fund 'Carer Health Check Nurses' agency costs
<b>Net Expenditure</b>	<b>1,095</b>	<b>1,095</b>	<b>548</b>	<b>275</b>	<b>-273</b>	<b>1,104</b>	<b>9</b>	<b>0.82%</b>	

Vote: A47 Access to Resources

Expenditure	1,286	1,366	683	645	-38	1,580	214	15.67%	Cost of 4 agency staff previously funded by S256.
Income	0	-80	-40	0	40	-80	0	0.00%	
<b>Net Expenditure</b>	<b>1,286</b>	<b>1,286</b>	<b>643</b>	<b>645</b>	<b>2</b>	<b>1,500</b>	<b>214</b>	<b>16.64%</b>	

Vote: A48 Strategic Commissioning

Expenditure	2,726	3,811	1,905	1,380	-525	3,583	-228	-5.98%	Variance to date - adjustment required.
Income	-343	-1,019	-510	-328	182	-1,009	10	-0.98%	
<b>Net Expenditure</b>	<b>2,383</b>	<b>2,792</b>	<b>1,395</b>	<b>1,052</b>	<b>-343</b>	<b>2,574</b>	<b>-218</b>	<b>-7.81%</b>	

Vote: A50 Supporting People

Expenditure	14,487	14,547	7,273	5,397	-1,876	13,759	-787	-5.41%	Underspend is due to reduced commitments of SP Block contracts. The service has gone through a service delivery model which in turn has created savings.
Income	-25	-85	-43	0	43	-85	0	0.00%	
<b>Net Expenditure</b>	<b>14,462</b>	<b>14,462</b>	<b>7,230</b>	<b>5,397</b>	<b>-1,833</b>	<b>13,674</b>	<b>-787</b>	<b>-5.44%</b>	

Vote: A53 Commiss'g & Strategy Divn M&A

Expenditure	311	391	196	136	-60	394	3	0.77%	
Income	0	-80	-40	0	40	-80	0	0.00%	
<b>Net Expenditure</b>	<b>311</b>	<b>311</b>	<b>156</b>	<b>136</b>	<b>-20</b>	<b>314</b>	<b>3</b>	<b>0.96%</b>	

Vote: A59 Corporate Services

Expenditure	144	144	72	250	178	144	0	0.00%	
Income	0	0	0	0	0	0	0	0.00%	
<b>Net Expenditure</b>	<b>144</b>	<b>144</b>	<b>72</b>	<b>250</b>	<b>178</b>	<b>144</b>	<b>0</b>	<b>0.00%</b>	

Vote: G67 Commissioned Services

Expenditure	1,765	1,818	909	731	-178	1,989	170	9.35%	£56k due to S256 staff commitment above the allocated S256 funding ; 124k due to unbudgeted commitment on Payment to Private Contractors- Special Events
Income	-450	-493	-247	-71	176	-450	44	-8.92%	Adult Psychologist post previously funded by S256.
<b>Net Expenditure</b>	<b>1,315</b>	<b>1,325</b>	<b>662</b>	<b>660</b>	<b>-2</b>	<b>1,539</b>	<b>214</b>	<b>16.15%</b>	

<b>Net Expenditure</b>	<b>20,996</b>	<b>21,415</b>	<b>10,706</b>	<b>8,415</b>	<b>-2,291</b>	<b>20,849</b>	<b>-565</b>	<b>-2.64%</b>	
------------------------	---------------	---------------	---------------	--------------	---------------	---------------	-------------	---------------	--

Service Area: APH Public Health

Vote: A51 Public Health

Expenditure	31,084	31,085	15,540	7,709	-7,831	31,080	0	0.00%	
Income	0	0	0	30	30	0	0	0.00%	
<b>Net Expenditure</b>	<b>31,084</b>	<b>31,085</b>	<b>15,540</b>	<b>7,739</b>	<b>-7,801</b>	<b>31,080</b>	<b>0</b>	<b>0.00%</b>	

<b>Net Expenditure</b>	<b>31,084</b>	<b>31,085</b>	<b>15,540</b>	<b>7,739</b>	<b>-7,801</b>	<b>31,080</b>	<b>0</b>	<b>0.00%</b>	
------------------------	---------------	---------------	---------------	--------------	---------------	---------------	----------	--------------	--

Corporate Monthly Budget Monitoring

September 2014 Education, Social Care & Wellbeing

	Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Service Area: ASC Adults Social Care</b>									
<b>Vote: A02 Disabilities &amp; Health Divn M&amp;A</b>									
Expenditure	198	317	158	129	-29	314	-2	-0.63%	There is a pressure of £122k on Pay and on cost offset by £119k underspend on S256 expenditure. Given that the S256 has a Nil effect on the budget the pressure on this vote is due to pay and on cost of £122k which is due to the agency cost of the Interim Head of ASC. No S256 income funding will be received as no commitment forecasted. This overspend is offset by the underspend on S256 commitment on the expenditure side to leave a pressure of £122k due to pay and on cost.
Income	0	-119	-60	0	60	0	119	-100.00%	
<b>Net Expenditure</b>	<b>198</b>	<b>198</b>	<b>98</b>	<b>129</b>	<b>31</b>	<b>314</b>	<b>117</b>	<b>59.09%</b>	
<b>Vote: A08 Older People Mental Health</b>									
Expenditure	411	486	243	207	-36	525	39	8.02%	
Income	0	-75	-38	0	38	-62	13	-17.33%	
<b>Net Expenditure</b>	<b>411</b>	<b>411</b>	<b>205</b>	<b>207</b>	<b>2</b>	<b>463</b>	<b>52</b>	<b>12.65%</b>	
<b>Vote: A13 Learning Disabilities Sub Divi</b>									
Expenditure	92	92	46	0	-46	108	15	16.30%	
Income	-35	-35	-18	0	18	-35	0	0.00%	
<b>Net Expenditure</b>	<b>57</b>	<b>57</b>	<b>28</b>	<b>0</b>	<b>-28</b>	<b>73</b>	<b>15</b>	<b>26.32%</b>	
<b>Vote: A14 Learning Disabilities A&amp;C Mgmt</b>									
Expenditure	817	817	408	2	-406	1,360	543	66.46%	Overspend due to unbudgeted Agency Staff expenditure previously covered by S256. This vote is part of a pooled budget with health but health has not agreed to cover any overspends. The variance to date is due to delays in the receipt of invoices.
Income	-79	-79	-39	0	39	0	79	-100.00%	
<b>Net Expenditure</b>	<b>738</b>	<b>738</b>	<b>369</b>	<b>2</b>	<b>-367</b>	<b>1,360</b>	<b>622</b>	<b>84.28%</b>	
<b>Vote: A15 Occupational Therapy Pooled</b>									
Expenditure	442	442	221	70	-151	437	-5	-1.13%	
Income	0	0	0	0	0	0	0	0.00%	
<b>Net Expenditure</b>	<b>442</b>	<b>442</b>	<b>221</b>	<b>70</b>	<b>-151</b>	<b>437</b>	<b>-5</b>	<b>-1.13%</b>	
<b>Vote: A16 Community Equipment Pooled</b>									
Expenditure	935	935	468	0	-468	1,234	299	31.98%	Forecast increase mainly due to a rise of £81k in expected salary forecast and £68k increase in forecast for annual rent
Income	0	0	0	0	0	0	0	0.00%	
<b>Net Expenditure</b>	<b>935</b>	<b>935</b>	<b>468</b>	<b>0</b>	<b>-468</b>	<b>1,234</b>	<b>299</b>	<b>31.98%</b>	
<b>Vote: A19 Adult Protection</b>									
Expenditure	354	354	177	153	-24	348	-6	-1.69%	
Income	-38	-38	-19	-9	10	-35	3	-7.89%	
<b>Net Expenditure</b>	<b>316</b>	<b>316</b>	<b>158</b>	<b>144</b>	<b>-14</b>	<b>313</b>	<b>-3</b>	<b>-0.95%</b>	
<b>Vote: A23 Mental Health Sub Div M&amp;A</b>									
Expenditure	9	9	5	38	33	100	91	1011.11%	Additional pay and on cost.
Income	0	0	0	0	0	0	0	0.00%	
<b>Net Expenditure</b>	<b>9</b>	<b>9</b>	<b>5</b>	<b>38</b>	<b>33</b>	<b>100</b>	<b>91</b>	<b>1011.11%</b>	
<b>Vote: A24 Area Mental Health Teams</b>									
Expenditure	2,675	2,725	1,363	1,165	-198	2,760	34	1.25%	Additional Pay & On cost
Income	-277	-327	-163	0	163	-292	34	-10.40%	
<b>Net Expenditure</b>	<b>2,398</b>	<b>2,398</b>	<b>1,200</b>	<b>1,165</b>	<b>-35</b>	<b>2,468</b>	<b>68</b>	<b>2.84%</b>	
<b>Vote: A25 Mental Health Day Centres</b>									
Expenditure	506	506	238	169	-69	499	-8	-1.58%	
Income	-3	-3	-1	0	1	1	4	-133.33%	
<b>Net Expenditure</b>	<b>503</b>	<b>503</b>	<b>237</b>	<b>169</b>	<b>-68</b>	<b>500</b>	<b>-4</b>	<b>-0.80%</b>	

Corporate Monthly Budget Monitoring

September 2014 Education, Social Care & Wellbeing

	Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Vote: A30 Adults Resources Sub Divn M&amp;A</b>									
Expenditure	111	111	56	53	-3	113	2	1.80%	
Income									
<b>Net Expenditure</b>	<b>111</b>	<b>111</b>	<b>56</b>	<b>53</b>	<b>-3</b>	<b>113</b>	<b>2</b>	<b>1.80%</b>	
<b>Vote: A31 Phys Disabilities Establishm't</b>									
Expenditure	562	562	281	122	-159	548	-14	-2.49%	
Income	-1	-1	0	0	0	-1	0	0.00%	
<b>Net Expenditure</b>	<b>561</b>	<b>561</b>	<b>281</b>	<b>122</b>	<b>-159</b>	<b>547</b>	<b>-14</b>	<b>-2.50%</b>	
<b>Vote: A32 Learning Disabilities D/Centre</b>									
Expenditure	401	401	200	0	-200	447	46	11.47%	Additional agency pay and on cost.
Income	-5	-5	-2	0	2	-5	0	0.00%	
<b>Net Expenditure</b>	<b>396</b>	<b>396</b>	<b>198</b>	<b>0</b>	<b>-198</b>	<b>442</b>	<b>46</b>	<b>11.62%</b>	
<b>Vote: A33 Older People Day Centres</b>									
Expenditure	1,718	1,730	853	445	-408	1,726	-4	-0.23%	
Income	-37	-49	-24	-22	2	-62	-14	28.57%	
<b>Net Expenditure</b>	<b>1,681</b>	<b>1,681</b>	<b>829</b>	<b>423</b>	<b>-406</b>	<b>1,664</b>	<b>-18</b>	<b>-1.07%</b>	
<b>Vote: A34 Home Care</b>									
Expenditure	4,551	4,551	2,276	2,751	475	4,574	23	0.51%	Overspend on care provision contract (Fides Care) is offset by an underspend on 'In House Home Care'.
Income	0	0	0	-34	-34	0	0	0.00%	
<b>Net Expenditure</b>	<b>4,551</b>	<b>4,551</b>	<b>2,276</b>	<b>2,717</b>	<b>441</b>	<b>4,574</b>	<b>23</b>	<b>0.51%</b>	
<b>Vote: A37 Emergency Duty Social Work</b>									
Expenditure	395	395	198	231	33	522	127	32.15%	Additional pay and on cost.
Income	-20	-20	-10	0	10	-21	-1	5.00%	
<b>Net Expenditure</b>	<b>375</b>	<b>375</b>	<b>188</b>	<b>231</b>	<b>43</b>	<b>501</b>	<b>126</b>	<b>33.60%</b>	
<b>Vote: A42 Older People Care Packages</b>									
Expenditure	23,278	23,918	11,959	7,915	-4,044	23,472	-446	-1.86%	The underspend is due to a lower forecast on home care and nursing care (£1.9m) offset by £1.4m higher forecast on residential spend, prevention and support, and extra care.
Income	-1,869	-2,509	-1,254	-876	378	-3,390	-881	35.11%	Due to increased forecast on client contribution collections (£87k); £546k due to increased contribution from health on Continuing Health Care (CHC) and Joint Funding Packages; £223k on extra sales and fees income.
<b>Net Expenditure</b>	<b>21,409</b>	<b>21,409</b>	<b>10,705</b>	<b>7,039</b>	<b>-3,666</b>	<b>20,082</b>	<b>-1,327</b>	<b>-6.20%</b>	
<b>Vote: A43 Learning Disab Care Packages</b>									
Expenditure	18,375	18,375	9,187	9,085	-102	18,621	247	1.34%	£81k residential care, £53k supported accommodation; £126k day care
Income	-150	-150	-75	44	119	-83	67	-44.67%	Due to £153k lost health contribution on care home charges and care package joint funding offset, by increased £87 k of client contribution collection forecast.
<b>Net Expenditure</b>	<b>18,225</b>	<b>18,225</b>	<b>9,112</b>	<b>9,129</b>	<b>17</b>	<b>18,538</b>	<b>314</b>	<b>1.72%</b>	
<b>Vote: A44 Mental Health Care packages</b>									
Expenditure	7,180	7,490	3,745	3,656	-89	7,967	478	6.38%	£31k due to day care pressure; £75k pressure on Nursing care; £96k pressure on Personal Budget cash; £120k on prevention and support; £126k Supported accommodation; 20k additional recharges.
Income	-1,252	-1,562	-781	-11	770	-1,478	83	-5.31%	Due to lost health funding for 'Joint Care packages'
<b>Net Expenditure</b>	<b>5,928</b>	<b>5,928</b>	<b>2,964</b>	<b>3,645</b>	<b>681</b>	<b>6,489</b>	<b>561</b>	<b>9.46%</b>	
<b>Vote: A45 Physical Disab Care Packages</b>									
Expenditure	6,369	6,369	3,184	4,446	1,262	9,122	2,753	43.22%	Due to £863k pressure on Direct Payments, £40k on Help to live at Home, £397k on nursing care packages; £800k on personal budgets cash; £482 k on residential packages; offset by underspends on
Income	-978	-978	-489	-20	469	-1,715	-737	75.36%	Prevention and Support £114k; homecare £403k.
<b>Net Expenditure</b>	<b>5,391</b>	<b>5,391</b>	<b>2,695</b>	<b>4,426</b>	<b>1,731</b>	<b>7,407</b>	<b>2,016</b>	<b>37.40%</b>	Increased forecast on client contribution collections.

Corporate Monthly Budget Monitoring

September 2014	Education, Social Care & Wellbeing	Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Vote: A46 HIV Care Packages</b>										
	Expenditure	160	160	80	22	-58	53	-107	-66.88%	Due to lower care package expenditure forecast
	Income	0	0	0	2	2	2	2	0.00%	
	<b>Net Expenditure</b>	<b>160</b>	<b>160</b>	<b>80</b>	<b>24</b>	<b>-56</b>	<b>55</b>	<b>-105</b>	<b>-65.63%</b>	
<b>Vote: A71 Finance Services</b>										
	Expenditure	306	306	153	106	-47	302	-4	-1.31%	
	Income	0	0	0	0	0	0	0	0.00%	
	<b>Net Expenditure</b>	<b>306</b>	<b>306</b>	<b>153</b>	<b>106</b>	<b>-47</b>	<b>302</b>	<b>-4</b>	<b>-1.31%</b>	
<b>Vote: A81 First Response</b>										
	Expenditure	3,169	3,223	1,611	1,622	11	3,603	380	11.79%	Additional staffing pay and on cost
	Income	-142	-195	-98	-54	44	-339	-144	73.85%	Due to Community Care Grant Income for 24/7 hospital discharge Social Worker response.
	<b>Net Expenditure</b>	<b>3,027</b>	<b>3,028</b>	<b>1,513</b>	<b>1,568</b>	<b>55</b>	<b>3,264</b>	<b>236</b>	<b>7.79%</b>	
<b>Vote: A82 Reablement</b>										
	Expenditure	2,650	2,713	1,356	1,012	-344	2,502	-211	-7.78%	Underspend on staffing budget
	Income	0	-63	-31	0	31	0	63	-100.00%	Due to no forecast on S256 funded cost
	<b>Net Expenditure</b>	<b>2,650</b>	<b>2,650</b>	<b>1,325</b>	<b>1,012</b>	<b>-313</b>	<b>2,502</b>	<b>-148</b>	<b>-5.58%</b>	
<b>Vote: A83 Long Term Support-Social Care</b>										
	Expenditure	2,725	2,925	1,462	1,314	-148	3,105	180	6.15%	£16k is due to Staff pay and On cost on Long term east support team; £57k due to staff pay and on cost on the west team., £90k due to Sensory impairment Professional Fees; £18k on central recharges for LTS
	Income	0	-200	-100	0	100	-210	-10	5.00%	
	<b>Net Expenditure</b>	<b>2,725</b>	<b>2,725</b>	<b>1,362</b>	<b>1,314</b>	<b>-48</b>	<b>2,895</b>	<b>170</b>	<b>6.24%</b>	
<b>Vote: A84 Long Term Support-OTs</b>										
	Expenditure	1,026	1,026	513	333	-180	919	-107	-10.43%	Lower than anticipated pay and on costs
	Income	0	0	0	0	0	0	0	0.00%	
	<b>Net Expenditure</b>	<b>1,026</b>	<b>1,026</b>	<b>513</b>	<b>333</b>	<b>-180</b>	<b>919</b>	<b>-107</b>	<b>-10.43%</b>	
	<b>Net Expenditure</b>	<b>74,529</b>	<b>74,530</b>	<b>37,239</b>	<b>34,066</b>	<b>-3,173</b>	<b>77,556</b>	<b>3,023</b>	<b>4.06%</b>	
<b>Service Area: GDS ESCW Directors Services</b>										
<b>Vote: G65 Transformation Project</b>										
	Expenditure	100	100	50	46	-4	131	31	31.00%	
	<b>Net Expenditure</b>	<b>100</b>	<b>100</b>	<b>50</b>	<b>46</b>	<b>-4</b>	<b>131</b>	<b>31</b>	<b>31.00%</b>	
<b>Vote: G74 Equalities Development</b>										
	Expenditure	393	337	168	59	-109	339	3	0.89%	
	Income	0	0	0	-4	-4	0	0	0.00%	
	<b>Net Expenditure</b>	<b>393</b>	<b>337</b>	<b>168</b>	<b>55</b>	<b>-113</b>	<b>339</b>	<b>3</b>	<b>0.89%</b>	
	<b>Net Expenditure</b>	<b>493</b>	<b>437</b>	<b>218</b>	<b>101</b>	<b>-117</b>	<b>470</b>	<b>34</b>	<b>7.78%</b>	

Corporate Monthly Budget Monitoring

September 2014 Education, Social Care & Wellbeing

	Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Service Area: GLA Learning &amp; Achievement</b>									
<b>Vote: G10 Learning &amp; Achievement M &amp; A GF</b>									
Expenditure	189	189	95	145	50	189	0	0.00%	
Income	-160	-160	-80	0	80	-160	0	0.00%	
<b>Net Expenditure</b>	<b>29</b>	<b>29</b>	<b>15</b>	<b>145</b>	<b>130</b>	<b>29</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: G13 Childrens Centres</b>									
Expenditure	10,736	10,736	5,338	4,402	-936	10,877	141	1.31%	Vacancy Factor pressures. These may ease with some recharge movements.
Income	0	0	0	-39	-39	0	0	0.00%	
<b>Net Expenditure</b>	<b>10,736</b>	<b>10,736</b>	<b>5,338</b>	<b>4,363</b>	<b>-975</b>	<b>10,877</b>	<b>141</b>	<b>1.31%</b>	
<b>Vote: G14 School Improvement Primary</b>									
Expenditure	671	671	336	242	-94	671	0	0.00%	Final outturn may vary depending on cost of recharge at year end
Income	-513	-513	-257	-908	-651	-513	0	0.00%	Income from RIA is the profile factor against budget.
<b>Net Expenditure</b>	<b>158</b>	<b>158</b>	<b>79</b>	<b>-666</b>	<b>-745</b>	<b>158</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: G16 Special Educational Needs GF</b>									
Expenditure	3,973	3,973	1,986	1,405	-581	4,056	83	2.09%	
Income	-116	-116	-58	0	58	-116	0	0.00%	
<b>Net Expenditure</b>	<b>3,857</b>	<b>3,857</b>	<b>1,928</b>	<b>1,405</b>	<b>-523</b>	<b>3,940</b>	<b>83</b>	<b>2.15%</b>	
<b>Vote: G17 Support For Learning Serv DSG</b>									
Expenditure	0	0	0	0	0	0	0	0.00%	
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: G18 Educational Psychology Serv GF</b>									
Expenditure	2,201	2,201	1,100	814	-286	2,201	0	0.00%	
Income	-1,434	-1,434	-427	-713	-286	-1,434	0	0.00%	
<b>Net Expenditure</b>	<b>767</b>	<b>767</b>	<b>673</b>	<b>101</b>	<b>-572</b>	<b>767</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: G19 Parental Engagement &amp; Support</b>									
Expenditure	1,650	1,650	825	709	-116	1,677	27	1.64%	The service overspend is due to a challenging additional school SLA income target of £205k. This is obscured this year by additional grants which have additional spend programmed. Variance to date due to Summer Holiday costs profiled in September (staff claims-based work) and uncharged building costs
Income	-428	-428	-214	-286	-72	-447	-19	4.44%	
<b>Net Expenditure</b>	<b>1,222</b>	<b>1,222</b>	<b>611</b>	<b>423</b>	<b>-188</b>	<b>1,230</b>	<b>8</b>	<b>0.65%</b>	
<b>Vote: G20 School Governance &amp; Information</b>									
Expenditure	663	663	332	290	-42	688	25	3.77%	
Income	-365	-365	-183	-326	-143	-365	0	0.00%	
<b>Net Expenditure</b>	<b>298</b>	<b>298</b>	<b>149</b>	<b>-36</b>	<b>-185</b>	<b>323</b>	<b>25</b>	<b>8.39%</b>	
<b>Vote: G26 School Improvement Secondary</b>									
Expenditure	2,231	2,357	1,108	889	-219	2,509	152	6.45%	Increase in Demand led service balanced by corresponding income
Income	-992	-1,118	-559	33	592	-1,256	-138	12.34%	Increase income to balance off increase expenditure of demand led service
<b>Net Expenditure</b>	<b>1,239</b>	<b>1,239</b>	<b>549</b>	<b>922</b>	<b>373</b>	<b>1,253</b>	<b>14</b>	<b>1.13%</b>	
<b>Vote: G30 Arts &amp; Music Service</b>									
Expenditure	1,280	1,280	640	638	-2	1,280	0	0.00%	
Income	-1,280	-1,280	-464	-304	160	-1,280	0	0.00%	
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>176</b>	<b>334</b>	<b>158</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	

Corporate Monthly Budget Monitoring

September 2014	Education, Social Care & Wellbeing	Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Vote: G33 E-Learning</b>										
	Expenditure	0	0	0	0	0	0	0	0.00%	
	Income	0	0	0	0	0	0	0	0.00%	
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: G41 Healthy Lives</b>										
	Expenditure	563	563	281	200	-81	505	-58	-10.30%	
	Income	-400	-400	-200	0	200	-342	58	-14.50%	Variance to date due to Public Health recharge not posted until P7.
	<b>Net Expenditure</b>	<b>163</b>	<b>163</b>	<b>81</b>	<b>200</b>	<b>119</b>	<b>163</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: G78 Pupil Admissions &amp; Excls GF</b>										
	Expenditure	889	889	444	205	-239	597	-292	-32.85%	Awaiting payment of Sundry Creditor
	<b>Net Expenditure</b>	<b>889</b>	<b>889</b>	<b>444</b>	<b>205</b>	<b>-239</b>	<b>597</b>	<b>-292</b>	<b>-32.85%</b>	
<b>Vote: H40 Careers Service</b>										
	Expenditure	1,215	1,285	643	538	-105	1,347	62	4.82%	
	Income	-300	-300	-150	-145	5	-341	-41	13.67%	
	<b>Net Expenditure</b>	<b>915</b>	<b>985</b>	<b>493</b>	<b>393</b>	<b>-100</b>	<b>1,006</b>	<b>21</b>	<b>2.13%</b>	
<b>Vote: H91 Schools Library Services &amp; HEC</b>										
	Expenditure	742	832	416	390	-26	742	-90	-10.82%	
	Income	-742	-832	-416	-531	-115	-742	90	-10.82%	
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-141</b>	<b>-141</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
	<b>Net Expenditure</b>	<b>20,273</b>	<b>20,343</b>	<b>10,536</b>	<b>7,648</b>	<b>-2,888</b>	<b>20,343</b>	<b>0</b>	<b>0.00%</b>	
<b>Service Area: GRE ESCW Resources</b>										
<b>Vote: A61 Business Support &amp; Programme Management</b>										
	Expenditure	10	1,231	615	151	-464	798	-433	-35.17%	S256 expenditure Budget of £269k and £10k central recharges included in forecast have not yet to be uploaded to cost centre
	Income	0	-1,221	-611	0	611	-1,490	-269	22.03%	S256 income Budget of £269k included in forecast is yet to be uploaded to cost centre
	<b>Net Expenditure</b>	<b>10</b>	<b>10</b>	<b>4</b>	<b>151</b>	<b>147</b>	<b>-692</b>	<b>-702</b>	<b>-7020.00%</b>	
<b>Vote: A66 Learning and Development</b>										
	Expenditure	600	600	300	97	-203	500	-100	-16.67%	New apprentices funded by service budgets rather than A66 Vote
	Income	0	0	0	2	2	0	0	0.00%	
	<b>Net Expenditure</b>	<b>600</b>	<b>600</b>	<b>300</b>	<b>99</b>	<b>-201</b>	<b>500</b>	<b>-100</b>	<b>-16.67%</b>	
<b>Vote: G70 Childrens Information Systems</b>										
	Expenditure	708	708	354	390	36	786	78	11.02%	
	Income	-364	-364	-182	-341	-159	-441	-77	21.15%	
	<b>Net Expenditure</b>	<b>344</b>	<b>344</b>	<b>172</b>	<b>49</b>	<b>-123</b>	<b>345</b>	<b>1</b>	<b>0.29%</b>	
<b>Vote: G71 Strategy, Policy &amp; Performance</b>										
	Expenditure	1,565	1,609	805	664	-141	1,863	254	15.79%	Central and compliance recharges not posted
	Income	-13	-57	-28	-61	-33	-161	-104	182.46%	
	<b>Net Expenditure</b>	<b>1,552</b>	<b>1,552</b>	<b>777</b>	<b>603</b>	<b>-174</b>	<b>1,702</b>	<b>150</b>	<b>9.66%</b>	
<b>Vote: G72 Programme Management</b>										
	Expenditure	383	543	272	235	-37	558	15	2.76%	
	Income	0	-160	-80	0	80	-160	0	0.00%	
	<b>Net Expenditure</b>	<b>383</b>	<b>383</b>	<b>192</b>	<b>235</b>	<b>43</b>	<b>398</b>	<b>15</b>	<b>3.92%</b>	

Corporate Monthly Budget Monitoring

September 2014	Education, Social Care & Wellbeing	Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Vote: G75 IT Social Care</b>										
	Expenditure	1,118	1,268	389	312	-77	1,316	48	3.79%	
	Income	0	-150	-75	-86	-11	-236	-86	57.33%	
	<b>Net Expenditure</b>	<b>1,118</b>	<b>1,118</b>	<b>314</b>	<b>226</b>	<b>-88</b>	<b>1,080</b>	<b>-38</b>	<b>-3.40%</b>	
<b>Vote: G79 ESCW Resources GF M &amp; A</b>										
	Expenditure	238	238	119	113	-6	246	8	3.36%	
	Income	-47	-47	-24	-63	-39	-47	0	0.00%	
	<b>Net Expenditure</b>	<b>191</b>	<b>191</b>	<b>95</b>	<b>50</b>	<b>-45</b>	<b>199</b>	<b>8</b>	<b>4.19%</b>	
<b>Vote: G80 Information &amp; Support Services</b>										
	Expenditure	502	502	251	318	67	625	123	24.50%	Share of 'Impover' costs
	Income	0	0	0	0	0	0	0	0.00%	
	<b>Net Expenditure</b>	<b>502</b>	<b>502</b>	<b>251</b>	<b>318</b>	<b>67</b>	<b>625</b>	<b>123</b>	<b>24.50%</b>	
<b>Vote: G81 Building Dev &amp; Tech Service</b>										
	Expenditure	564	564	270	284	14	722	158	28.01%	Increased security costs plus business rates not previously budgeted for.
	Income	-97	-97	-48	-77	-29	-116	-19	19.59%	
	<b>Net Expenditure</b>	<b>467</b>	<b>467</b>	<b>222</b>	<b>207</b>	<b>-15</b>	<b>606</b>	<b>139</b>	<b>29.76%</b>	
<b>Vote: G82 ESCW Finance</b>										
	Expenditure	1,073	1,073	537	532	-5	1,165	91	8.48%	
	Income	-280	-280	-140	-612	-472	-378	-98	35.00%	
	<b>Net Expenditure</b>	<b>793</b>	<b>793</b>	<b>397</b>	<b>-80</b>	<b>-477</b>	<b>787</b>	<b>-7</b>	<b>-0.88%</b>	
<b>Vote: G83 ESCW Human Resources GF</b>										
	Expenditure	1,571	1,599	799	985	186	1,571	-28	-1.75%	
	Income	0	-28	-14	0	14	0	28	-100.00%	
	<b>Net Expenditure</b>	<b>1,571</b>	<b>1,571</b>	<b>785</b>	<b>985</b>	<b>200</b>	<b>1,571</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: G86 Professional Dev Centre</b>										
	Expenditure	885	885	293	260	-33	910	25	2.82%	
	Income	-591	-591	-295	-318	-23	-400	191	-32.32%	PDC relocated to Bethnal Green; client base being built
	<b>Net Expenditure</b>	<b>294</b>	<b>294</b>	<b>-2</b>	<b>-58</b>	<b>-56</b>	<b>510</b>	<b>216</b>	<b>73.47%</b>	
<b>Vote: G87 Contract Services</b>										
	Expenditure	15,790	15,790	7,895	7,277	-618	16,146	356	2.25%	
	Income	-15,790	-15,790	-7,895	-4,146	3,749	-17,412	-1,622	10.27%	Increased trading activity. Surplus usually supplements the DSG
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,131</b>	<b>3,131</b>	<b>-1,266</b>	<b>-1,266</b>	<b>0.00%</b>	
<b>Vote: H82 Holding Account &amp; Support Serv</b>										
	Expenditure	3,485	4,922	2,461	7,271	4,810	5,785	863	17.53%	Recharges to be put through at year end
	Income	0	0	0	-2,000	-2,000	0	0	0.00%	
	<b>Net Expenditure</b>	<b>3,485</b>	<b>4,922</b>	<b>2,461</b>	<b>5,271</b>	<b>2,810</b>	<b>5,785</b>	<b>863</b>	<b>17.53%</b>	
<b>Vote: H90 PFI</b>										
	Expenditure	16,790	16,790	8,395	7,595	-800	16,846	56	0.33%	
	Income	-16,790	-16,790	-4,304	-3,442	862	-16,846	-56	0.33%	
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>4,091</b>	<b>4,153</b>	<b>62</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	
	<b>Net Expenditure</b>	<b>11,310</b>	<b>12,747</b>	<b>10,059</b>	<b>15,340</b>	<b>5,281</b>	<b>12,150</b>	<b>-598</b>	<b>-4.69%</b>	

Corporate Monthly Budget Monitoring

September 2014 Education, Social Care & Wellbeing

	Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Service Area: GSC Childrens Social Care</b>									
<b>Vote: G49 Childrens Social Care M&amp;A</b>									
Expenditure	153	153	77	78	1	193	40	26.14%	
Income	0	0	0	0	0	0	0	0.00%	
<b>Net Expenditure</b>	<b>153</b>	<b>153</b>	<b>77</b>	<b>78</b>	<b>1</b>	<b>193</b>	<b>40</b>	<b>26.14%</b>	
<b>Vote: G50 Child Protection &amp; Reviewing</b>									
Expenditure	2,489	2,489	1,245	1,141	-104	2,763	273	10.97%	Additional staffing costs over core structure and legislative growth in Family Group conference costs
Income	0	0	0	-37	-37	-75	-75	0.00%	
<b>Net Expenditure</b>	<b>2,489</b>	<b>2,489</b>	<b>1,245</b>	<b>1,104</b>	<b>-141</b>	<b>2,688</b>	<b>198</b>	<b>7.96%</b>	
<b>Vote: G51 Childrens Res M&amp;A</b>									
Expenditure	801	801	401	453	52	1,003	202	25.22%	Spend against additional Adoption Reform Grant
Income	0	0	0	0	0	-185	-185	0.00%	Additional Adoption Reform Grant
<b>Net Expenditure</b>	<b>801</b>	<b>801</b>	<b>401</b>	<b>453</b>	<b>52</b>	<b>818</b>	<b>17</b>	<b>2.12%</b>	
<b>Vote: G52 Childrens Res Residential</b>									
Expenditure	1,823	1,823	903	808	-95	1,823	0	0.00%	
Income	0	0	0	0	0	0	0	0.00%	
<b>Net Expenditure</b>	<b>1,823</b>	<b>1,823</b>	<b>903</b>	<b>808</b>	<b>-95</b>	<b>1,823</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: G53 Childrens Res Family Placement</b>									
Expenditure	2,929	2,929	1,465	1,259	-206	3,020	91	3.11%	
Income	-160	-160	-80	-52	28	-223	-63	39.38%	
<b>Net Expenditure</b>	<b>2,769</b>	<b>2,769</b>	<b>1,385</b>	<b>1,207</b>	<b>-178</b>	<b>2,797</b>	<b>28</b>	<b>1.01%</b>	
<b>Vote: G54 Childrens Res Commissioning</b>									
Expenditure	14,272	14,459	7,229	7,328	99	14,621	162	1.12%	Children Looked After numbers high but slightly reducing.
Income	-294	-480	-93	0	93	-545	-64	13.33%	
<b>Net Expenditure</b>	<b>13,978</b>	<b>13,979</b>	<b>7,136</b>	<b>7,328</b>	<b>192</b>	<b>14,076</b>	<b>98</b>	<b>0.70%</b>	
<b>Vote: G55 Children Looked After GF</b>									
Expenditure	2,199	2,199	1,099	1,016	-83	2,388	189	8.59%	Cost of using agency staff
Income	0	0	0	0	0	0	0	0.00%	
<b>Net Expenditure</b>	<b>2,199</b>	<b>2,199</b>	<b>1,099</b>	<b>1,016</b>	<b>-83</b>	<b>2,388</b>	<b>189</b>	<b>8.59%</b>	
<b>Vote: G56 Leaving Care</b>									
Expenditure	2,440	2,440	1,211	1,151	-60	2,717	277	11.35%	Additional care leaver costs and vacancy target not being met
Income	-29	-29	-15	-2	13	-43	-14	48.28%	
<b>Net Expenditure</b>	<b>2,411</b>	<b>2,411</b>	<b>1,196</b>	<b>1,149</b>	<b>-47</b>	<b>2,674</b>	<b>263</b>	<b>10.91%</b>	
<b>Vote: G57 Fieldwork Advice &amp; Assessment</b>									
Expenditure	5,142	5,142	2,539	2,400	-139	5,454	313	6.09%	Cost of using agency staff (200k). There is also a overspend in the 'No Recourse to Public Funding' Cost Centre (77k)
Income	-187	-187	-93	-56	37	-187	0	0.00%	
<b>Net Expenditure</b>	<b>4,955</b>	<b>4,955</b>	<b>2,446</b>	<b>2,344</b>	<b>-102</b>	<b>5,267</b>	<b>313</b>	<b>6.32%</b>	
<b>Vote: G58 Children with Disabilities</b>									
Expenditure	4,666	4,666	2,333	2,260	-73	4,782	117	2.51%	
Income	0	0	0	-7	-7	-113	-113	0.00%	
<b>Net Expenditure</b>	<b>4,666</b>	<b>4,666</b>	<b>2,333</b>	<b>2,253</b>	<b>-80</b>	<b>4,669</b>	<b>4</b>	<b>0.09%</b>	
<b>Vote: G59 Emergency Duty Team</b>									
Expenditure	407	407	203	209	6	441	34	8.35%	
Income	-22	-22	-11	0	11	-22	0	0.00%	
<b>Net Expenditure</b>	<b>385</b>	<b>385</b>	<b>192</b>	<b>209</b>	<b>17</b>	<b>419</b>	<b>34</b>	<b>8.83%</b>	



Corporate Monthly Budget Monitoring

September 2014	Education, Social Care & Wellbeing	Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Vote: G60 Youth Offending Service</b>										
	Expenditure	1,954	1,954	977	816	-161	2,024	70	3.58%	Staff salary costs on the unfunded Early Intervention Project
	Income	-787	-787	-394	-13	381	-711	76	-9.66%	
	<b>Net Expenditure</b>	<b>1,167</b>	<b>1,167</b>	<b>583</b>	<b>803</b>	<b>220</b>	<b>1,313</b>	<b>146</b>	<b>12.51%</b>	
<b>Vote: G61 Children with Mental Health</b>										
	Expenditure	1,363	1,363	682	562	-120	1,413	50	3.67%	Cost of using agency staff
	Income	-34	-34	-17	0	17	-36	-3	8.82%	
	<b>Net Expenditure</b>	<b>1,329</b>	<b>1,329</b>	<b>665</b>	<b>562</b>	<b>-103</b>	<b>1,377</b>	<b>47</b>	<b>3.54%</b>	
<b>Vote: G62 Attendance &amp; Welfare Serv GF</b>										
	Expenditure	2,222	2,222	1,111	875	-236	2,272	51	2.30%	Central recharges £324k not posted; budget to date is for nearly 5 months, 4 months salaries posted.
	Income	-975	-975	-488	-921	-433	-1,032	-56	5.74%	Timing of Schools SLA invoicing
	<b>Net Expenditure</b>	<b>1,247</b>	<b>1,247</b>	<b>623</b>	<b>-46</b>	<b>-669</b>	<b>1,240</b>	<b>-5</b>	<b>-0.40%</b>	
<b>Vote: H57 Family Support &amp; Protection</b>										
	Expenditure	4,318	4,318	2,159	2,148	-11	3,051	-1,267	-29.34%	
	Income	-8	-8	-4	0	4	-110	-102	1275.00%	
	<b>Net Expenditure</b>	<b>4,310</b>	<b>4,310</b>	<b>2,155</b>	<b>2,148</b>	<b>-7</b>	<b>2,941</b>	<b>-1,369</b>	<b>-31.76%</b>	
<b>Vote: H63 Family Intervention Service</b>										
	Expenditure	3,062	3,062	1,531	1,347	-184	3,219	157	5.13%	Tackling Troubled Families grant which is drawn-down at year end
	Income	-2,591	-2,591	-1,296	-301	995	-2,748	-157	6.06%	
	<b>Net Expenditure</b>	<b>471</b>	<b>471</b>	<b>235</b>	<b>1,046</b>	<b>811</b>	<b>471</b>	<b>0</b>	<b>0.00%</b>	
	<b>Net Expenditure</b>	<b>45,153</b>	<b>45,154</b>	<b>22,674</b>	<b>22,462</b>	<b>-212</b>	<b>45,154</b>	<b>3</b>	<b>0.01%</b>	
<b>Service Area: GSH Schools</b>										
<b>Vote: G03 Pre-Primary Schs Serv GF</b>										
	Expenditure	217	217	0	0	0	217	0	0.00%	
	<b>Net Expenditure</b>	<b>217</b>	<b>217</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>217</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: G05 Primary Schools Services GF</b>										
	Expenditure	6,074	6,074	0	0	0	6,074	0	0.00%	
	<b>Net Expenditure</b>	<b>6,074</b>	<b>6,074</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,074</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: G07 Secondary Schools Services GF</b>										
	Expenditure	5,894	5,894	101	222	121	5,894	0	0.00%	
	<b>Net Expenditure</b>	<b>5,894</b>	<b>5,894</b>	<b>101</b>	<b>222</b>	<b>121</b>	<b>5,894</b>	<b>0</b>	<b>0.00%</b>	
<b>Vote: G09 Special Schools Services GF</b>										
	Expenditure	1,581	1,581	0	0	0	1,581	0	0.00%	
	<b>Net Expenditure</b>	<b>1,581</b>	<b>1,581</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,581</b>	<b>0</b>	<b>0.00%</b>	
	<b>Net Expenditure</b>	<b>13,766</b>	<b>13,766</b>	<b>101</b>	<b>222</b>	<b>121</b>	<b>13,766</b>	<b>0</b>	<b>0.00%</b>	
<b>Net Expenditure Fund Type: GEN</b>		<b>217,604</b>	<b>219,475</b>	<b>107,073</b>	<b>95,993</b>	<b>-11,080</b>	<b>221,366</b>	<b>1,891</b>	<b>0.86%</b>	
<b>Net Expenditure for Education, Social Care &amp; Wellbeing</b>		<b>217,604</b>	<b>219,475</b>	<b>245,574</b>	<b>175,530</b>	<b>-70,044</b>	<b>221,366</b>	<b>1,891</b>	<b>0.86%</b>	

Corporate Monthly Budget Monitoring

September 2014		Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
Resource Services		£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Fund Type: GEN General Fund Account</b>										
<b>Service Area: R10 Director of Resources</b>										
<b>Vote: R80 Director's Office</b>										
	Expenditure	660	710	355	373	18	710	0	0.0%	
	Income	-654	-709	-354	-354	0	-709	0	0.0%	
	<b>Net Expenditure</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>19</b>	<b>18</b>	<b>1</b>	<b>0</b>	<b>0.0%</b>	
	<b>Net Expenditure</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>19</b>	<b>18</b>	<b>1</b>	<b>0</b>	<b>0.0%</b>	
<b>Service Area: R11 Customer Access</b>										
<b>Vote: R50 Customer Access</b>										
	Expenditure	4,499	4,271	2,135	1,994	-141	4,157	-114	-2.7%	
	Income	-2,119	-2,119	-1,059	-602	457	-1,907	212	-10.0%	A reduction in the level of recharges to CLC due to decrease in demand for out of hours service.
	<b>Net Expenditure</b>	<b>2,380</b>	<b>2,152</b>	<b>1,076</b>	<b>1,392</b>	<b>316</b>	<b>2,250</b>	<b>98</b>	<b>4.6%</b>	
	<b>Net Expenditure</b>	<b>2,380</b>	<b>2,152</b>	<b>1,076</b>	<b>1,392</b>	<b>316</b>	<b>2,250</b>	<b>98</b>	<b>4.6%</b>	
<b>Service Area: R12 Corporate Finance</b>										
<b>Vote: R30 Financial Systems and Transactions</b>										
	Expenditure	1,294	1,723	862	841	-21	1,723	0	0.0%	
	Income	-14	-1,722	-861	-858	3	-1,722	0	0.0%	
	<b>Net Expenditure</b>	<b>1,280</b>	<b>1</b>	<b>1</b>	<b>-17</b>	<b>-18</b>	<b>1</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: R32 Corporate Finance</b>										
	Expenditure	2,766	2,655	1,327	1,224	-103	3,415	760	28.6%	Variance is additional cost of Agency Staff
	Income	-2,360	-2,404	-1,202	-1,057	145	-3,164	-760	31.6%	Additional 'Invest to Save' funding
	<b>Net Expenditure</b>	<b>406</b>	<b>251</b>	<b>125</b>	<b>167</b>	<b>42</b>	<b>251</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: R82 Non-distributed costs</b>										
	Expenditure	-346	-384	-192	8	200	-461	-77	20.1%	
	<b>Net Expenditure</b>	<b>-346</b>	<b>-384</b>	<b>-192</b>	<b>8</b>	<b>200</b>	<b>-461</b>	<b>-77</b>	<b>20.1%</b>	
	<b>Net Expenditure</b>	<b>1,340</b>	<b>-132</b>	<b>-66</b>	<b>158</b>	<b>224</b>	<b>-209</b>	<b>-77</b>	<b>58.3%</b>	
<b>Service Area: R13 Human Resources</b>										
<b>Vote: R90 HR Strategy</b>										
	Expenditure	921	933	466	396	-70	933	0	0.0%	
	Income	-909	-876	-438	-438	0	-876	0	0.0%	
	<b>Net Expenditure</b>	<b>12</b>	<b>57</b>	<b>28</b>	<b>-42</b>	<b>-70</b>	<b>57</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: R92 HR Consultancy</b>										
	Expenditure	1,769	1,729	864	796	-68	1,729	0	0.0%	
	Income	-1,486	-1,728	-864	-845	19	-1,728	0	0.0%	
	<b>Net Expenditure</b>	<b>283</b>	<b>1</b>	<b>0</b>	<b>-49</b>	<b>-49</b>	<b>1</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: R94 HR Operations</b>										
	Expenditure	4,539	4,604	2,302	2,686	384	4,554	-50	-1.1%	
	Income	-4,338	-4,600	-2,300	-2,759	-459	-4,600	0	0.0%	
	<b>Net Expenditure</b>	<b>201</b>	<b>4</b>	<b>2</b>	<b>-73</b>	<b>-75</b>	<b>-46</b>	<b>-50</b>	<b>1.7%</b>	
<b>Vote: R96 PAS Scheme</b>										
	Expenditure	1,094	1,492	746	607	-139	1,492	0	0.0%	
	Income	-1,057	-1,491	-745	-625	120	-1,491	0	0.0%	
	<b>Net Expenditure</b>	<b>37</b>	<b>1</b>	<b>1</b>	<b>-18</b>	<b>-19</b>	<b>1</b>	<b>0</b>	<b>-4.0%</b>	
	<b>Net Expenditure</b>	<b>533</b>	<b>63</b>	<b>31</b>	<b>-182</b>	<b>-213</b>	<b>13</b>	<b>-50</b>	<b>-79.4%</b>	

Corporate Monthly Budget Monitoring

September 2014

Resource Services

	Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Service Area: R14 ICT</b>									
<b>Vote: R48 Information Services ICT</b>									
Expenditure	10,911	10,898	5,449	5,131	-318	11,177	279	2.6%	Variance to date relates to incorrect posting which will be resolved at year end. Projected spend above base budget relates to Windows XP and PSN project costs which will be funded from Earmarked Reserves. Drawdown of Earmarked Reserves to be processed.
Income	-10,809	-10,817	-5,408	-5,127	281	-11,107	-290	2.7%	
<b>Net Expenditure</b>	<b>102</b>	<b>81</b>	<b>41</b>	<b>4</b>	<b>-37</b>	<b>70</b>	<b>-11</b>	<b>-13.6%</b>	
<b>Vote: R70 ICT Client Team</b>									
Expenditure	654	616	308	296	-12	656	40	6.5%	
Income	-649	-616	-308	-308	0	-616	0	0.0%	
<b>Net Expenditure</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>-12</b>	<b>-12</b>	<b>40</b>	<b>40</b>	<b>0.0%</b>	
<b>Net Expenditure</b>	<b>107</b>	<b>81</b>	<b>41</b>	<b>-8</b>	<b>-49</b>	<b>110</b>	<b>29</b>	<b>35.8%</b>	
<b>Service Area: R15 Revenue Services</b>									
<b>Vote: R36 Council Tax and NNDR</b>									
Expenditure	38,078	6,034	3,017	3,139	122	6,034	0	0.0%	
Income	-35,706	-3,405	-1,702	-650	1,052	-3,405	0	0.0%	
<b>Net Expenditure</b>	<b>2,372</b>	<b>2,629</b>	<b>1,315</b>	<b>2,489</b>	<b>1,174</b>	<b>2,629</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: R37 Crisis &amp; Support Fund</b>									
Expenditure	1,750	1,750	875	609	-266	1,724	-25	-1.4%	
Income	-1,750	-1,750	-875	-862	13	-1,724	25	-1.4%	
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-253</b>	<b>-253</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: R42 Debtor Income Service</b>									
Expenditure	844	691	345	271	-74	691	0	0.0%	
Income	-904	-690	-345	-339	6	-691	0	0.0%	
<b>Net Expenditure</b>	<b>-60</b>	<b>1</b>	<b>0</b>	<b>-68</b>	<b>-68</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: R44 Cashiers</b>									
Expenditure	292	305	152	281	129	305	0	0.0%	
Income	-290	-305	-152	-113	39	-305	0	0.0%	
<b>Net Expenditure</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>168</b>	<b>168</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	
<b>Net Expenditure</b>	<b>2,314</b>	<b>2,630</b>	<b>1,315</b>	<b>2,336</b>	<b>1,021</b>	<b>2,629</b>	<b>0</b>	<b>0.0%</b>	
<b>Service Area: R16 Procurement</b>									
<b>Vote: R38 Procurement</b>									
Expenditure	772	748	374	436	62	748	0	0.0%	
Income	-961	-747	-374	-377	-3	-747	0	0.0%	
<b>Net Expenditure</b>	<b>-189</b>	<b>1</b>	<b>0</b>	<b>59</b>	<b>59</b>	<b>1</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: R46 Payments</b>									
Expenditure	101	0	0	0	0	0	0	0.0%	
Income	-448	0	0	0	0	0	0	0.0%	
<b>Net Expenditure</b>	<b>-347</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	
<b>Net Expenditure</b>	<b>-536</b>	<b>1</b>	<b>0</b>	<b>59</b>	<b>59</b>	<b>1</b>	<b>0</b>	<b>0.0%</b>	

Page 77

Corporate Monthly Budget Monitoring

September 2014

Resource Services

	Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Service Area: R17 Risk Assessment</b>									
<b>Vote: R34 Internal Audit</b>									
Expenditure	783	816	408	400	-8	1,106	290	35.5%	Additional spend on the Tenancy Fraud Activities will be funded from grant income.
Income	-729	-816	-408	-421	-13	-1,106	-290	35.5%	Grant income for Tenancy Fraud Work.
<b>Net Expenditure</b>	<b>54</b>	<b>0</b>	<b>0</b>	<b>-21</b>	<b>-21</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: R40 Risk Management</b>									
Expenditure	484	493	247	254	7	493	0	0.0%	
Income	-606	-493	-246	-206	40	-493	0	0.0%	
<b>Net Expenditure</b>	<b>-122</b>	<b>0</b>	<b>1</b>	<b>48</b>	<b>47</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	
<b>Net Expenditure</b>	<b>-68</b>	<b>0</b>	<b>1</b>	<b>27</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	
<b>Service Area: R19 Benefits</b>									
<b>Vote: R54 Housing Benefit</b>									
Expenditure	249,924	249,924	124,962	130,470	5,508	251,524	1,600	0.6%	Housing Benefits is anticipated to over spend by £1.5m based on original budget. This is due to additional pressure caused by changes in Benefit rules. The service has already received £1m in growth bid in 2013/14. The potential growth requirement is being reviewed.
Income	-249,429	-248,429	-124,215	-138,234	-14,019	-248,429	0	0.0%	
<b>Net Expenditure</b>	<b>495</b>	<b>1,495</b>	<b>747</b>	<b>-7,764</b>	<b>-8,511</b>	<b>3,095</b>	<b>1,600</b>	<b>107.0%</b>	
<b>Vote: R58 Housing Benefit Administration</b>									
Expenditure	6,698	6,417	3,208	3,235	27	6,417	0	0.0%	
Income	-6,217	-6,217	-3,108	-3,526	-418	-6,217	0	0.0%	
<b>Net Expenditure</b>	<b>481</b>	<b>200</b>	<b>100</b>	<b>-291</b>	<b>-391</b>	<b>200</b>	<b>0</b>	<b>0.0%</b>	
<b>Net Expenditure</b>	<b>976</b>	<b>1,695</b>	<b>847</b>	<b>-8,055</b>	<b>-8,902</b>	<b>3,295</b>	<b>1,600</b>	<b>94.4%</b>	
<b>Service Area: R62 Transformation Projects</b>									
<b>Vote: R62 Business Development</b>									
Expenditure	479	490	244	526	282	736	246	50.2%	Additional 'Invest to save' expenditure on the Councils savings programme - will be funded from earmarked reserves (efficiency reserve).
Income	0	0	0	-85	-85	-245	-246	0.0%	Drawdown from Efficiency Reserve to be processed
<b>Net Expenditure</b>	<b>479</b>	<b>490</b>	<b>244</b>	<b>441</b>	<b>197</b>	<b>491</b>	<b>0</b>	<b>0.0%</b>	
<b>Vote: R78 Replacement of JDE</b>									
Expenditure	0	0	0	-2,001	-2,001	0	0	0.0%	Credits relates finance to system cost which are subject to a phased payment plan
Income	0	0	0	-760	-760	0	0	0.0%	Drawdown from finance transformation reserve to fund finance improvement works
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-2,761</b>	<b>-2,761</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	
<b>Net Expenditure</b>	<b>479</b>	<b>490</b>	<b>244</b>	<b>-2,320</b>	<b>-2,564</b>	<b>491</b>	<b>0</b>	<b>0.0%</b>	
<b>Service Area: R99 Rechargeable Works</b>									
<b>Vote: R60 Reprographics</b>									
Expenditure	472	466	233	252	19	466	0	0.0%	
Income	-470	-466	-233	-155	78	-466	0	0.0%	
<b>Net Expenditure</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>97</b>	<b>97</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	
<b>Net Expenditure</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>97</b>	<b>97</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	
<b>Net Expenditure Fund Type: GEN</b>	<b>7,533</b>	<b>6,981</b>	<b>3,490</b>	<b>-6,477</b>	<b>-9,967</b>	<b>8,581</b>	<b>1,600</b>	<b>22.9%</b>	
<b>Net Expenditure for Resource Services</b>	<b>7,533</b>	<b>6,981</b>	<b>3,490</b>	<b>-6,477</b>	<b>-9,967</b>	<b>8,581</b>	<b>1,600</b>	<b>22.9%</b>	

Corporate Monthly Budget Monitoring		Original Budget	Current Budget	Budget to Date	Hard Comms	Actuals	Variance to Date	Current Forecast	Variance Current Forecast v. Current Budget	% Variance Current Forecast v. Current Budget	Explanation of any variance that is considered to be significant and all variances greater than £100k
September 2014	HRA	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: HRA Housing Revenue Account											
INCOME											
DIRECTLY CONTROLLED INCOME BUDGETS											
Dwelling & Non Dwelling Rents											
	Income	-72,438	-72,438	-36,219	0	-36,086	-133	-71,713	725	-1.00%	It is forecast that rental income will be lower than budgeted due to a higher than previously assumed level of Right to Buy sales; when setting this budget it was assumed that 100 Right to Buy sales would take place in 2014/15; as at the end of September 2014, 101 sales had taken place and the forecast now assumes that there will be 200 sales in 2014/15. In addition, the level of voids is slightly higher than assumed in the budget. <b>RISK:</b> If more than 200 Right to Buy sales take place in 2014/15 then rental income could be lower than currently projected.
	Net Expenditure	-72,438	-72,438	-36,219	0	-36,086	-133	-71,713	725	-1.0%	
Tenant & Leaseholder Service Charges											
	Income	-17,901	-17,901	-14,605	0	-14,566	-39	-17,907	-6	0.03%	
	Net Expenditure	-17,901	-17,901	-14,605	0	-14,566	-39	-17,907	-6	0.0%	
INDIRECTLY CONTROLLED INCOME BUDGETS											
Investment Income Received											
	Income	-168	-168	-80	0	0	80	-164	4	-2.38%	
	Net Expenditure	-168	-168	-80	0	0	80	-164	4	-2.4%	
Contributions Towards Expenditure											
	Income	-115	-115	-58	0	0	58	-115	0	0.00%	
	Net Expenditure	-115	-115	-58	0	0	58	-115	0	0.0%	
<b>TOTAL INCOME</b>		<b>-90,622</b>	<b>-90,622</b>	<b>-50,962</b>	<b>0</b>	<b>-50,652</b>	<b>-34</b>	<b>-89,899</b>	<b>723</b>		

Corporate Monthly Budget Monitoring		Original Budget	Current Budget	Budget to Date	Hard Comms	Actuals	Variance to Date	Current Forecast	Variance Current Forecast v. Current Budget	% Variance Current Forecast v. Current Budget	Explanation of any variance that is considered to be significant and all variances greater than £100k
September 2014	HRA	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>EXPENDITURE</b>											
<b>DIRECTLY CONTROLLED EXPENDITURE BUDGETS</b>											
<b>Repair &amp; Maintenance</b>											
	Expenditure	22,388	22,388	11,057	0	10,128	-929	22,233	-155	-0.69%	
	<b>Net Expenditure</b>	<b>22,388</b>	<b>22,388</b>	<b>11,057</b>	<b>0</b>	<b>10,128</b>	<b>-929</b>	<b>22,233</b>	<b>-155</b>	<b>-0.7%</b>	
Supervision & Management	Expenditure	22,004	22,004	11,277	0	11,104	-173	21,525	-479	-2.18%	The 2014/15 budget included a sum of £1.3m in respect of additional costs due to an increase in employer pension contributions, however, current forecasts indicate that the actual increase in costs will be lower than this. In addition, it is forecast that supervision and management costs will be lower than budgeted.
	<b>Net Expenditure</b>	<b>22,004</b>	<b>22,004</b>	<b>11,277</b>	<b>0</b>	<b>11,104</b>	<b>-173</b>	<b>21,525</b>	<b>-479</b>	<b>-2.2%</b>	
Special Services, Rents, Rates & Taxes	Expenditure	15,746	15,746	7,087	0	5,921	-1,166	14,805	-941	-5.98%	It is currently forecast that there will be an underspend on the energy budget although this budget will be closely monitored.
	<b>Net Expenditure</b>	<b>15,746</b>	<b>15,746</b>	<b>7,087</b>	<b>0</b>	<b>5,921</b>	<b>-1,166</b>	<b>14,805</b>	<b>-941</b>	<b>-6.0%</b>	
<b>INDIRECTLY CONTROLLED EXPENDITURE BUDGETS</b>											
<b>Provision for Bad Debts</b>											
	Expenditure	1,400	1,400	700	0	0	-700	1,400	0	0.00%	This budget was increased in order to mitigate against the risk that bad debt would increase due to welfare reform, but due to delays in implementing some of the reforms it is currently anticipated that the full level of provision will not be needed in 2014/15. However, the final position will not be known until the end of the year when the bad debt provision is calculated.
	<b>Net Expenditure</b>	<b>1,400</b>	<b>1,400</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>-700</b>	<b>1,400</b>	<b>0</b>	<b>0.0%</b>	
Capital Financing Charges	Expenditure	29,084	29,084	14,542	0	0	0	29,084	0	0.00%	
	<b>Net Expenditure</b>	<b>29,084</b>	<b>29,084</b>	<b>14,542</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29,084</b>	<b>0</b>	<b>0.0%</b>	
<b>TOTAL EXPENDITURE</b>		<b>90,622</b>	<b>90,622</b>	<b>44,663</b>	<b>0</b>	<b>27,153</b>	<b>-2,968</b>	<b>89,047</b>	<b>-1,575</b>	<b>-1.7%</b>	
Contribution from Reserves		0	0	0	0	0	0	0	0	0.00%	
<b>TOTAL HRA</b>		<b>0</b>	<b>0</b>	<b>-6,300</b>	<b>0</b>	<b>-23,500</b>	<b>-3,003</b>	<b>-852</b>	<b>-852</b>		

## Capital Monitoring Q2

	All Years		In Year - 14/15					FY Total	All Years	
	Approved Budget	Spend to 31st March 2014	Revised Budget 14/15	Spent to Q2	Projected Spend	Projected Variance	Spend (%)	Budget	Projected Spend	Variance
	£m	£m	£m	£m	£m	£m	%	£m	£m	£m
Education, Social Care and Wellbeing	103.019	51.410	22.329	7.795	22.165	-0.164	35%	29.280	103.019	0.000
Communities, Localities and Culture	72.079	53.707	10.896	2.207	10.897	0.001	20%	7.475	72.079	0.000
Development & Renewal	34.788	12.540	20.217	7.945	19.089	-1.128	39%	2.030	34.788	0.000
Building Schools for the Future	325.531	319.459	6.073	5.574	6.073	0.000	92%	0.000	325.531	0.000
Corporate	364.242	121.417	126.214	21.423	115.546	-10.668	17%	116.611	364.242	0.000
	12.000	0.000	12.000	0.000	12.000	0.000	0%	0.000	12.000	0.000
<b>Grand Total</b>	<b>911.659</b>	<b>558.533</b>	<b>197.729</b>	<b>44.944</b>	<b>185.770</b>	<b>-11.959</b>	<b>23%</b>	<b>155.396</b>	<b>911.659</b>	<b>0.000</b>

Quarter 2 Capital Monitoring 2014-15

All Years		In Year - 14/15							Future Years (FY)		FY Total	All Years			
Approved Budget	Spend to 31st March 2014	Approved Budget [Cabinet February 2014] 14-15	Revised Budget 14/15	Spend to Q2	Projected Spend	Projected Variance	2014/15 Spend (%)	REASONS FOR CURRENT YEAR VARIANCES	15/16	16/17 Onwards	Budget	Projected Spend	Variance	Variance %	
A	B	C	D	E	E-C	D/C	F		G	H = F+G	I	I-A			
£m	£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%	
<b>Education, Social Care and Wellbeing (ESCW)</b>															
Mental health services	0.387	0.107	-	0.280	0.010	0.110	- 0.170	4%	ICT Project reconsidered - options under review	-	-	-	0.387	-	0%
E-Marketplace purchase and delivery	0.074	-	-	0.074	0.051	0.074	-	69%		-	-	-	0.074	-	0%
Tele Care/Telehealth Equipment	0.300	0.088	0.100	0.212	-	0.212	-	0%		-	-	-	0.300	-	0%
Ronald Street Roof Replacement	0.051	0.051	-	-	-	-	-	N/A		-	-	-	0.051	-	0%
Development of Learning Disability Hubs	0.478	-	0.080	0.478	0.050	0.478	-	11%		-	-	-	0.478	-	0%
<b>ADULTS TOTAL</b>	<b>1.290</b>	<b>0.246</b>	<b>0.180</b>	<b>1.044</b>	<b>0.112</b>	<b>0.874</b>	<b>- 0.170</b>	<b>11%</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>1.290</b>	<b>-</b>	<b>0%</b>
Condition & Improvement	3.610	2.210	3.500	1.400	0.157	1.402	0.002	11%		-	-	-	3.609	-	0%
Bishop Challoner - Community Facilities	0.600	-	-	0.600	-	0.600	-	0%		-	-	-	0.600	-	0%
Universal Free School Meals - Kitchen Upgrade	0.275	-	-	0.275	0.032	0.275	-	12%		-	-	-	0.275	-	0%
Basic Need/Expansion	89.221	42.513	24.224	17.428	7.159	17.429	0.001	41%		19.200	10.080	29.280	89.221	-	0%
Sure Start	0.848	0.842	-	0.006	0.010	0.010	0.004	163%	Settlement of Final Account	-	-	-	0.848	-	0%
Primary Capital Programme	4.748	4.650	-	0.097	0.001	0.097	- 0.000	1%		-	-	-	4.747	-	0%
Lukin St - Land purchase from Network Rail	0.820	0.820	-	-	-	-	-	N/A		-	-	-	0.820	-	0%
Swanley School (Crossrail funded)	0.350	-	-	0.350	0.250	0.350	-	71%		-	-	-	0.350	-	0%
RCCO	0.010	-	-	0.010	-	0.010	-	0%		-	-	-	0.010	-	0%
Youth Service ( BMX Mile End )	0.042	0.036	-	0.006	-	0.006	- 0.000	0%		-	-	-	0.042	-	0%
Provision for 2yr Olds	1.207	0.094	0.707	1.113	0.075	1.113	- 0.000	7%		-	-	-	1.207	-	0%
<b>ESCW TOTAL</b>	<b>103.019</b>	<b>51.410</b>	<b>28.611</b>	<b>22.329</b>	<b>7.795</b>	<b>22.165</b>	<b>- 0.163</b>	<b>35%</b>		<b>19.200</b>	<b>10.080</b>	<b>29.280</b>	<b>103.019</b>	<b>-</b>	<b>0%</b>



All Years		In Year - 14/15							Future Years (FY)		FY Total	All Years			
Approved Budget	Spend to 31st March 2014	Approved Budget [Cabinet February 2014] 14-15	Revised Budget 14/15	Spend to Q2	Projected Spend	Projected Variance	2014/15 Spend (%)	REASONS FOR CURRENT YEAR VARIANCES	15/16	16/17 Onwards	Budget	Projected Spend	Variance	Variance %	
A	B		C	D	E	E-C	D/C		F	G	H = F+G	I	I-A	%	
£m	£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%	
<b>Communities, Localities &amp; Culture</b>															
<b>Transport</b>															
TfL schemes including safety, cycling and walking	16.083	10.603	3.889	2.080	0.539	2.080	0.000	26%		3.399	-	3.399	16.082	-	0%
Public Realm improvements	0.949	0.465	-	0.484	0.006	0.484	-0.000	1%		-	-	-	0.949	-	0%
Bartlett Park Masterplan - Highways	1.732	0.032	1.382	-	-	-	-	N/A		1.700	-	1.700	1.732	-	0%
Highway improvement programme	3.078	2.078	1.000	1.000	0.513	1.000	-	51%		-	-	-	3.078	-	0%
Developers Contribution	5.629	2.218	0.829	2.405	0.336	2.405	0.000	14%		1.006	-	1.006	5.629	-	0%
OPTEMS	0.837	0.306	0.500	0.331	0.173	0.331	-0.000	52%		0.200	-	0.200	0.837	-	0%
Hackney wick & Fish Island improvements	0.191	0.191	-	-	-	-	-	N/A		-	-	-	0.191	-	0%
<b>Transport Total</b>	<b>28.499</b>	<b>15.894</b>	<b>7.600</b>	<b>6.300</b>	<b>1.567</b>	<b>6.300</b>	<b>-0.000</b>	<b>25%</b>		<b>6.305</b>	<b>-</b>	<b>6.305</b>	<b>28.499</b>	<b>-</b>	<b>0%</b>
<b>Parks</b>															
Millers Park/Island Gardens	0.206	0.203	-	0.003	-	0.003	-0.000	0%		-	-	-	0.206	-	0%
Porter Park	0.200	0.161	-	0.040	0.004	0.040	0.000	11%		-	-	-	0.200	-	0%
Schoolhouse Lane Multi Use Ball Games Area	0.100	0.093	-	0.007	-	0.007	0.000	0%		-	-	-	0.100	-	0%
Victoria Park Masterplan	9.997	9.997	-	-	-0.017	-	-	N/A		-	-	-	9.997	-	0%
Victoria Park sports hub	2.486	0.330	2.000	2.156	0.027	2.156	-	1%		-	-	-	2.486	-	0%
Victoria Park - Changing Block Extension & Upgrade	0.354	0.354	-	-	-	-	-	N/A		-	-	-	0.354	-	0%
Pennyfields	0.045	0.045	-	-	-	-	-	N/A		-	-	-	0.045	-	0%
Christ Church Gardens	0.350	-	-	-	-	-	-	N/A		0.350	-	0.350	0.350	-	0%
Mile End Hedge	0.165	0.031	-	0.134	0.056	0.134	0.000	42%		-	-	-	0.165	-	0%
Trees - Boroughwide	0.018	0.018	-	-	-	-	-	N/A		-	-	-	0.018	-	0%
Conversion of Lawn area to York stone paving	0.055	-	-	0.055	-	0.055	-	0%		-	-	-	0.055	-	0%
Cemetery Lodge	0.071	-	-	0.071	-	0.071	0.000	0%		-	-	-	0.071	-	0%
<b>Parks Total</b>	<b>14.047</b>	<b>11.232</b>	<b>2.000</b>	<b>2.465</b>	<b>0.070</b>	<b>2.466</b>	<b>0.001</b>	<b>3%</b>		<b>0.350</b>	<b>-</b>	<b>0.350</b>	<b>14.047</b>	<b>-</b>	<b>0%</b>

All Years		In Year - 14/15							Future Years (FY)		FY Total	All Years		
Approved Budget	Spend to 31st March 2014	Approved Budget [Cabinet February 2014] 14-15	Revised Budget 14/15	Spend to Q2	Projected Spend	Projected Variance	2014/15 Spend (%)	REASONS FOR CURRENT YEAR VARIANCES	15/16	16/17 Onwards	Budget	Projected Spend	Variance	Variance %
A	B		C	D	E	E-C	D/C		F	G	H = F+G	I	I-A	%
£m	£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%
<b>Culture and major projects</b>														
Brady Centre	0.245	0.244	-	0.001	-	0.001	-	0%	-	-	-	0.245	-	0%
Tennis courts	0.116	0.104	-	0.012	-	0.012	-	0%	-	-	-	0.116	-	0%
Mile End Leisure Centre - Security Enhancements	0.200	0.198	-	0.002	-	0.002	-	0%	-	-	-	0.200	-	0%
Bartlett Park	0.056	0.054	-	0.002	-	0.002	0.000	0%	-	-	-	0.056	-	0%
Mile End Stadium Track resurfacing	0.376	0.245	-	0.131	-	0.131	-	0%	-	-	-	0.376	-	0%
Public Art Projects	0.250	0.011	-	0.239	-	0.239	-0.000	0%	-	-	-	0.250	-	0%
Mile End Park Capital	0.219	0.145	-	0.074	0.049	0.074	-	67%	-	-	-	0.219	-	0%
Bancroft Library Phase 2b	0.645	0.449	-	0.052	-	0.052	0.000	0%	0.145	-	0.145	0.645	-	0%
Watney Market Ideas Store	4.401	4.344	-	0.057	0.038	0.057	0.000	67%	-	-	-	4.401	-	0%
Watney Market Landscaping	0.235	0.228	-	0.007	-0.034	0.007	-	-484%	-	-	-	0.235	-	0%
Culture - LPP	0.254	0.246	-	0.008	-	0.008	-	0%	-	-	-	0.254	-	0%
Major Projects - LPP	18.067	18.058	-	0.009	-	0.009	-	0%	-	-	-	18.067	-	0%
St Georges Pool	0.106	-	-	0.106	0.005	0.106	-	5%	-	-	-	0.106	-	0%
Brick Lane Mural	0.045	-	0.045	0.045	-	0.045	-	0%	-	-	-	0.045	-	0%
Banglatown Art Trail & Arches	2.021	1.485	-	0.286	-0.023	0.286	-0.000	-8%	0.250	-	0.250	2.021	-	0%
Provision of an outdoor gym	0.025	-	-	0.025	0.025	0.025	0.000	102%	-	-	-	0.025	-	0%
Stepney Green Astro Turf	0.450	0.009	-	0.442	0.417	0.442	-	94%	-	-	-	0.451	-	0%
John Orwell Sports Centre	0.296	-	-	0.296	0.088	0.296	-	30%	-	-	-	0.296	-	0%
St. John's Gardens Tennis Courts	0.070	-	-	0.070	-	0.070	-	0%	-	-	-	0.070	-	0%
<b>Culture and Major projects total</b>	<b>28.077</b>	<b>25.819</b>	<b>0.045</b>	<b>1.864</b>	<b>0.566</b>	<b>1.864</b>	<b>-0.000</b>	<b>30%</b>	<b>0.395</b>	<b>-</b>	<b>0.395</b>	<b>28.078</b>	<b>-</b>	<b>0%</b>

All Years		In Year - 14/15							Future Years (FY)		FY Total	All Years		
Approved Budget	Spend to 31st March 2014	Approved Budget [Cabinet February 2014] 14-15	Revised Budget 14/15	Spend to Q2	Projected Spend	Projected Variance	2014/15 Spend (%)	REASONS FOR CURRENT YEAR VARIANCES	15/16	16/17 Onwards	Budget	Projected Spend	Variance	Variance %
A	B		C	D	E	E-C	D/C		F	G	H = F+G	I	I-A	
£m	£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%
<b>Other</b>														
CCTV Improvement and Enhancement	0.601	0.422	0.128	0.179	0.004	0.179	0.000	2%	-	-	-	0.601	-	0%
Generators @ Mulberry Place & Anchorage House	0.250	0.241	-	0.009	-	0.009	- 0.000	0%	-	-	-	0.250	-	0%
Essential Health & Safety	0.281	0.018	0.250	-	-	-	-	N/A	0.263	-	0.263	0.281	-	0%
Contaminated land survey and works	0.323	0.082	0.242	0.079	-	0.079	0.000	0%	0.163	-	0.163	0.323	-	0%
Other Total	1.455	0.762	0.620	0.267	0.004	0.267	0.000	2%	0.426	-	0.426	1.455	-	0%
<b>CLC TOTAL</b>	<b>72.079</b>	<b>53.707</b>	<b>10.265</b>	<b>10.896</b>	<b>2.207</b>	<b>10.897</b>	<b>0.001</b>	<b>20%</b>	<b>7.475</b>	<b>-</b>	<b>7.475</b>	<b>72.079</b>	<b>-</b>	<b>0%</b>

All Years		In Year - 14/15							Future Years (FY)		FY Total	All Years		
Approved Budget	Spend to 31st March 2014	Approved Budget [Cabinet February 2014] 14-15	Revised Budget 14/15	Spend to Q2	Projected Spend	Projected Variance	2014/15 Spend (%)	REASONS FOR CURRENT YEAR VARIANCES	15/16	16/17 Onwards	Budget	Projected Spend	Variance	Variance %
A	B		C	D	E	E-C	D/C		F	G	H = F+G	I	I-A	%
£m	£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%

**Development & Renewal**

Millennium Quarter	0.387	0.061	-	0.326	-	0.326	-	0%	-	-	-	0.387	-	0%
Bishops Square /Bethnal Green Terrace	0.641	0.495	-	0.146	0.043	0.146	-	30%	-	-	-	0.641	-	0%
Town Centre & High Street Regeneration	0.208	0.068	-	0.140	-	0.140	-	0%	-	-	-	0.208	-	0%
Whitechapel Centre	0.067	0.064	-	0.003	-	0.003	-	0%	-	-	-	0.067	-	0%
Regional Housing Pot	7.080	1.012	-	6.068	5.387	6.068	-	89%	-	-	-	7.080	-	0%
High Street 2012	9.133	6.619	-	2.514	0.534	2.514	-	21%	-	-	-	9.133	-	0%
Disabled Facilities Grant	4.429	1.982	0.730	0.967	0.716	0.967	-	74%	0.750	0.730	1.480	4.429	-	0%
Private Sector Improvement Grant	2.650	1.244	0.550	0.856	0.038	0.856	-	4%	0.550	-	0.550	2.650	-	0%
Genesis Housing	0.363	-	-	0.363	0.363	0.363	-	100%	-	-	-	0.363	-	0%
Installation of Automatic Energy Meters	0.092	0.095	-	-0.003	-	-	0.003	0%	-	-	-	0.092	-	0%
Facilities Management (DDA)	0.074	0.022	-	0.052	-	-	-0.052	0%	-	-	-	0.074	-	0%
Multi Faith Burial Grounds	3.000	-	-	3.000	-	3.000	-	0%	A report will be considered by Cabinet in December 2014 making recommendations for a new burial site. If this is approved then the allocated £3m will be spent in 14/15. If the proposal is not approved, then it is unlikely that the £3m will be spent in 14/15.			3.000	-	0%

All Years		In Year - 14/15							Future Years (FY)		FY Total	All Years			
Approved Budget	Spend to 31st March 2014	Approved Budget [Cabinet February 2014] 14-15	Revised Budget 14/15	Spend to Q2	Projected Spend	Projected Variance	2014/15 Spend (%)	REASONS FOR CURRENT YEAR VARIANCES	15/16	16/17 Onwards	Budget	Projected Spend	Variance	Variance %	
A	B		C	D	E	E-C	D/C		F	G	H = F+G	I	I-A		
£m	£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%	
Faith buildings	2.000	0.292	-	1.708	0.135	0.628	- 1.080	8%	The Community Faith Buildings Support Scheme was allocated a total of £3m (of which £2m is within the Council's capital programme) which includes an element for management and administration. £600,000 was committed to organisations in Round 1 of the scheme (June 2013) and it is anticipated that this will be fully spent within this financial year. It is expected that decisions on Round 2 will be taken within this financial year - £1.313m has been allocated to this round. Although the funds will be committed it is highly unlikely to be fully spent within the financial year. A maximum of 25% of the Round 2 allocation is likely to be spent within this financial year.	-	-	-	2.000	-	0%
S106 Schemes	4.249	0.170	-	4.078	0.830	4.078	-	20%		-	-	-	4.249	-	0%
Empty Property Initiative -CPO	0.315	0.315	-	0.000	-	0.000	-	0%		-	-	-	0.315	-	0%
Mile End Hospital - Fit out cost primary care facilities	0.100	0.100	-	-	- 0.100	-	-	N/A		-	-	-	0.100	-	0%
Dora Hall and Cheadle Hall	-	-	-	-	-	-	-	N/A		-	-	-	-	-	N/A
<b>D&amp;A TOTAL</b>	<b>34.788</b>	<b>12.540</b>	<b>1.280</b>	<b>20.217</b>	<b>7.945</b>	<b>19.089</b>	<b>- 1.128</b>	<b>39%</b>		<b>1.300</b>	<b>0.730</b>	<b>2.030</b>	<b>34.788</b>	<b>-</b>	<b>0%</b>

All Years		In Year - 14/15							Future Years (FY)			All Years		
Approved Budget	Spend to 31st March 2014	Approved Budget [Cabinet February 2014] 14-15	Revised Budget 14/15	Spend to Q2	Projected Spend	Projected Variance	2014/15 Spend (%)	REASONS FOR CURRENT YEAR VARIANCES	15/16	16/17 Onwards	FY Total	Projected Spend	Variance	Variance %
A	B		C	D	E	E-C	D/C		F	G	H = F+G	I	I-A	%
£m	£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%

### Buildings Schools for the Future

BSF Design and Build Schemes	301.888	300.390	6.829	1.499	4.513	1.499	-	301%		-	-	-	301.888	-	0%
ICT infrastructure schemes	19.860	17.144	4.105	2.716	1.061	2.716	-	39%		-	-	-	19.860	-	0%
Wave 5 BSF (previously LPP)	3.783	1.926	1.857	1.857	-	1.857	-	0%		-	-	-	3.783	-	0%
<b>BSF Total</b>	<b>325.531</b>	<b>319.459</b>	<b>12.791</b>	<b>6.073</b>	<b>5.574</b>	<b>6.073</b>	<b>-</b>	<b>92%</b>		-	-	-	<b>325.531</b>	-	0%

### Housing Revenue Account

Decent Homes Backlog	184.986	62.836	70.470	73.550	18.099	73.550	-	25%	The five year Decent Homes programme is scheduled to be completed in 2015/16. The scheme is being managed in accordance with GLA grant conditions, with the final grant instalment of £46m to be received this year. The programme has been re-profiled between 2014/15 and 2015/16 to reflect the likely application of the Council's HRA resources.	48.601	-	48.601	184.986	-	0%
Housing Capital Programme	77.128	26.460	9.810	20.668	0.351	10.000	- 10.668	2%	This budget is managed by Tower Hamlets Homes and covers works outside of the on-going Decent Homes programme such as heating, lifts and door entry systems, roofing, windows etc. with investment need assessed by stock condition surveys. Due to the Authority focusing on the Decent Homes programme, the non Decent Homes HRA capital schemes will not commence until Q3 of 2014/15, and therefore it is highly likely that this budget will not fully spend in 2014/15. In the event of an underspend, resources will be carried forward to 2015/16.	15.000	15.000	30.000	77.128	-	0%
Ocean New Deal for Communities	24.056	17.337	-	6.718	1.382	6.718	-	21%		-	-	-	24.056	-	0%
Resources available - Non Decent homes Schemes to be developed	0.010	-	6.120	-	-	-	-	N/A		0.010	-	0.010	0.010	-	0%
Council Housebuilding Initiative	4.061	4.061	-	0.000	-	-	- 0.000	0%		-	-	-	4.061	-	0%
Blackwall Reach	14.419	9.754	-	4.665	0.330	4.665	-	7%		-	-	-	14.419	-	0%
Cotall Street -Demolition	0.008	0.008	-	- 0.000	-	-	0.000	0%		-	-	-	0.008	-	0%
Poplar Baths and Dame Colet House	16.000	-	-	-	-	-	-	N/A		16.000	-	16.000	16.000	-	0%

All Years		In Year - 14/15							Future Years (FY)		FY Total	All Years			
Approved Budget	Spend to 31st March 2014	Approved Budget [Cabinet February 2014] 14-15	Revised Budget 14/15	Spend to Q2	Projected Spend	Projected Variance	2014/15 Spend (%)	REASONS FOR CURRENT YEAR VARIANCES	15/16	16/17 Onwards	Budget	Projected Spend	Variance	Variance %	
A	B		C	D	E	E-C	D/C		F	G	H = F+G	I	I-A	%	
£m	£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%	
Fuel Poverty and Insulation Works on HRA Properties	4.063	0.700	-	3.363	-	3.363	-	0%		-	-	-	4.063	-	0%
New Affordable Housing at Bradwell St Garages	2.451	0.133	2.206	2.318	0.700	2.318	-	30%		-	-	-	2.451	-	0%
New Affordable Housing -Ashington Estate East	7.750	0.036	7.750	7.714	0.096	7.714	-	1%		-	-	-	7.750	-	0%
New Affordable Housing -Extensions	3.610	0.008	3.610	3.602	0.001	3.602	-	0%		-	-	-	3.610	-	0%
Short Life Properties	1.700	0.084	-	1.616	0.464	1.616	-	29%		-	-	-	1.700	-	0%
D&R Indicative Schemes as agreed at Budget Council	2.000	-	2.000	2.000	-	2.000	-	0%		-	-	-	2.000	-	0%
Walsgrove	22.000	-	-	-	-	-	-	N/A		22.000	-	22.000	22.000	-	0%
<b>HRA Total</b>	<b>364.242</b>	<b>121.417</b>	<b>101.966</b>	<b>126.214</b>	<b>21.423</b>	<b>115.546</b>	<b>- 10.668</b>	<b>17%</b>		<b>101.611</b>	<b>15.000</b>	<b>116.611</b>	<b>364.242</b>	<b>-</b>	<b>0%</b>

All Years		In Year - 14/15							Future Years (FY)		FY Total	All Years		
Approved Budget	Spend to 31st March 2014	Approved Budget [Cabinet February 2014] 14-15	Revised Budget 14/15	Spend to Q2	Projected Spend	Projected Variance	2014/15 Spend (%)	REASONS FOR CURRENT YEAR VARIANCES	15/16	16/17 Onwards	Budget	Projected Spend	Variance	Variance %
A	B		C	D	E	E-C	D/C		F	G	H = F+G	I	I-A	%
£m	£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%
Corporate GF provision for Schemes under development	12.000	-	12.000	12.000	-	12.000	-	0%	-	-	-	12.000	-	0%
<b>Corporate Total</b>	<b>12.000</b>	<b>-</b>	<b>12.000</b>	<b>12.000</b>	<b>-</b>	<b>12.000</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12.000</b>	<b>-</b>	<b>0%</b>
<b>Total</b>	<b>911.659</b>	<b>558.533</b>	<b>166.912</b>	<b>197.729</b>	<b>44.944</b>	<b>185.770</b>	<b>- 11.959</b>	<b>0.227</b>	<b>129.586</b>	<b>25.810</b>	<b>155.397</b>	<b>911.659</b>	<b>-</b>	<b>0.0%</b>



**Request for Adoption of Capital Estimate - Proposed Works at White Horse 1 o'Clock Club**

1. The Early Years service of ESCW occupies the White Horse 1 o'clock club, E1 0ND. It is one of the delivery sites in the Ocean Children's Centre (CC) locality. The CCs deliver a range of services for families with children under 5. These include educational psychologist, family support, educational activities, support in accessing the 2 year old funded places, training, volunteering and employment support.
2. As part of the service challenge process, the Early Years service is proposing to make better use of some existing sites. Both the Commodore Street and White Horse sites are currently under-utilised because of staffing difficulties in covering the sites in the locality. It is proposed to relocate services from Commodore Street to White Horse so there will be greater staff capacity to deliver more sessions and support for disadvantaged and vulnerable families. It will create a hub for families in the area. The relocation will then enable Commodore Street to be used for delivery of places for 2 year olds.
3. The government has set targets for each local authority to create places for vulnerable and disadvantaged 2 year old children. Tower Hamlets has a target of 2,300 places by September 2015. This is a statutory duty. The Commodore site could provide 180 places in an area that has limited provision and high levels of poverty. This service will work in conjunction with Harry Roberts nursery school and children's centre to meet government targets and to meet the needs of the local families, support transition and school readiness.
4. It is proposed to fund the works to White Horse 1 o'clock club from the capital grant for provision of early education for disadvantaged 2 year olds.
5. It is recommended that a capital estimate of £275,000 is adopted to fund the works to White Horse 1 o'clock club.
6. It is recommended that the works to White Horse 1 o'clock club are procured using a suitable pre-tendered framework, in accordance with the Council's procurement procedures.

This page is intentionally left blank

<b>A Great Place to Live</b>					
Strategic Priority 1.1: Provide good quality affordable housing					
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Increase the availability of affordable family sized housing	Cllr Rabina Khan Jackie Odunoye (D&R)	31/03/2015	On target	50%	Planning applications continue to be scrutinised to maximise compliance with our policies on provision of family sized housing in the affordable tenures.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Meet with developing RPs twice, to agree the number, location, size and timing of their schemes	Jackie Odunoye (D&R)	30/09/2014	Complete	100%	Regular meetings are taking place with RPs. Two have taken place for Q1 and Q2, and a further two meetings will take place by year end.
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	On target	50%	Affordable Housing team provide comments on all planning applications and ensure that family affordable housing is given a high priority in assessing schemes.
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	On target	50%	Meetings take place at the end of the quarter.
Participate at all ELHP Chief Officer Groups and the ELHP Board	Jackie Odunoye (D&R)	31/03/2015	On target	50%	
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	On target	50%	Many grant allocations are still for unspecified schemes, and will not specify exact rents, which need to be secured through our planning process. The LBTH Framework for Affordable Rents has been agreed with the GLA.
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	On target	50%	Work continues on encouraging further delivery of affordable housing from mixed tenure schemes and Registered Provider led schemes. The target of 5500 is still not secured, but more schemes are due to be approved over the next year.
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Deliver regeneration at Robin Hood Gardens and the Ocean Estate	Cllr Rabina Khan Jackie Odunoye (D&R)	31/03/2015	On target	50%	First phased works for RHG on target. Later phases delayed due to length of time taken for CPO outcomes, but second phase (1b) preparation work in progress and reserved matters application submitted.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Blackwall Reach - Secure reserved matters planning application approval for development phase 1b	Jackie Odunoye (D&R)	31/07/2014	Delayed	50%	There has been some delay in achieving this and milestones relating to later phases for RHG due to the extended CPO process. Consequently, a planning application for phase 1b was submitted in September 2014 with approval projected for November 2014.
Ocean DH & Newbuild - Manage refurbishment contract defects period and notation of contracts from East Thames	Jackie Odunoye (D&R)	30/09/2014	Delayed	50%	Liaison with THH and Wates over latent defects still required, due for completion within 2014/15. East Thames have yet to provide details of the warranties to accompany the contracts being novated.
Blackwall Reach - Ensure completion of 98 new homes on development phase 1a	Jackie Odunoye (D&R)	31/03/2015	On target	50%	Construction works on programme.
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	On target	50%	The 3 blocks are now 70% emptied. Possession action is underway on all secure and non-secure tenants. All but 4 resident leaseholders have sold their homes and 19 non-residents remain to be bought-out, prior to the application of the CPO in QTR4.

APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Lead regeneration in Poplar	Cllr Rabina Khan Owen Whalley (D&R)	01/03/2015	On target	50%	Regeneration in this area supported both by the Ailsa Masterplan development work and the Housing Zone bid which was submitted to the GLA on 30th September 2014.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Produce new Ailsa SPD draft for consultation	Owen Whalley (D&R)	01/10/2014	Delayed	30%	Clearance for the procurement / inception of specialised themes of work (environmental, design, viability) is currently being undertaken. This has meant that there have been time implications on progress. Also key is determining the need for a Strategic Environmental Assessment (SEA). Plan making will continue to update senior management on the time implications now associated with the need for an SEA and procurement. A further update will be available in January 2015.
Adopt the Ailsa Street SPD	Owen Whalley (D&R)	01/03/2015	On target	0%	This objective depends upon careful management of procurement and inception technicalities which are currently being managed.
Complete a Masterplan scoping exercise for South Poplar	Owen Whalley (D&R)	01/03/2015	On target	50%	The Housing Zone bid for Poplar Riverside is at an advanced stage and consideration is being given to whether this becomes a wider planning framework. Plan Making have provided detailed evidence to the Poplar Riverside Housing Zone Bid and continue to support Housing colleagues in this role and in the development of a Masterplan for Ailsa Street.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver housing, a leisure centre and community facilities at Poplar Baths / Dame Colett House	Cllr Rabina Khan Ann Sutcliffe (D&R)	31/03/2015	On target	25%	Good progress has been made on this activity with youth service involved in design development. Planning conditions have been met with housing and community facility build targets on course to be met.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
6 month review of progress against programme targets	Ann Sutcliffe (D&R)	30/09/2014	Complete	100%	Construction programme reviewed.
Monitor delivery of 100 socially rented housing units	Ann Sutcliffe (D&R)	31/03/2015	On target	25%	Programme monitored through a range of meetings and inspection.
Delivery of leisure centre - commencement on site	Ann Sutcliffe (D&R)	31/03/2015	Complete	100%	Work started on site.
Delivery of a new youth / community centre - commencement on site	Ann Sutcliffe (D&R)	31/03/2015	Complete	100%	Work started on site.
Complete first phase of housing (milestone / deadline subject to Financial Close)	Ann Sutcliffe (D&R)	31/03/2015	On target	25%	Construction progressing, discharge of planning conditions on target.
Open youth / community facilities (milestone / deadline subject to Financial Close)	Ann Sutcliffe (D&R)	31/03/2015	On target	25%	Construction progressing, youth service involved in design development.

APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Seek to mitigate homelessness and improve housing options	Cllr Rabina Khan Jackie Odunoye, Colin Cormack (D&R)	31/03/2015	On target	50%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Improve housing options in the private rented sector - scope project and agree project plan	Jackie Odunoye (D&R)	30/04/2014	Complete	100%	
Develop proposals for consideration informed by evidence and legal advice	Jackie Odunoye (D&R)	30/06/2014	Complete	100%	
Produce and publish the Homeless Statement Action Plan	Colin Cormack (D&R)	31/07/2014	Delayed	75%	There has been some discussion on how this item should be progressed and by whom. It has now been agreed that Strategic Housing will lead on the review of initial Action Plan which should be developed by November 2014.
Submit Cabinet report setting out options and budgetary requirements in relation to the private rented sector	Jackie Odunoye (D&R)	30/09/2014	Complete	100%	Cabinet report approved on 3rd September 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	Complete	100%	A scoping paper has now been taken to Cabinet (3rd September 2014). Following this report a consultancy will now be engaged to further consult on the adoption of selective powers re: private sector licensing within specific Wards.
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	On target	50%	On target for completion by year's end.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Plan effectively to deliver high volumes of affordable housing and funding for infrastructure (including provision for healthcare and education)	Cllr Rabina Khan, Owen Whalley (D&R)	31/03/2015	On target	40%	Good progress has been made towards developing the South Quay masterplan in addition to securing funding for infrastructure through planning contributions. Continual liaison is made with developers to secure where possible affordable housing target rent levels.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Represent Tower Hamlets at Judicial Review into London Plan affordable housing policy	Owen Whalley (D&R)	31/05/2014	Complete	100%	
Consult on draft South Quay Masterplan	Owen Whalley (D&R)	30/09/2014	Delayed	0%	Corporate reporting to commence with CMT on 30/9/14. SPD draft to be approved by Cabinet in December for consultation in January.
Adopt South Quay Masterplan	Owen Whalley (D&R)	31/02/2015	On target	0%	Adoption will follow consultation and drafting.
Maximise opportunities for the provision of childcare space in new developments	Owen Whalley (D&R)	31/03/2015	On target	40%	A study has been commissioned to undertake secondary data analysis to better understand the level of need re: childcare provision. This will complement consultation with parents currently taking up an Early Learning 2 place and those who aren't to better understand the service needs with a view to feeding into service provision.
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	On target	50%	The new framework for affordable rents in the 2015-18 GLA grant programme have been agreed. Rents on other schemes require liaison with developers at the planning stage, which is being done.
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	On target	50%	All new homes are being developed at rents agreed in the Framework Agreement between the GLA and LBTH. In some instances, viability permitting, schemes are delivering at social target rents.

APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

Strategic Priority 1.2: Maintain and improve the quality of housing					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Reduce the number of Council homes that fall below a decent standard	Cllr Rabina Khan Jackie Odunoye (D&R)	30/03/2015	On target	62%	Year 4 Decent Homes programme has commenced with 1,1447 homes being made decent so far and delivery more heavily weighted towards the latter half of the year. A range of community benefits have also been realised via apprenticeships, work placements and £4.31m of contractor spend being with local suppliers.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Commence Year 4 DH Programme using five contractors	Jackie Odunoye (D&R)	30/04/2014	Complete	100%	Contractors commenced delivery from 1st April 2014.
Make 3109 homes decent	Jackie Odunoye (D&R)	31/03/2015	On target	47%	761 homes made decent against a quarterly programme target of 760. Year to date DH yield is 1447. Quarter 3 programme target is set at 889.
Ensure delivery of local community benefits targets	Jackie Odunoye (D&R)	31/03/2015	On target	40%	<p>Target Apprentices in Y3 &amp; Y4 = 171: Current Apprenticeships = 91                      Apprenticeships offered to the local residents based on cumulative spend of £85m until the official orders are issued.                      Local Labour Target = 30%: Current Employment = 37%                      Local (LBTH) Spend Target = 20%: Current Performance = 31%                      Contractors have spent circa £13.834m of which circa £4.311m (31%) have been committed to suppliers based within LBTH.                      Local East London Spend Target = 50%: Current Performance = 32%</p> <p><u>Work Experience Placements:</u>                      * 1 Outreach placement                      * 1 School placement                      * 14 weeks work experience                      * DH Project Team working with Resident Engagement Team to identify suitable Community Centres for basic decorating works</p>
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve the quality of housing services	Cllr Rabina Khan Jackie Odunoye (D&R)	31/12/2014	On target	50%	Good progress being made with Project 120 sign up by housing partners, audits of leasehold service charges, and monitoring service plans in support of the 'Cards on the Table Campaign'.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
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	Complete	100%	A conference held in January 2014, attended by RPs and stakeholders involved in the delivery of Wheelchair accessible units in the Borough formally marked the launch of P120. Since then P120 remains a standing item on the THHF Development Subgroup Agenda and a Project Team has formed, meeting on a 6 weekly basis to take this initiative forward.
Implement efficiency savings by re-structuring the Service	Jackie Odunoye (D&R)	31/10/2014	On target	75%	To be implemented as part of the employment options programme.
Complete audits of leaseholder service charges and implement recommendations	Jackie Odunoye (D&R)	31/12/2014	On target	60%	Mazars Audit ascertaining legislative and lease compliance, VFM, and transparency of leasehold services – completed and report issued. HQN have been procured to review the progress implementation of the of the Beavers & Struthers Audit. The audit is in progress, report due in December 2014.
Examine options for leaseholder dispute resolution	Jackie Odunoye (D&R)	31/12/2014	On target	30%	Initial draft presented to LBTH Client. THH has been asked for more detail on the ADR process and implications

APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

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	On target	50%	Regular support and liaison with Tenants Federation taking place. 2014/15 funding support not yet agreed.
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
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 Andy Bamber (CLC)	31/03/2015	On target	50%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Gather necessary evidence, explore data and consider options for taking forward a landlord licensing scheme	Andy Bamber (CLC)	31/03/2015	On target	50%	
Proactively locate substandard homes and bring them up to standard	Andy Bamber (CLC)	31/03/2015	On target	50%	
Increase the number of Houses of Multiple Occupation that are compliant with licensing requirements by 10%	Andy Bamber (CLC)	31/03/2015	On target	50%	
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
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	On target	60%	Continuing to promote the energy co-op auction held in October 2014 and a further auction planned for February 2015. Energy advice is offered to households.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
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	Delayed	75%	Preparatory works for the project completed. The start of the project purposely delayed to November 2014 to coincide with the winter months and will be completed end of February 2015.
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	On target	50%	
Implement the Fuel Poverty Plan and produce an annual report on progress and achievements	Jackie Odunoye (D&R)	31/03/2015	On target	50%	Action Plan implemented and ongoing.
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	On target	50%	Regular promotional sign up events are held.
Strategic Priority 1.3: Improve the local environment and public realm					
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Progress the Carbon Reduction Plan for Council buildings	Cllr Alibor Choudhury / Cllr Shahed Ali Jackie Odunoye (D&R)	31/03/2015	On target	45%	The Carbon Management Plan from 2009 has been reviewed and renewed in 2014.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Tender for Re:FIT programme for Council buildings	Jackie Odunoye (D&R)	30/09/2014	Delayed	50%	Currently on hold. Tower Hamlets identified the potential buildings and to use the GLA REFIT procurement framework, we received a request from East London Solutions to do a joint procurement as a sub region to achieve a higher value of works to achieve better value for money. Joint tenders are now likely to take place in January 2015.
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	100%	Funding has been secured and project already completed.

APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

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	On target	0%	As above, project is on hold and therefore the implementation is likely to be delayed by three months. However the project is looking to complete by March 2015.
Deliver second phase of staff engagement programme and publish energy costs and carbon emissions quarterly	Jackie Odunoye (D&R)	31/03/2015	On target	25%	Data analysed. Strategy to be completed when the vacant post is filled in January 2015.
Complete the Schools Saving strategy and delivery plan	Jackie Odunoye (D&R)	31/03/2015	On target	50%	Data analysed. Strategy to be completed when the vacant post is filled in January 2015.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Protect and improve the local environment	Cllr Shahed Ali Andy Bamber, Jamie Blake (CLC)	31/03/2015	On target	50%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
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	Complete	100%	
Enact dog control orders (subject to consultation) to improve the Council's response to dog control issues	Andy Bamber (CLC)	30/09/2014	Delayed	75%	Awaiting Legal Service input before consultation is reported back to the Mayor and a decision is taken on publishing final orders. New target date proposed: 31/3/15
Deliver projects towards improving air quality under the Air Quality Strategy programme: 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	On target	50%	
			On target	50%	
			On target	50%	
			On target	50%	
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	On target	50%	
Plan and develop proposals for a Boroughwide 20mph limit, including consultation with TfL	Jamie Blake (CLC)	31/03/2015	Complete	100%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work in partnership to improve our public realm	Cllr Shahed Ali Jamie Blake (CLC)	31/03/2015	On target	50%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Undertake a borough wide deep clean	Jamie Blake (CLC)	30/06/2014	Complete	100%	
Support the development and relaunch of Find It, Fix It, Love It (FIFILI) and develop the use of direct service delivery through	Jamie Blake (CLC)	31/08/2014	Complete	100%	
Deliver Marsh Wall resurfacing and bus improvement streetscene improvement works on site	Jamie Blake (CLC)	31/08/2014	Complete	100%	
Undertake public consultation on the Ben Johnson Road streetscene improvement scheme	Jamie Blake (CLC)	31/10/2014	Delayed	0%	Following some clarification of work programmes the consultation for this scheme will now be undertaken in Q4 for project delivery in 2015/16
Develop further the Community Volunteering programme, and deliver at least 50 projects	Jamie Blake (CLC)	31/03/2015	On target	50%	
Integrate engagement with representative disabilities groups for all design and improvement works	Jamie Blake (CLC)	31/03/2015	On target	50%	
Deliver the Ben Johnson Road streetscene improvement scheme phase 1 works on site	Jamie Blake (CLC)	31/03/2015	Overdue	0%	Works are now scheduled to start on site in 2015/16.



APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

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	On target	50%	
Deliver phase 3 of the £3m highway infrastructure improvement programme. Total 18 streets resurfaced; 6 by September 2014	Jamie Blake (CLC)	31/03/2015	On target	95%	
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	On target	50%	
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Increase household waste sent for reuse, recycling & composting	Cllr Shahed Ali Jamie Blake (CLC)	31/03/2015	Complete	100%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>100%</b>	<b>Comments</b>
Develop a 'Lifecycle' media campaign to promote awareness of reuse, recycling & composting arrangements and opportunities	Jamie Blake (CLC)	31/08/2014	Complete	100%	
Complete a Census-based project to determine future demand profiles for waste and recycling services	Jamie Blake (CLC)	31/08/2014	Complete	100%	
Complete an evaluation of waste generation for estate based communities to support targeted interventions for improved recycling levels	Jamie Blake (CLC)	01/10/2014	Complete	100%	
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Improve our parks, playgrounds and open spaces	Cllr Shafiqul Haque Shazia Hussain (CLC)	31/03/2015	On target	50%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Commence delivery of the capital improvements to Bartlett Park Phase 1	Shazia Hussain (CLC)	31/03/2015	On target	50%	
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	On target	50%	
<b>Strategic Priority 1.4: Provide effective local services and facilities</b>					
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Manage national planning changes effectively to deliver local priorities	Cllr Rabina Khan Owen Whalley (D&R)	31/03/2015	On target	40%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Cabinet determine third round of applications for Neighbourhood Forums	Owen Whalley (D&R)	30/09/2014	Complete	100%	No applications were received.
Publish Stage 2 Tower Hamlets Neighbourhood Planning Guidance	Owen Whalley (D&R)	31/10/2014	On target	25%	This document is being finalised upon which it will be reported to senior management.
Cabinet determine fourth round of applications for Neighbourhood Forums	Owen Whalley (D&R)	31/03/2015	On target	0%	A process is in place to assist Cabinet's determination of forthcoming applications. This milestone however depends on submissions coming forward.
Undertake an initial options review to assess delivery of the Mayor's parking commitments	Owen Whalley (D&R) / Jamie Blake (CLC)	31/03/2015	On target	10%	D&R leading review of all estate and off-street parking for which a scoping exercised is to be carried out in December 2014 as part of a wider review of estate land and capacity to deliver additional affordable homes.

APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Further improve our markets	Deputy Mayor, Cllr Oliur Rahman Jamie Blake (CLC)	31/03/2015	On target	60%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Undertake public consultation on Bethnal Green streetscene improvements	Jamie Blake (CLC)	30/06/2014	Complete	100%	
Outline design developed for the Wentworth Street market area street improvement scheme	Jamie Blake (CLC)	31/12/2014	On target	50%	
Deliver the Bethnal Green Town Centre improvement scheme to improve the market area - commence work on site	Jamie Blake (CLC)	31/03/2015		0%	Scheme withdrawn. Expected to be replaced by major junction improvement at Bethnal Green Gateway ( Roman Rd / Cambridge Heath Rd junction) subject to securing LIP funding.
Deliver public consultation on the Wentworth Street market area street improvement scheme	Jamie Blake (CLC)	31/03/2015	On target	0%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Adopt the Tower Hamlets local Community Infrastructure Levy (CIL)	Cllr Rabina Khan Owen Whalley (D&R)	31/03/2015	On target	95%	Due to the requirement of further information and an additional Examination Hearing, we are expecting the Examiner's Report in November 2014 and all being well, a live CIL by March 2015.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Full Council Adoption of LBTH CIL	Owen Whalley (D&R)	30/09/2014	Delayed	95%	Due to the requirement of further information and an additional Examination Hearing, we are expecting the Examiner's Report in November 2014 and all being well, a live CIL by March 2015.
Complete training programme for all Planning staff on the new CIL	Owen Whalley (D&R)	31/03/2015	On target	0%	This milestone is on target and will commence in the New Year.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver the Whitechapel Masterplan	Cllr Rabina Khan Owen Whalley (D&R)	31/12/2014	On target	60%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Define the Interim Delivery approach for the Masterplan	Owen Whalley (D&R)	31/07/2014	Complete	100%	
Prepare briefing paper for the Interim Delivery Team	Owen Whalley (D&R)	30/09/2014	Complete	100%	
Complete project handover	Owen Whalley (D&R)	31/12/2014	On target	40%	The detailed structure has been agreed and staffing resources are being sought and opportunities progressed. The first formal Partnership Board meeting took place on 27 October 2014.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver a Multi-Faith burial ground	Mayor Lutfur Rahman Ann Sutcliffe (D&R)	31/05/2015	Overdue	50%	This activity has been delayed due to the external partner being responsible for and failing to secure planning consent. There is limited control which can be exercised over the developer in submitting the planning application to time. To limit the impact and slippage on this, an alternative site has been identified. However this will result in there being a year delay from the original timescale.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Partner to secure planning consent for Multi-Faith burial ground	Ann Sutcliffe (D&R)	31/12/2014	Overdue	0%	After the initial planning application was withdrawn, the development partner is no longer submitting an application at this time and so this milestone will be delayed. An alternative site has been identified and a paper is going to Cabinet in December 2014. This would result in this milestone being delivered by 31/12/15.

APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

Commence marketing of cemetery provision	Ann Sutcliffe (D&R)	31/01/2015	Overdue	0%	Due to the delivery partner not submitting a planning application, and an alternative site now being sourced, it is likely that this milestone will now slip to 31/1/16.
Completion of setting out of grounds	Ann Sutcliffe (D&R)	31/05/2015	Overdue	0%	Assuming that we conclude negotiations on a new site, this milestone would be delivered by 31/5/16
Strategic Priority 1.5: Improve local transport links and connectivity					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support sustainable local transport including cycle improvements	Cllr Shahed Ali / Deputy Mayor, Cllr Oliur Rahman Jamie Blake (CLC)	31/03/2015	On target	30%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review TfL safety improvement designs for Cycle Superhighways 2 and 3	Jamie Blake (CLC)	31/07/2014	Delayed	50%	CS2 out to consultation and Council preparing objections and proposals for improvements including at Whitechapel Market; CS3 due to be consulted in January and Council preparing outline revised design "vision" for wider consultation in response to TfL proposals.
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	Delayed	25%	TfL leading CS2 consultation and other consultation is not due until Q3
With the London Legacy Development Corporation (LLDC), design creation of a new north/south Riverside Walk link	Jamie Blake (CLC)	30/11/2014	On target	80%	
Commence Cycle Superhighway 2 and 3 enabling works with TfL	Jamie Blake (CLC)	31/12/2014	Delayed	0%	CS2 construction programme Jan 2015 for 14 months. CS3 starts later in 2015. LBTH still considering detailed designs.
Deliver first phase of Aldgate / Whitechapel Connections Strategy - works on site	Jamie Blake (CLC)	31/01/2015	On target	10%	
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	Overdue (in part)	10%	Cycle training ongoing but Bid for Stepney Schools Partnership not approved by TfL - will seek to deliver some elements of the scheme in 2015/16 LIP
Deliver Phase One of the Leaway Walk in conjunction with the LLDC	Jamie Blake (CLC)	31/03/2015	On target	20%	
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	On target	10%	
Strategic Priority 1.6: Developing stronger communities					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Engage residents and community leaders in policy and budget changes	Mayor Lutfur Rahman / Cllr Alibor Choudhury Shazia Hussain (CLC)	31/03/2015	On target	50%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Consult residents as part of the development of the Community Plan	Louise Russell (LPG)	31/12/2014	On target	75%	Online consultation on savings proposals completed. Survey and workshops planned for before December.
Hold an annual Mayor's Budget congress	Robin Beattie (CLC)	28/02/2015	On target	50%	
Further develop and deliver a resident budget communications plan	Chris Holme (RES) / Takki Sulaiman (LPG)	28/02/2015	On target	75%	Further consultation activity will be undertaken during Jan/Feb both online and in face to face sessions.

APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Implement a framework for engagement of borough-wide equality forums in the Partnership	Mayor Lutfur Rahman Louise Russell (LPG)	31/12/2014	On target	75%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Develop proposals to Partnership Executive for engagement of borough wide equality forums	Louise Russell (LPG)	30/06/2014	Delayed	75%	The Framework is being revised following feedback.
Present implementation report to Partnership Executive	Louise Russell (LPG)	31/12/2014	On target	75%	Partnership Executive workshop planned for December 2014.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver locally appropriate services through the 4 locality Hubs	Mayor Lutfur Rahman Shazia Hussain (CLC)	31/03/2015	On target	60%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Complete negotiations with the Police regarding co-location	Robin Beattie (CLC)	31/07/2014	Delayed	85%	The Police Asset Management Team needed to wait for a strategic policy review to be completed. Draft Heads of Terms have been agreed for police use of John Onslow House and the Shadwell Centre and for LBTH use of Isle of Dogs Police Station. Finalised papers including cost are being drafted for formal consideration by LBTH and Police asset management decision making bodies.
Develop a corporate wide strategy for locality co-location	Robin Beattie (CLC)	31/12/2014	On target	50%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop further the Local Community Ward Forums and the Community Champions Programme	Mayor Lutfur Rahman Shazia Hussain (CLC)	31/03/2015	On target	50%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Use the LCWFs to support the scoping of the 'Play Streets' scheme in the borough	Shazia Hussain (CLC)	31/12/2014	On target	0%	Discussions are ongoing as to which part of the organisation should progress this action, given budgets and service responsibilities.
Establish and implement three additional Local Community Ward Forums following the implementation of ward boundary changes	Shazia Hussain (CLC)	31/03/2015	On target	50%	
Implement a 3rd round of Community Champions recruitment with targeted recruitment of under-represented groups	Shazia Hussain (CLC)	31/03/2015	Complete	100%	
Develop a Community Champions Framework	Shazia Hussain (CLC)	31/03/2015	On target	50%	

<b>A Prosperous Community</b>					
Strategic Priority 2.1: Improve educational aspiration and attainment					
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Ensure sufficient places are provided to meet the need for statutory school places	Cllr Gulam Robbani Kate Bingham (ESW)	31/03/2015	On target	75%	Annual review report submitted to Cabinet 3 September 2014. No children without offer of a school place in September 2014. Milestones on track for target completion
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Review annual projections and adjust short, medium and long term planning accordingly	Kate Bingham (ESW)	30/09/2014	Complete	100%	Annual review report submitted to Cabinet 3 September 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	100%	Scheme implementation on programme. 5FE of additional primary capacity opened September 2014.
Complete implementation of existing expansion schemes and any temporary schemes to provide sufficient primary places	Kate Bingham (ESW)	31/03/2015	On target	60%	Longer term strategic planning ongoing. Potential primary school at Wood Wharf included in outline planning application
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	On target	60%	Longer term strategic planning ongoing. Potential primary school at Wood Wharf included in outline planning application
Develop proposals for new school sites, including working with developers/owners and seeking school proposers as required	Kate Bingham (ESW)	31/03/2015	On target	60%	Longer term strategic planning ongoing. Potential primary school at Wood Wharf included in outline planning application
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	On target	60%	Longer term strategic planning ongoing.
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Expand free early education places of high quality for disadvantaged two-year-olds	Cllr Gulam Robbani Anne Canning (ESW)	31/03/2015	On target	75%	An additional 814 places were created by Sept 14. We are continuing to work with around 24 new provisions to offer further places. Milestones are generally on track to meet target delivery dates
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Develop access routes to support the expansion of early learning places for eligible 2 year olds	Anne Canning (ESW)	30/09/2014	Delayed	75%	We have formed links with Parks, East Thames Housing and Poplar Harca Housing to identify additional premises. We are working closely with asset management in negotiating potential childcare places with eight Local Authority premises.
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	On target	20%	£192,000 has been spent to date. We anticipate further spend of approximately £800,000 by March 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	Complete	100%	New legislation from the DfE now means that the Early Years Service no longer has a right to refuse two year old funding to new provision or those judged good or outstanding by Ofsted (whatever the LA view is on their quality of provision). However raising quality continues to remain a main focus of meeting the needs of young children, and work continues with Asset Management to find premises encouraging shared use of buildings.

APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
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	Delayed	75%	The moderation process has changed. Schools will now receive three visits over the course of the year rather than the traditional annual visit. Assessment training is ongoing - this includes NQTs and experienced co-ordinators in schools
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Roll out second year of Every Tower Hamlets Child a Talker (ECaT) Programme	Anne Canning (ESW)	31/07/2014	Complete	100%	Each setting has a named communication lead. A higher level of training is being provided. Training for the trainer has started.
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	Delayed	100%	A teacher was identified to work with both schools and MPVIs. This work has commenced. However, soon after the teacher was awarded the role, she left after accepting the post. This is now under review again.
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	Complete	100%	All early years providers have arrangements in place to identify and support children with additional needs and special educational needs and disabilities (SEND). They follow the Early Years Foundation Stage (EYFS) which is a government framework that sets out the standards for monitoring the progress and development of children. They use an assessment and planning framework and have tools such as 'Early years outcomes' which provide information on expected outcomes for young children they should be working towards.  Previously, the EYFS moderation programme meant that 25% of schools received one visit a year to review their programme of support and EYFS programme outcomes. Schools will now be visited three times a year instead of once a year by an EYFS development worker. Schools are chosen on a four year rolling rota so that 25% of schools are moderated over a four year period.  So far this term, all schools have been visited, where the Adviser helped head-teachers and Early Years Co-ordinators to analyse EYFS pupil data from last year, as well as this year's new pupil cohort. Following analysis of data, staff were supported in creating their plan of action.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
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	Delayed	50%	Provisional 2014 GCSE results were released to schools in late August 2014. There have been a number of significant changes to exams this year which the DfE warned could impact on this year's results. The provisional results show that the percentage of students achieving 5+ A* -C GCSEs (including English and Mathematics) is 59.5% - a drop of 5.2% points on last year's figure of 64.7%. However, this still represents a 24% point improvement since 2005/06, when LBTH achieved 34%. Tower Hamlets' results are still likely to be above the national average. The Council's role is to broker support between schools and strengthen partnerships. There has been some slippage with milestones but remedial actions are in place.

APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

Milestone	Lead Officer	Deadline	Status	% Comp	Comments
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	Delayed	50%	This subject is scheduled to be discussed at the Tower Hamlets Equalities Steering Group meeting in November.  Tower Hamlets' GSCE results for all pupils have improved over time from a point well below the national average in 1990 to a point above in 2013.  Although results for White UK pupils have been improving over time, the rate of improvement has remained in line with local and national rates of increase, so that as a group they never close the gap. When compared to 2013 5 A* - C GSCE including English and Maths results for London, the achievement of Tower Hamlets White UK pupils is in the bottom four boroughs along with Brent, Newham, and Islington. A range of initiatives are delivered such as parental engagement and school effectiveness activities for White UK pupils. Work is underway to visit all schools and identify groups and strategies by Dec 2014.
Undertake identification of specific barriers to achieving such as family issues, SEN, attendance, health and motivation	Anne Canning (ESW)	30/09/2014	Delayed	50%	A strategy meeting is scheduled for November/ December with the Virtual School and the School Improvement team. The officer who is tasked to move this forward has been absent on sick leave. This strategic meeting will be held with LBTH's Head of Secondary Learning and Achievement, as to moving the virtual schools agenda forward.
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	Complete	100%	At KS4 the 5+ A*-C including English and Maths has dipped to 59.5%, a drop of 5.2%. T
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Bring A Level results above the national average	Cllr Gulam Robbani Anne Canning (ESW)	31/03/2015	On target	75%	A level results are improving year on year and are getting closer to the national average. Several schools are at this level already. The borough has continued to improve its results within a national context of declining results. There is still more to do but we are heading in the right direction.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
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	Complete	100%	All schools are using the ALPS process to monitor and track their students. They also use ALPS to monitor the quality of AS and A levels against a national framework.
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	Complete	100%	We have carried out several sixth form health checks over the past year. These include learning walks, lesson observations, folder checks, focus groups with students and staff and a report back to the Head. This is an ongoing action.  We work closely with our sixth forms and respond to all requests for support. In the secondary learning team we focus on the educational needs of our schools, teachers and students. We support schools in their work with families and commission support from the relevant agencies.
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	Complete	100%	We have supported the development of an academic literacy programme that is now in all of our sixth forms. This programme uses a network of tutors - often ex-teachers but also recent graduates - to provide 1:1 support for students. This has been very effective in helping students improve their grades.  This project has developed a variety of resources and techniques that are highly effective. The latest initiative is for the tutors to coach teachers in schools on these techniques. This helps spread the 1:1 strategies more widely and will enable even more students to benefit from the programme.

APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Embed a Child Rights Approach in all of our commissioning for 2014/15	Cllr Gulam Robbani Anne Canning (ESW), Dorne Kanareck (ESW)	28/02/2015	Complete	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Ensure all our key partners sign up to the Mayor's Charter of Child Rights	Anne Canning (ESW)	30/04/2014	Complete	100%	A host of key organisations formally pledged to uphold the rights of children and young people in Tower Hamlets. The 'Tower Hamlets Mayor's Charter of Child Rights' was launched on March 11th 2014. The launch represents a milestone in the council's new partnership with UNICEF UK. Local children and young people decided which 10 articles of the UN convention on the Rights of the Child were most relevant to them. Tower Hamlets Council was the first organisation to sign the Charter. Other organisations to sign at the launch included Bart's Health NHS Trust, the Metropolitan Police, East London Foundation Trust and some of the borough's head teachers.
Children and Families Partnership Board agree the joint child rights based commissioning framework	Anne Canning, Dorne Kanareck (ESW)	30/06/2014	Complete	100%	This was approved by the Children and Families Partnership Board on 20th May 2014.
Provide training for colleagues undertaking commissioning in 2014-15	Anne Canning, Dorne Kanareck (ESW)	31/12/2014	Complete	100%	UNICEF training undertaken by the Project Group.
Procurement processes completed	Anne Canning, Dorne Kanareck (ESW)	28/02/2015	Complete	100%	YBSM service was tendered using the child right's principles. The new service was established on 1st April 2014.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
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 Anne Canning (ESW)	31/02/2015	On target	70%	The activities below provide an update of progress.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Hold information sessions for parents about aspirational progression routes for young people leaving school, college or university	Anne Canning (ESW)	31/07/2014	Complete	100%	In addition, a project team is working with the parental engagement team to produce a DVD for parents. This provides information about various career routes after school. A career advisor holds a surgery at the annual Parent's Evenings at every secondary school, providing advice to Year 9 and 11.
Hold the annual Mayor's Education Achievement Awards to recognise the achievements of young people in the borough	Anne Canning (ESW)	30/11/2014	On target	75%	On track to deliver event on 25 November 2014.
Undertake publicity and advertise the MEA and MHEA schemes	Anne Canning (ESW)	31/12/2014	Complete	100%	Publicity exercise completed by Education and Comms.
Apply the MEA and MHEA policy to determine applications	Anne Canning (ESW)	31/12/2014	On target	25%	Applications are being made. The applications are being checked in accordance with the MHEA Policy. First payments to be made are scheduled between February and March 2015.
Make payments	Anne Canning (ESW)	31/01/2015	On target	0%	First payments are scheduled to be made in 2015.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Maintain investment in youth services and provision for young people	Deputy Mayor, Cllr Oliur Rahman Andy Bamber (CLC)	03/03/2015	On target	60%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Redesign and implement a new grant allocation process	Andy Bamber (CLC)	31/08/2014	Complete	100%	
Review Youth Service provision following the implementation of the restructure	Andy Bamber (CLC)	31/10/2014	Complete	100%	



APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

Undertake a review of administrative support functions	Andy Bamber (CLC)	31/03/2014	Delayed	20%	This has been delayed to provide a clear view of the potential impacts arising through further development of the efficiency savings programme, and potential ER/VR, affecting this and other service areas.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Provide effective support for parents and governors	Cllr Gulam Robbani Anne Canning (ESW)	31/03/2015	On target	80%	All new governors are provided with an induction pack and information on how to contact Governor Services Hotline for confidential advice. They receive invitations to meet once a term with the Director and senior officers to provide them with an opportunity to discuss progress and raise issues for discussion. 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.  All parent governors have access to the Parents Matter newsletter and are invited to termly Parent Governor Network and Parent and Carer Council meetings exploring themes requested by families.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
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	Complete	100%	A workshop on governors' role in Pay Policy was delivered at the autumn term 2014 Director's Meeting with Governors by the Senior HR & WD Business Partner. Bespoke on-site finance training is available as part of the Governor Services SLA package and can be purchased separately. Schools with SLAs with Governor Services have access to an on-line training module on finance and non-SLA schools can purchase this package as a stand-alone.
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	Complete	100%	Combined attendance at the LBTH induction training for new governors in May and October was 48 out of 84, i.e. 57%. Governors who have not attended will be reserved places on a future induction course.
Monitor the equality profile of governors and encourage the recruitment of under-represented groups	Anne Canning (ESW)	31/03/2015	On target	50%	All new governors are asked to complete an equalities monitoring form. Profiles are now available for 53% of governors. New Regulations introduced by government to take effect by 1st September 2015 will reduce the number of LA governors to one per governing body and hence limit the direct influence on appointments. Governing bodies will be encouraged to consider applications held by the LA for governor vacancies that occur.
Strategic Priority 2.2: Support more people into work					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support residents into jobs through employment and skills programmes	Deputy Mayor, Cllr Oliur Rahman / Cllr Abdul Asad Andy Scott (D&R), Bozena Allen, Dorne Kanareck (ESW)	31/03/2015	On target	70%	Ongoing work
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Support 750 Tower Hamlets residents into jobs	Andy Scott (D&R)	31/03/2015 and quarterly	On target	50%	558 job outputs confirmed Q1-Q2. Future reports will retrospectively confirm additional outputs once the potential for double counting has been removed from process. Cross council reporting proposals moving ahead.
Monitor and report the equalities profile of residents securing jobs to steer provision to targeted equality groups	Andy Scott (D&R)	31/03/2015	On target	50%	Data collected via Skillsmatch and partners, including through planning and procurement arrangements/contracts. Processes for collating demographic data from sources other than Skillsmatch will be reviewed as part of the cross council reporting requirements to ensure consistency.
Establish a commercial recruitment agency for Tower Hamlets	Andy Scott (D&R)	31/03/2015	On target	50%	Working towards the first milestone for a proposal to be considered by the Executive by November 2014.

APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

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	Complete	100%	Memorandum of Understanding agreed and signed in principle by Service Head for Economic Development and Job Centre Plus.
Progress the first phase of the development of a new integrated employment centre	Andy Scott (D&R)	31/03/2015	On target	75%	Skillsmatch Community Outreach proposal to be considered shortly.
Deliver integrated employment support services from each of the Idea Stores	Shazia Hussain (CLC)	31/03/2015	On target	70%	
Support more people aged 18-69 with learning disabilities and mental health needs into employment	Bozena Allen (ESW)	31/03/2015	Complete	100%	These placements are brokered in collaboration with Tower Project JET and Workforce Development. These placements are one day a week for one year. Training is provided which can lead to a qualification in NVQ Level 1 in Business Admin or Social Care. One person is currently placed at AGE UK. Outside of the Council, Tower Project is commissioned by the Council to broker work placements. As at the end of Q1 we have 23 people with learning disabilities in paid employment (more than 4 hours but less than 16 hours per week). We are awaiting Q2 figures to come back from Tower Project JET, so this number should increase.
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Provide high quality support and training to assist young people into sustainable employment	Deputy Mayor, Cllr Oliur Rahman / Cllr Abdul Asad Andy Scott (D&R), Diana Warne (ESW), Andy Bamber (CLC)	31/03/2015	On target	78%	A snapshot of the Careers Service IYSS database for the 25th September 2014 shows we have assisted 537 young people (16-19 Tower Hamlets Residents) onto apprenticeships providing a mixture of Careers Guidance, mentoring, submission and placing support as well as aftercare to sustain placements.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
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	On target	50%	First Labour Market Information (LMI) report provided by Economic Development completed and handed over to Careers Service. So far developed: 1. An LMI overview for young people and their parents. 2. An LMI overview for teachers. 3. A PowerPoint presentation pack for use by teachers and careers advisers. 4. A specific sector overview dedicated to IT. A launch to all secondary schools is scheduled for November 2014 along with presentation packs for use by teaching staff in schools.
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	Complete	100%	Work experience JDs and expectations in place. Establishment of EBP 500 Club to provide 500 high quality work experience places Appointment of apprentice to Secondary Learning and Achievement team to have a role in liaising with schools, LA and EBP to identify types of WE required, monitor offer and take up.
Provide a minimum of 2 job fairs during the year for NEETs	Andy Bamber (CLC)	31/03/2015	Complete	100%	
Provide a Level 2 Award in Leadership for 200 young people	Andy Bamber (CLC)	31/03/2015	On target	60%	
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Maximise local employment and economic benefits from the Council's procurement and planning processes	Deputy Mayor, Cllr Oliur Rahman Andy Scott (D&R)	31/03/2015	On target	50%	Work continues in partnership with Procurement. Referral of procuring contract managers for advice and support taking place regularly. There is still a need for interventions to take place at an earlier stage.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Introduce cross-Council coordination of reporting on employment and enterprise agenda	Andy Scott (D&R)	30/09/2014	Delayed	30%	Report approved by DMT but requires further development prior to CMT.
Review existing contracts list to identify and secure additional benefits	Andy Scott (D&R)	31/12/2014	On target	50%	Resources for this area of work are being established as part of a current savings and resources review.
Introduce coordinated processes to increase and capture opportunities from procurement and planning processes	Andy Scott (D&R)	31/03/2015	On target	50%	Resources for this area of work are being established as part of a current savings and resources review.

APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

Continue to embed London Living Wage as a requirement in contracts, throughout the Council's supply chain.	Chris Holme (RES)	31/03/2015	On target	80%	LLW Accreditation secured and work in underway to get LLW incorporated into all appropriate contracts.
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Support English for Speakers of Other Languages (ESOL)	Cllr Gulam Robbani / Deputy Mayor, Cllr Oliur Rahman Shazia Hussain (CLC)	31/03/2015	On target	85%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
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	Complete	100%	
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	On target	70%	
Strategic Priority 2.3: Manage the impact of welfare reform on local residents and maximising incomes					
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Implement the Welfare Reform Temporary Accommodation Support Fund	Cllr Rabina Khan Colin Cormack (D&R)	31/10/2014	Complete	100%	Fund likely to last now until 31/3/15
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
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	Complete	100%	Fund likely to last now until 31/3/15
Report on measures requiring adoption to prevent over-spend of fund	Colin Cormack (D&R)	30/06/2014	Complete	100%	Report scheduled.
Delivery of adopted measures for all capped households	Colin Cormack (D&R)	31/10/2014	Complete	100%	Existing measures adopted.
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Optimise use of existing funding and maximise prospects for future funding	Mayor Lutfur Rahman Dave Clark (D&R)	30/03/2015	On target	40%	Overall, the activity is progressing however there are some delays. Decisions are currently pending on a roll-over of the current MSG Programme which is likely to extend some projects. The availability of funds that are currently used as 'Match' against European funding will offer options for future project funding proposals.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Refine and develop grant management systems to improve productivity, management information and effectiveness of contract compliance monitoring	Dave Clark (D&R)	30/09/2014	Delayed	20%	The MSG Programme has recently been audited and officers are currently in the process of producing a comprehensive Grant Officers' Manual setting out processes, procedures and arrangements for improving productivity, contract compliance & monitoring etc. The revised deadline for this activity is 31 December 2014. The Manual is being updated to take into consideration recommendations from the audit as well as any lessons learned following recent investigations.
Develop the Main Stream Grants future funding programme	Dave Clark (D&R)	31/03/2015	On target	20%	Consultation on the future MSG Programme is currently underway. A consultation event with representatives from approximately 50 Third Sector Organisations took place on 13 October. Further consultation activities and events are scheduled.
Launch round 3 of the European Social Fund community grants programme	Dave Clark (D&R)	31/03/2015	On target	80%	Scoring and evaluation panel meeting complete. Awaiting sign off from European Programme management unit at the GLA to finalise the awards.

APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Drive the ongoing partnership wide programme around welfare reform	Cllr Rabina Khan / Cllr Alibor Choudhury Louise Russell (LPG)	31/10/2014	On target	65%	Welfare Reform multi agency task group continues to meet bi monthly. Information updates for staff and residents on welfare reform provided throughout the year through briefings and information leaflets.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete research into impact of welfare reform on local people	Louise Russell (LPG)	31/07/2014	Complete	100%	
Increase supply of specialist welfare benefits advice provision to support residents affected by changes in welfare benefits.	Andy Scott (D&R)	31/08/2014	Delayed	50%	Project commissioned through full procurement process - 2 new welfare benefits contracts started in June 2014 and on target to provide specialist welfare benefits advice to 400 residents by June 2015. Additional pro bono and trainee solicitor project commenced in October 2014.
Develop proposals to respond to Local Support Services Framework	Louise Russell (LPG)	31/10/2014	Complete	100%	A Memorandum of Understanding has been signed with JCP and work is being progressed in line with the Integrated Employment Service.
Develop a partnership approach to promote digital inclusion including provision of free WIFI areas	Louise Russell (LPG), Andy Scott (D&R)	31/12/2014	On target	75%	A partnership working group has been set up, a draft action plan developed and a strategy is being prepared.
Take forward recommendations of welfare reform research	Louise Russell (LPG)	31/01/2015	Complete	100%	An action plan has been developed, agreed by Cabinet in October and key activity is being delivered.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support local businesses	Deputy Mayor, Cllr Oliur Rahman Andy Scott (D&R)	31/03/2015	On target	50%	Actions on target.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Interim report on 'fit to supply' provision	Andy Scott (D&R)	01/09/2014	Complete	100%	Complete
Increase local business database entries to 3500	Andy Scott (D&R)	30/09/2014	Complete	100%	Complete
Increase local business database entries to 7000	Andy Scott (D&R)	01/03/2015	On target	65%	
Develop forward plan for 'fit to supply' provision and business start-up initiatives	Andy Scott (D&R)	01/03/2015	On target	50%	Discussions ongoing and funding for delivery being explored.
Distribute 3 quarterly e-newsletters via Tower Hamlets business database	Andy Scott (D&R)	31/03/2015	On target	33%	First newsletter issued. Further newsletters planned for Q3 and Q4.
Deliver Business Forum event and three further targeted events	Andy Scott (D&R)	31/03/2015	On target	40%	Bethnal Green business forum event supported. Mayor's Business Forum event planned for 28 October.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work collaboratively across London to enhance investment and opportunity	Cllr Alibor Choudhury Andy Scott (D&R)	31/03/2015	On target	50%	Work ongoing
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Secure inward investment by delivering contractual arrangements with organisations across borough boundaries or external to the borough	Andy Scott (D&R)	30/09/2014	Complete	100%	Complete
Engage with, and promote the 6 Growth Boroughs unit, to bring benefits for Tower Hamlets	Andy Scott (D&R)	30/03/2015	On target	50%	Growth Borough Unit obtained agreement for a London FSF pilot. Project is still being discussed.
Engage with and develop appropriate proposals for growth alongside the emerging London Local Enterprise Panel	Andy Scott (D&R)	30/03/2015	On target	50%	European structural and investment fund (ESIF) timeframes have slipped again due to European Commission and Government Agreement. NHB proposals submitted to London Councils/GLA, PAN London package to be presented to LEP by Hackney CEO 29th October.

<b>A Safe and Cohesive Community</b>					
Strategic Priority 3.1: Focus on crime and anti-social behaviour					
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Deliver the partnership 'Violence Against Women & Girls' (VAWG) programme	Cllr Ohid Ahmed Andy Bamber (CLC)	31/03/2015	On target	65%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>100%</b>	<b>Comments</b>
Develop and analyse new performance indicators to support the anti-VAWG partnership work of the Council	Andy Bamber (CLC)	30/04/2014	Complete	100%	
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	Complete	100%	
Implement a multi-agency strategic approach to training and awareness raising in the borough for existing (VAWG) professionals	Andy Bamber (CLC)	31/03/2015	On target	50%	
Develop a dedicated curriculum and VAWG training programme for young people in schools	Andy Bamber (CLC)	31/03/2015	On target	50%	
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Manage the night time economy	Deputy Mayor, Cllr Oliur Rahman Andy Bamber (CLC)	31/03/2015	On target	60%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Develop an options paper for the implementation of Late Night Levies	Andy Bamber (CLC)	30/06/2014	Delayed	25%	Review with neighbouring authorities undertaken. A conversation with MOPAC on the 70:30 split of funding is outstanding.
Complete a detailed review of the costs and benefits of the adoption of early morning restriction orders	Andy Bamber (CLC)	31/03/2015	Complete	100%	
Develop a community alcohol partnership scheme to reduce sales of high strength drinks	Andy Bamber (CLC)	31/03/2015	Complete	100%	
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
With our partners, deliver the Partnership Community Safety Plan	Cllr Ohid Ahmed Andy Bamber (CLC)	31/03/2015	On target	50%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Complete the strategic review and equality analysis of Crime and ASB	Andy Bamber (CLC)	28/02/2015	On target	10%	
Annual review of the Community Safety Plan	Andy Bamber (CLC)	31/03/2015	On target	0%	
Ensure that the Integrated Offender Model is embedded within the Community Safety Partnership Plan	Andy Bamber (CLC)	31/03/2015	Complete	100%	
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	On target	50%	
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
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 Andy Bamber (CLC)	31/03/2015	On target	60%	

APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement and embed a new ASB tasking and coordination process with the police for assigning community safety resources	Andy Bamber (CLC)	30/04/2014	Complete	100%	
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	Delayed	50%	The MTFP process delayed implementation. A meeting is scheduled with MOPAC and Police to agree content for 20 new police officers.
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	Complete	100%	
Deliver 6 joint safer transport operations between April to December 2014	Andy Bamber (CLC)	31/12/2014	On target	75%	
Deliver 10 Joint Automatic Number Plate Recognition CCTV operations	Andy Bamber (CLC)	31/03/2015	Complete	100%	
Strategic Priority 3.2: Reduce fear of crime					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve the responsiveness and visibility of our ASB services	Cllr Ohid Ahmed Andy Bamber (CLC)	31/03/2015	On target	87%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement the new ASB 'Trigger' process in line with new legislation and MOPAC guidance	Andy Bamber (CLC)	31/10/2014	Complete	100%	
Revise ASB Landlords' policy and procedures and present them to Members	Jackie Odunoye (D&R)	31/10/2014	Delayed	75%	THH ASB policy and procedures have been revised and will be presented to the Lead Member in December 2014.
Review and refresh ASB Strategy to take into account new ASB legislation	Andy Bamber (CLC)	31/12/2014	On target	60%	
Commence ASB procedures review	Andy Bamber (CLC)	31/01/2015	Complete	100%	
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	Complete	100%	
Strategic Priority 3.3: Foster greater community cohesion					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Celebrate our diversity with community events every month	Cllr Shafiqul Haque Shazia Hussain (CLC), Louise Russell (LPG)	31/03/2015	On target	85%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Support and deliver 120 community events with an attendance of over 100	Shazia Hussain (CLC)	31/03/2015	On target	80%	
Deliver a programme of events which celebrate the diversity of the local community including:					
Black History Month		30/09/2014	Complete	100%	
Interfaith Week	Louise Russell (LPG)	30/11/2014	On track	75%	
International Day for Disabled People		31/12/2014	On track	75%	
LGBT History Month		20/02/2014	On track	75%	
International Women's Week		31/03/2015	On track	75%	

APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

Support the celebration of World Food Day on October 16th as part of the annual events programme.	Shazia Hussain (CLC)	31/12/2014	On target	25%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver the Mayor's One Tower Hamlets Fund scheme	Mayor Lutfur Rahman Louise Russell (LPG)	31/12/2014	On target	75%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete evaluation of 2014 One Tower Hamlets Fund and present to the Tower Hamlets Equalities Steering Group	Louise Russell (LPG)	31/10/2014	Delayed	75%	The start date of the projects were delayed, they are now due to conclude in December 2014. An interim report on progress to date will be provided to THESG.
Advertise One Tower Hamlets Fund	Louise Russell (LPG)	30/11/2014	On target	0%	The advert is scheduled for end of November.
Evaluate and award funding	Louise Russell (LPG)	31/12/2014	On target	0%	
<b>A Healthy and Supportive Community</b>					
Strategic Priority 4.1: Reduce health inequalities and promote healthy lifestyles					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
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 Andy Scott (D&R)	31/03/2015	Delayed	44%	Programme developed and first cohort ready to be recruited. Marketing of vacancy on hold pending further discussions.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Introduce programme Steering Group monthly meetings	Somen Banerjee (Public Health)	30/06/2014	Complete	100%	This activity is complete and well established.
Recruit 100 women	Andy Scott (D&R)	31/01/2015	Delayed	25%	Programme developed and first cohort ready to be recruited. Marketing of vacancy on hold pending further discussions.
Ensure 100 training courses started	Andy Scott (D&R)	31/01/2015	Delayed	25%	Programme developed and first cohort ready to be recruited. Marketing of vacancy on hold pending further discussions.
Deliver 100 placements started	Andy Scott (D&R)	31/03/2015	Delayed	25%	Programme developed and first cohort ready to be recruited. Marketing of vacancy on hold pending further discussions.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support young people to live healthy lives	Cllr Gulam Robbani / Cllr Abdul Asad Anne Canning (ESW)	31/03/2015	On target	70%	This activity is progressing well with a number of milestones complete and others on track for successful completion

APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Ensure 90% of Tower Hamlets schools have registered with the GLA's Healthy Schools London Award Scheme	Anne Canning (ESW)	01/03/2015	Complete	100%	100% of Tower Hamlets schools have registered with the GLA's Healthy Schools London Award Scheme
Deliver healthy eating and physical activity training to 150 school staff	Anne Canning (ESW)	31/03/2015	On target	57%	85 school staff have received healthy eating and physical activity training as at end of September 2014
Provide healthy eating and physical activity support to 25 schools	Anne Canning (ESW)	31/03/2015	Complete	100%	36 schools have received support around healthy eating and physical activity - this is above target.
Support 15 schools to achieve Advanced Healthy School Status	Anne Canning (ESW)	31/03/2015	Complete	100%	25 schools are working towards achieving or maintaining Advanced Healthy Schools Status - this is above target.
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	On target	75%	Currently developing a business case for the Tier 2 model - plans should be finalised by January 2015. Development of an outcomes based contract is underway as well as stakeholder engagement, with emphasis on children, young people and their parents, to help gather the evidence base.
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	Complete	100%	This is complete and the service has been recommissioned.
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	On target	50%	New procedures drafted and need to be signed off. Regular meetings with health partners are held to address ongoing issues.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Embed integrated governance arrangements through the Tower Hamlets Health and Wellbeing Board to maximise health and wellbeing outcomes	Mayor Lutfur Rahman / Cllr Abdul Asad Louise Russell (CE), Dorne Kanareck (ESW), Somen Banerjee (Public Health)	31/03/2015	On target	50%	This is tied to the function of the board and is an ongoing piece of the work. The milestones below have been embedded into the HWBB's work programme for 2014/15 and the board will continue to monitor progress.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Provide support in the embedding of the commissioned Healthwatch service	Louise Russell (CE), Dorne Kanareck (ESW)	31/03/2015	On target	50%	Ongoing. An SPP officer is supporting Healthwatch with their forward planning and work programme development.
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	Dorne Kanareck (ESW)	31/03/2015	On target	50%	This is a core function of the HWBB. Currently Tower Hamlets CCG is reviewing the provision of health services in Tower Hamlets and East London as a whole, in partnership with neighbouring Boroughs. The board is receiving regular updates and will continue to monitor this piece of work.
Work with Tower Hamlets CCG to target the use of the Better Care Fund on preventative services that reduce unnecessary hospital admissions	Dorne Kanareck, Bozena Allen (ESW)	31/03/2015	On target	50%	The Better Care Fund (BCF) Plan was resubmitted to NHS England on the 19th September and is currently undergoing moderation. This piece of work is on target.
Deliver a programme of co-production with local residents initiated around type 2 diabetes and cardiovascular disease	Somen Banerjee (Public Health)	30/06/2014	Complete	100%	This programme of work is complete
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
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 Louise Russell (LPG), Somen Banerjee (Public Health), Andy Bamber (CLC)	31/03/2015	On target	80%	Public Health oversees the HWBB and the works with LPG on oversight of the delivery of the HWB Strategy. The refresh of the HWBS action plans (from November) provides a further opportunity to embed PH expertise across the council. The permanent DPH appointment is planned in December.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop, agree and implement a 'food for health' action plan	Andy Bamber (CLC)	31/07/2014	Complete	100%	Action Plan agreed with Public Health (the commissioners) and is being delivered



APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

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	On target	75%	Roles and responsibilities across the council (and partners) for all PHOF indicators have been identified. These are reflected in the Health and Wellbeing Strategy and will inform the refreshed action plan
Support 2900 people to quit smoking.	Somen Banerjee (Public Health)	31/03/2015	On target	50%	We await data for Q2 but are expecting at least 800 quits for end September (lagged quarterly data). Q1 was slightly below planned trajectory but we expect the Stoptober programme to boost quits
Tender and award Public Health commissioned services	Somen Banerjee (Public Health)	31/06/2014	Delayed	80%	Most services have now been tendered and awarded.
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Invest in the borough's leisure facilities and playing pitches	Cllr Abdul Asad Shazia Hussain (CLC)	31/03/2015	On target	70%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
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	On target	95%	
Complete improvements at Victoria Park, including to changing rooms and cricket wickets	Shazia Hussain (CLC)	31/03/2015	On target	50%	
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
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 Kate Bingham (ESW)	31/07/2014	Complete	100%	Each pupil based in years Reception to Year 2 are now receiving a hot free school meal. This meets or exceeds the Government's nutritional and food based guidelines (as part of the Coalition Government's Universal Free School Scheme). In addition to the Government's scheme, all pupils in Years 3-6 are also receiving free school meals if they are not already entitled under the statutory scheme.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Assess catering staffing needs on school by school basis (J==	Kate Bingham (ESW)	31/07/2014	Complete	100%	Whilst initial staffing needs were assessed ahead of the start of the project, there will be a continuous review of staffing levels throughout the coming months.
Recruit additional staff through Skillsmatch=	Kate Bingham (ESW)	31/07/2014	Complete	100%	81 new staff were recruited. Not all are in post as yet as references and DBS checks are still being sought.
Publicise scheme to parents of all Primary children	Kate Bingham (ESW)	31/07/2014	Complete	100%	Letter was sent to all schools for onward distribution to all parents. Articles published in East End Life. The new menu for November 2014 will feature a parents pack which will explain the scheme again in detail.
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Work with people with drug and alcohol dependencies to break the cycle of substance misuse	Cllr Ohid Ahmed Andy Bamber (CLC)	31/03/2015	Overdue	60%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
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	100%	Commissioned services were reviewed over 2013/14 for procurement in 2014/15
Complete Drug & Alcohol Service re-provisioning	Andy Bamber (CLC) / Somen Banerjee (Public Health)	31/01/2015	Overdue	20%	The specifications for tender have been completed. However, this milestone has been delayed. Ready to be advertised once budget signed off but this milestone is unlikely to be completed before year end.

APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

Strategic Priority 4.2: Enable people to live independently					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve support to Carers	Cllr Abdul Asad Bozena Allen / Dorne Kanareck (ESW)	31/03/2015	On target	55%	Most contracts have been reviewed and re-tendered. The 'carers break' contracts are outstanding. Some support- such as working closer with GPs and carers register - saw less progress as the carers plan implementation work streams were discontinued.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the commissioning actions within the Carers Three Year Plan – including improving access to employment for carers	Bozena Allen, Dorne Kanareck (ESW)	30/09/2014	Delayed	60%	Apart from the carers breaks expected to be in place by the end of the calendar year, all recommissioning has been completed with contracts starting 1 April 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, Dorne Kanareck (ESW)	31/03/2015	On target	50%	Carers one-off Direct Payments have been very successful in supporting carers to maintain their caring role. As an integral part of the Carers Act workstream, this workstream will be further developed.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve the customer journey by embedding the principles of choice and control	Cllr Abdul Asad Bozena Allen / Dorne Kanareck (ESW)	31/03/2015	On target	80%	<ul style="list-style-type: none"> <li>The Adult Customer Journey was implemented approximately 2 years ago with the aims of improving access to services and offering increased choice and control in delivery of care services.</li> <li>There has been a significant drive and evidenced performance improvements in the uptake of personal budgets. See relevant milestone.</li> <li>The principle of 'choice and control' is in place and checked at assessments and reviews. An action plan is in place for Winterbourne actions and implemented at reviews. Outstanding reviews means that CLDS are not yet fully compliant with this action.</li> </ul>
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the implementation of the new 'Customer Journey' for the community learning disability service	Bozena Allen, Dorne Kanareck (ESW)	30/06/2014	Complete	100%	The customer journey is now live. The new journey process is beginning to increase efficiency by adhering to customer journey time scales. Customers are seen in a timely manner through the creation of a Front Door Team. Health staff are involved by providing a care coordination role. The Longer Term Support team are delivering improved outcomes as agreed by commissioner and the service.
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, Dorne Kanareck (ESW)	31/07/2014	Delayed	90%	Final user acceptance testing expected to take place end of September and launch scheduled for late October 2014.
Launch the e-marketplace to enable people to purchase health and social care services over the internet	Bozena Allen, Dorne Kanareck (ESW)	30/09/2014	Delayed	90%	Final user acceptance testing in progress and launch scheduled for October 2014.
Implement phase 2 of the development of a Quality Standards Framework for non-regulated services	Bozena Allen, Dorne Kanareck (ESW)	30/12/2014	On target	80%	On target. Frameworks and materials developed for most categories, with others in progress.

APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

Review take-up of self directed and direct support in giving users control over the services they choose to receive	Bozena Allen, Dorne Kanareck (ESW)	31/03/2015	On target	75%	<ul style="list-style-type: none"> <li>An analysis of the underlying 2013/14 service user data has been carried out to understand how further improvement can be achieved for maximising the uptake of self directed support. An action has been devised which will seek to target areas where a change in approach or recording practice could lead to an improvement that would reach the current national target.</li> <li>The national target is 70%, reflecting the fact that certain service types within the indicator definition are not appropriate for delivery through self-directed support (e.g. "professional support" services offered to service users with mental health support needs). Both the London (67.5%) and national (62.1%) average for the 2013/14 period are below the 70% target.</li> <li>In 2013/14, 60% of adult social care service users (exc. carers) received self-directed support. Our current performance, for the rolling year ending September 2014, is 62.4% - so it should be noted that improvement has continued, though at a slower pace than previous years.</li> </ul>
Re-commission mental health services to improve their ability to enable people to live safe, independent and fulfilled lives in the community	Bozena Allen, Dorne Kanareck (ESW)	30/03/2015	On target	60%	Developing refreshed day opportunities and support services for adults of working age with mental health problems is underway. This project will ensure that Pritchards Road Day Centre and voluntary sector services currently commissioned by the Council and the CCG work well together and with statutory services to promote better access and recovery. This project is part of the Council's savings plans.
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Enable personalised support for the borough's most vulnerable residents	Cllr Abdul Asad Bozena Allen / Dorne Kanareck (ESW)	31/03/2015	On target	75%	Activities are either complete or on track - see below for details.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
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.	Dorne Kanareck, Somen Banerjee (ESW)	31/12/2014	Complete	100%	A strategic review of lunchclubs has been undertaken, looking at the contribution they make to addressing social isolation, good health and wellbeing. The review looked at the spread across the borough and addresses areas of inequity. The approach has been endorsed by DMT and will now contribute to the Corporate Review of Mainstream Grants.
Create an equipment demonstration centre to support independence and wellbeing	Bozena Allen (ESW)	31/12/2014	On target	60%	<ul style="list-style-type: none"> <li>Pritchards Road site - the costings of conversion for this site to be a demonstration centre were estimated at £180k mark. LB of Hackney had originally been interested in jointly funding this venture which would have made the costings more tolerable. On further discussion with them around the terms of their financial input they withdrew, although are tentatively interested in other arrangements. Based on LBTH funding the entire scheme, and its high cost, the benefits of using this particular site were reconsidered and it was agreed that we should look at whether there were any other premises that would be more cost – effective to convert.</li> <li>Care takers house at the PDC on Bethnal Green Road has become vacant – this is considered as an alternative to Pritchards Road. This is located within the secure car park of the PDC so is not a property that could be converted to lease to a resident. It is a house on two levels which makes it more like the home environment that we were seeking but it does need some internal re organisation in terms of layout. Some of the premises management needs could be supported by the PDC and they are broadly agreeable to these at this stage. This is currently at the early stages of feasibility and will need costing.</li> </ul>

APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

Implement the strategy on the development of new supported accommodation for people with mental health needs who need high end support	Dorne Kanareck (ESW)	31/03/2015	On target	75%	<p>The HWBB approved the borough Mental Health Strategy in February 2014 and delivery of the strategy's commitments is currently underway.</p> <ul style="list-style-type: none"> <li>The final year of the Council and CCG's accommodation strategy for working age adults with a mental health problem, improving in-borough supported accommodation so that people can move from out of borough residential care. This project has a £1.6m savings attached to it as part of the Council's current savings plan</li> </ul>
Implement the Mental Health Strategy with emphasis on addressing mental health inequalities and establishing a life course approach to mental health	Dorne Kanareck (ESW)	31/03/2015	On target	75%	<ul style="list-style-type: none"> <li>Developing a new health and social care service model for children and young people with mental health problems. It is anticipated that a draft model will be complete by January 2015. This project will consider the most effective means of ensuring that mental health has a high profile, and is managed effectively, in schools. A pilot project is underway in Mamer Primary School to establish a new, earlier and more effective way of responding to children at risk in successfully managing their forthcoming transition to secondary school in years 4 and 5.</li> </ul>
					<ul style="list-style-type: none"> <li>Developing primary care orientated, community based, mental health service for adults of working age and older people is also underway. This includes increasing the capacity of primary care based mental health services including social care for working age adults, and more integrated physical and mental health services for older people with complex health and social care problems at risk of going to hospital.</li> </ul>

Strategic Priority 4.3: Provide excellent primary and community care

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver integrated working between health and social care	Cllr Abdul Asad Dorne Kanareck / Bozena Allen (ESW)	31/03/2015	On target	75%	This piece of work is at the final stage; the drawing up of a section 75 agreement between the Council and Tower Hamlets CCG. This should be completed by Spring 2015.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Work with health partners to establish the governance for the integrated care programme and agree the role of the local authority	Bozena Allen, Dorne Kanareck (ESW)	30/09/2014	Complete	100%	This was done in advance of submitting the BCF plans on the 19th September 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, Dorne Kanareck (ESW)	30/09/2014	Complete	100%	The action plan has been fully implemented and the relationship between Health, Housing and Social Care is being taken forward alongside the Care Act Programme.
Agree Council Policy on integrated care pathways	Bozena Allen, Dorne Kanareck (ESW)	31/12/2014	On target	50%	Ongoing piece of work and is predominately tied in with the Better Care Fund implementation work and the drawing up of a section 75 agreement between the Council and Tower Hamlets CCG.
Utilise the Better Care Fund to provide integrated health and social care services to service users	Bozena Allen, Dorne Kanareck (ESW)	31/03/2015	On target	50%	Once again this is tied in with the drafting of a section 75 agreement between the Council and Tower Hamlets CCG. The deadline is the 1st April 2015.

APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

Strategic Priority 4.4: Keep vulnerable children, adults and families safer, minimising harm and neglect					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work together to protect vulnerable adults	Cllr Abdul Asad Bozena Allen(ESW)	31/03/2015	On target	80%	Activities either complete or on track for target delivery date.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Establish a working relationship between SAB and the HWBB; including the establishment of a written protocol	Bozena Allen(ESW)	30/09/2014	Complete	100%	A Protocol in support of the relationship between the Tower Hamlets Health and Wellbeing Board, the Tower Hamlets Local Safeguarding Children Board and the Tower Hamlets Local Safeguarding Adults Board was agreed at a HWBB meeting on 24th March 2014. This is published under Council and democracy section of the Council's website.
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	On target	50%	Work continues to be ongoing through SAB's regular meetings, but will change once the Care Act final guidance is published.
Ensure local agencies comply with the Winterbourne Actions	Bozena Allen(ESW)	31/03/2015	On target	90%	Action is co-ordinated through the local Adult Social Care Pan-Provider Forum and review of cases. This is attended by public statutory bodies -LBTH and NHS commissioning staff - as well as other local providers of services.  The Council can advise where to apply Deprivation of Liberties Safeguards (DoLS) and 'Best Interest decisions'. So far, all Borough Homes have been contacted and DOLS explained to them. Future proactive work has been identified for those outside of London, where the service could start contacting LD homes regarding DOLS outside of LBTH. At present the priority is older people homes as these homes are the largest.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Provide proportionate support to vulnerable children and families	Cllr Gulam Robbani Steve Liddicott (ESW)	31/03/2015	Delayed	48%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
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	Delayed	75%	The national Family Justice review revised the way the family courts work by simplifying it into a single court service. The local response was to set up the Court Work Project Board in 2013 to reduce the duration of our care proceedings. This Board has overseen the review of the family service through the revision of templates and reviewing procedures, with the object of increasing the quality of care proceeding applications and reducing the time. The practice change means that social work statements and the quality of 'live' evidence has improved the depth of social work practice through a social work culture change programme. The performance of care cases that are at risk of being delayed or are delayed is managed with other partners such as CAFCASS, the judiciary and the court case management system.  Materials have been developed to improve children representation and participation in the court process. Internally, a project social worker and the legal team track delays in performance on a monthly basis, and check accuracy, and this is presented to the Project Board on a bi-monthly basis for performance monitoring.  In Oct 2014, the length of time that care proceedings takes is down to 30 weeks.

APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

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	Delayed	50%	Tower Hamlets, together with seven other local authorities and Eileen Munro (through Munro, Turnell and Murphy Child Protection Consulting) has been successful in a bid to the DfE Innovations Fund to take forward the implementation of the Signs of Safety Practice Framework.  Signs of Safety steering group overseas project implementation. Two health and nine social care staff completed a five day residential training programme to champion practice improvements. Signs of Safety grant bid was successful to support whole systems implementation.
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	On target	30%	An evaluation has been undertaken, but is not completed as yet. There was a considerable delay in implementing the new contact / referral episode and the Mash episode which has held up implementation. There needs to be further discussion about the evaluation and it may be that it needs to be undertaken again with a revised and more focused evaluation plan which also covers the impact of using the thresholds identified in the revised Family Wellbeing Model. This is therefore an ongoing piece of work.
Implement the recommendations from the Children with Disabilities Joint Strategic Needs Assessment	Steve Liddicott (ESW)	31/03/2015	On target	50%	Actions reported through governance structures, with progress on transition into adulthood (handbook), outdoor play facilities, CCNT training post to improve short breaks for CWD with continuing care needs, continence service launch and housing allocation for high need cases. CAMHS review is addressing LD needs.
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	On target	30%	On track for target delivery.
Develop a Gangs strategy to keep our young people away from gang culture	Steve Liddicott (ESW)	31/03/2015	On target	50%	The work on developing the Gangs Strategy is currently in progress. A position paper has been drafted highlighting what and how services are being offered to young people who are at risk of gang involvement and serious youth violence.
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Introduce improvements to the adoption system	Cllr Gulam Robbani Steve Liddicott (ESW)	31/03/2015	On target	50%	Milestones on course to be delivered as per target date
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Reduce the number of children awaiting permanent adoption through adoption, special guardianship or long-term fostering	Steve Liddicott (ESW)	31/03/2015	On target	50%	A monitoring process was recently begun where the Council is working with the East London Family Court Service to reduce the duration of care proceedings through case tracking and monthly monitoring.
Achieve an increase in the pool of adopters through contributing to the pan-London recruitment campaign	Steve Liddicott (ESW)	31/03/2015	On target	50%	LBTH is an active member of the pan- London recruitment of adopters campaign. The service is awaiting approval for the go-ahead with its financial contribution to fund national adverts through media such BBC London and ITV.
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	On target	45%	Work is underway to reduce the average number of days in matching a child to an adopter. There are a number of events planned to promote and match children to potential adopters. Events taking place for children in Oct and Nov are a) 6th Oct : Adoption Register Exchange Event in London; b) 1st Nov: Adoption Activity Day in London; c) 3rd Dec: Consortium Exchange Event in Stratford

APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

<b>One Tower Hamlets</b>					
Strategic Priority 5.1: Reduce inequalities					
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Employ a workforce that fully reflects the community it serves	Deputy Mayor, Cllr Oliur Rahman Simon Kilbey (RES)	31/03/2015	On target	50%	The WFTRC action plan is embedded within the organisation and is reviewed on a quarterly basis.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Deliver on the Workforce to Reflect the Community targets	Simon Kilbey (RES)	31/03/2015	On target	50%	Q2 assessment of achievements against targets has been analysed.
Introduce the 'Take a Chance Scheme' new recruitment initiative	Simon Kilbey (RES)	31/03/2015	Complete	100%	Scheme has been introduced.
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	On target	50%	Q2 report will be presented to People Board in November
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	On target	25%	Recruitment of the next cohort of apprenticeships will be undertaken in Q3
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	On target	50%	This milestone is on track
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
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	On target	25%	Recruitment of the next cohort of pre apprenticeships will be undertaken in Q3
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
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	On target	25%	Recruitment of the next cohort of pre apprenticeships has been discussed and will be undertaken in Q3
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Coordinate and support the implementation of the recommendations arising from the Tower Hamlets Fairness Commission	Mayor Lutfur Rahman Louise Russell (LPG)	31/12/2014	Complete	100%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Council response to the Fairness Commission recommendations presented at Cabinet	Louise Russell (LPG)	30/04/2014	Complete	100%	
Progress report on implementation of the Fairness Commission recommendations presented at Cabinet	Louise Russell (LPG)	31/12/2014	Complete	100%	Completed ahead of schedule - due to November Cabinet.
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Refresh our strategies around diversity and cohesion	Mayor Lutfur Rahman Louise Russell (LPG)	31/12/2014	On target	60%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Report on response of recommendations of the EFLG to CMT	Louise Russell (LPG)	30/09/2014	Delayed	75%	Meeting schedule did not allow reporting until December Cabinet - now on track.
Review of our cohesion and equality strategies to CMT	Louise Russell (LPG)	31/03/2015	On target	50%	Initial scoping work underway.

APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Ensure that 'Every Voice Matters'	Cllr Aminur Khan Louise Russell (LPG)	31/03/2015	On target	80%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
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	Complete	100%	Through the Local Voices Steering Group. Three areas have been identified for 2014: 'getting out and about', social care, and welfare reform.
Present Local Voices progress report to Tower Hamlets Equalities Steering Group	Louise Russell (LPG)	31/03/2015	On target	75%	
Refresh mechanisms for involving local LGBT residents in the design, delivery and scrutiny of local services	Louise Russell (LPG)	31/03/2014	On target	75%	
Review mechanisms for involving local faith communities	Louise Russell (LPG)	31/03/2014	On target	75%	
Strategic Priority 5.2: Work efficiently and effectively as One Council					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work with managers to improve and reduce staff sickness absence	Cllr Alibor Choudhury Simon Kilbey (RES)	31/03/2015	On target	50%	Ongoing, although there has been a recent rise in the average sickness figure, however HR are supporting those managers in areas of high sickness to support them in taking appropriate action
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Ensure that Directorate People Panels (DPPs) meet monthly to effectively review absence data	Simon Kilbey (RES)	31/03/2015	On target	50%	Each directorate has regular panel meetings which discuss absence data and provides support to managers in areas where sickness levels are high.
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	On target	50%	Business Partners meet regularly with managers to discuss progress of sickness cases to support managers in taking appropriate and timely action in line with the managing sickness absence procedure.
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	On target	50%	The People Board Operations regularly scrutinises sickness performance and looks at ways to support managers in areas where sickness is high, to ensure best practice is shared.
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	On target	50%	HR have been supporting managers to access sickness reports on their staff via HR self service and business objects.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop the strategic ICT partnership	Cllr Alibor Choudhury Shirley Hamilton (RES)	31/03/2015	On target		
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
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	On target	80%	Strategy completed in draft, consultation carried out, amended as a result. Strategy to go to next Strategic Partnership Board for approval.
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	On target		Recent ICT outages have shown the need for escalation on these matters with senior Agilisys Execs. This following a period of increased stability which has not been maintained. There have been 2 days service outage within the financial year.
Ensure compliance with the new national PSN ICT security requirements and minimise disruption to Council services	Shirley Hamilton (RES)	31/03/2015	On target	80%	2014 submission made in time, awaiting results.



APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve revenue collection	Cllr Alibor Choudhury Roger Jones (RES)	31/03/2015	On target	50%	On target to increase yields for 2015/16
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
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	On target	50%	A procurement exercise is underway to appoint suppliers for Ratebase Management and a Proof of Concept being written for data management across data streams
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	Delayed	95%	A majority of those entitled to this discount have now received it.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop Progressive Partnerships to further the Mayor's social objectives	Cllr Alibor Choudhury Zamil Ahmed (RES)	31/03/2015	On target	50%	Business Charter to be announced at Mayor's Business Forum event on 28 October.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Introduce smarter sourcing practices to support SMEs, deliver savings and increase compliance	Zamil Ahmed (RES)	31/03/2015	On target	60%	Detailed procurement expenditure analysis has been completed for 13/14 and 14/15. Spend is monitored and reported quarterly to identify opportunities for SMEs, collaboration and cross-directorate savings opportunities. A number of cross directorate procurement projects are underway as parts of the service challenge programme. Directorate Procurement Dashboards has been developed to increase transparency and drive compliance.
Launch the local supply chain initiatives to stimulate the local economy	Zamil Ahmed (RES)	31/03/2015	On target	40%	Analysis of local supply base has been completed and a targeted campaign is planned to get local suppliers registered onto the portal. Financial requirements have been reviewed to allow greater engagement of SMEs and procurement training workshops has been held for third sector organisations.
Promote ethical sourcing and sustainability: aim to achieve WWF Silver Status for the purchasing of sustainable timber products	Zamil Ahmed (RES)	31/03/2015	On target	50%	London Living Wage Accreditation has been attained and work is underway to progress the WWF Sustainable Timber Silver Status
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	On target	50%	Business Charter to be announced at Mayor's Business Forum event on 28 October.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve customer satisfaction and value for money	Cllr Alibor Choudhury Keith Paulin (RES)	31/03/2015	On target	50%	See milestone comments below, delays in implementing parking permits on line have impacted on progress.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
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	On target	50%	Corporate finance has referred the required items to be published to the appropriate Council departments (Parking, Property, HR and Internal audit). It should be possible for those departments to have most of the information ready by the end of December. There is, however, a large amount of property information required which will be difficult to collate.
Improve customer satisfaction levels with reduced budget	Keith Paulin (RES)	31/03/2015	On target	50%	Customer satisfaction shows year-on-year improvement for Q1 (up from 89.55% in 13/14 to 91.31% in current year) and Q2 (up from 89.34% to 89.39%).
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	Overdue	25%	Benefits self-service telephony in place but implementation of on-line parking permit applications by CLC/P&MS delayed to Q3, which will have an impact on delivery.
Develop methods of measuring satisfaction with automated/online services	Keith Paulin (RES)	31/03/2015	Complete	100%	Satisfaction survey for self-service customers now in place and being monitored.


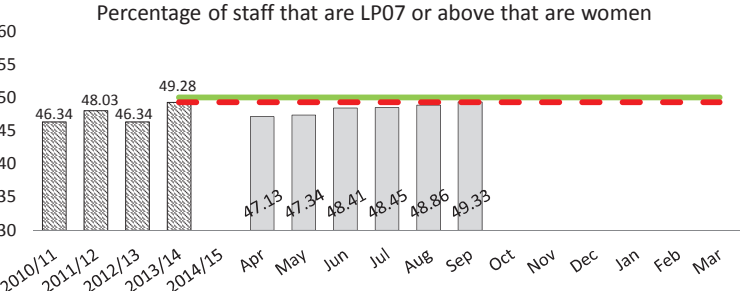
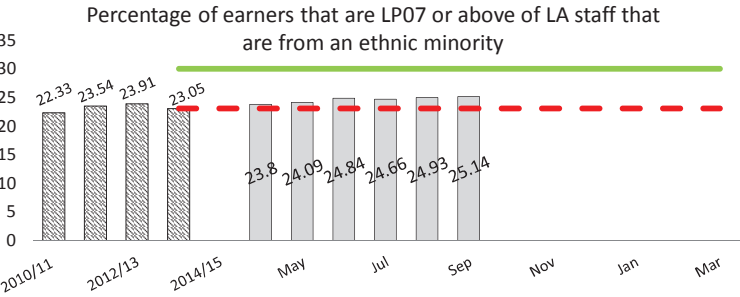
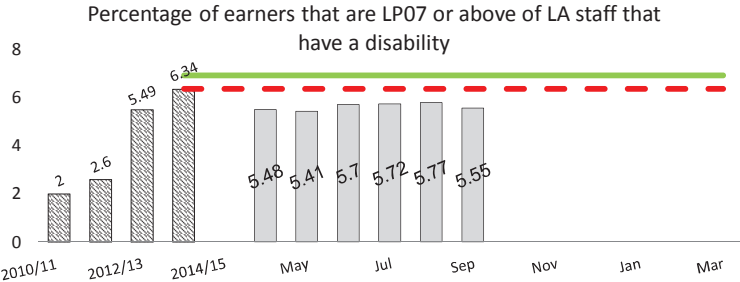
APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015


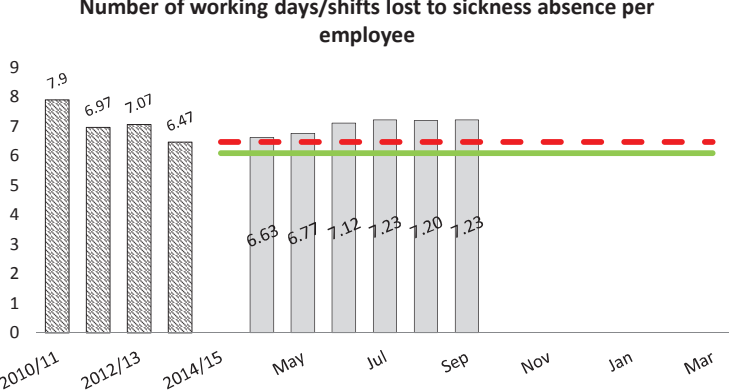
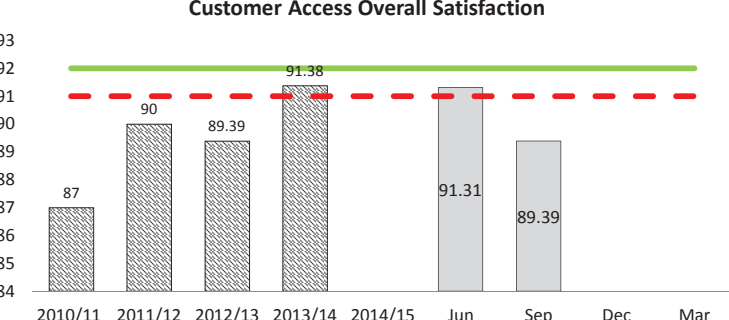
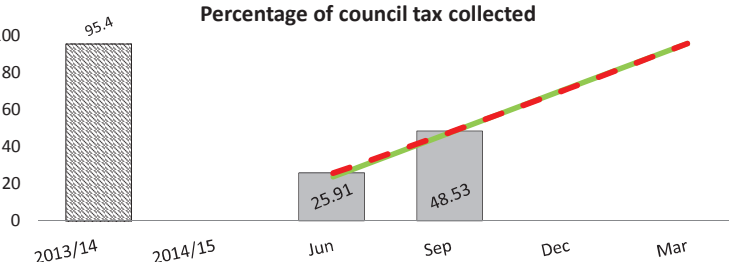
Monitor how staff are dealing with customers and provide training where appropriate	Keith Paulin (RES)	31/03/2015	On target	50%	Bespoke in-house training on customer service delivered to OSS in Q2. Planned delivery of training to THCC in Q4. Quality monitoring and mystery shopping in place. For One Stop Shops, independent mystery shoppers carry out two rounds of assessments per year (July/February), each round comprising 40 visits. For Contact Centre, team leaders listen to five recorded calls per adviser every two months, feeding back results to each adviser and focussing on improving poorer performers.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Make better use of our buildings and other public assets	Cllr Alibor Choudhury Ann Sutcliffe (D&R)	31/03/2015	Overdue	50%	Delays in implementing the Corporate Landlord Model, set out below, have had a consequent impact upon other milestones within the activity.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement the Corporate Landlord Model	Ann Sutcliffe (D&R)	30/04/2014	Overdue	50%	A project board meeting has been held to identify project blockages and agree a timescale for transfer of roles and budget/people allocations. The implementation of the CLM is now scheduled for 01/04/2015 following the transfer of resource allocations.
Renew Asset Strategy	Ann Sutcliffe (D&R)	31/05/2014	Overdue	50%	Delays in implementing the Corporate Landlord Model, set out above, have had a consequent impact upon the revision of the Asset Strategy, This is now anticipated to be revised and approved by 01/07/2015.
Commence work on Civic Centre	Ann Sutcliffe (D&R)	30/06/2014	Overdue	75%	Purchase of the site from NHS Barts has yet to complete due to delays on their side. Works on the site are now estimated to commence in Dec 2016.
Implement client / provider structure	Ann Sutcliffe (D&R)	30/09/2014	Overdue	50%	Delays in implementing the Corporate Landlord Model, set out above, have had a consequent impact upon the operational milestone of implementing the client / provider structure to deliver the model. This is now anticipated to be delivered by 01/08/2015.
Commence disposal strategy of surplus assets	Ann Sutcliffe (D&R)	30/09/2014	Overdue	50%	Cabinet approved disposal programme is an intended work stream flowing from the approved/adopted corporate asset strategy which has yet to be ratified. The delivery method for funding the new civic centre from asset disposals has also yet to be agreed. It is anticipated that disposals will commence upon ratification of the revised Asset strategy c. 31/06/15.
Commence soft market testing on procurement options for Civic Centre	Ann Sutcliffe (D&R)	30/09/2014	Overdue	50%	Work on the site is expected to commence in December 2016. This has slipped due to lack of agreement on procurement and delivery team - e.g. how best to procure and deliver the project
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	Overdue	50%	The statutory provision of childcare places will be considered as part of the refreshed Asset Strategy. However, the development of this document is delayed due to slippage on the Corporate Landlord Model. It is anticipated this milestone will be complete by 31/06/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Tackle misuse of public assets and generate income from pro-active anti-fraud work	Cllr Alibor Choudhury Minesh Jani (RES)	01/03/2015	On target	60%	We have received income from Poplar Harca and have made a submission to DCLG for funding on fraud work.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Recover 40 social housing properties used fraudulently	Minesh Jani (RES)	31/03/2015	On target	70%	
Achieve 160 sanctions and prosecute 40 cases of housing benefit fraud	Minesh Jani (RES)	31/03/2015	On target	50%	
Develop pro-active fraud awareness campaign - focusing on reporting and data matching between services in the Council	Minesh Jani (RES)	01/03/2015	On target	30%	Data matching activities have been put in place, although further work is necessary to develop and roll out a pro-active fraud awareness campaign. This will be given greater focus over autumn.
Roll out e-learning modules to all staff, including on the Bribery Act 2010	Minesh Jani (RES)	01/03/2015	On target	90%	E-learning module developed and tested. Roll out will be carried out by end of the year.


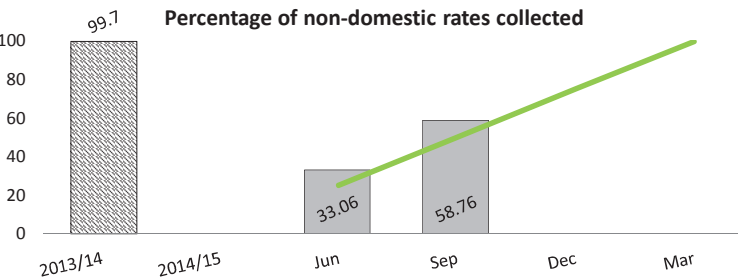
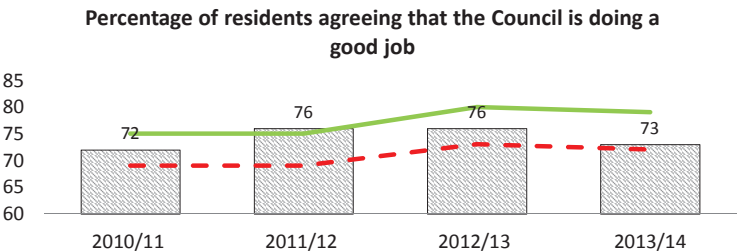
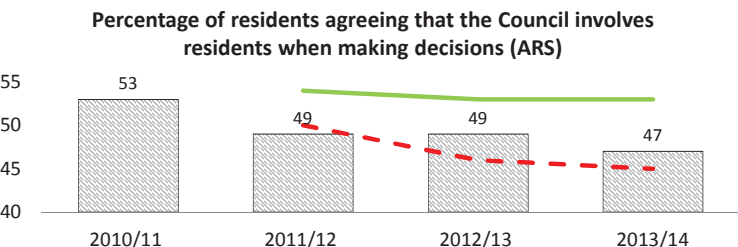
APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015


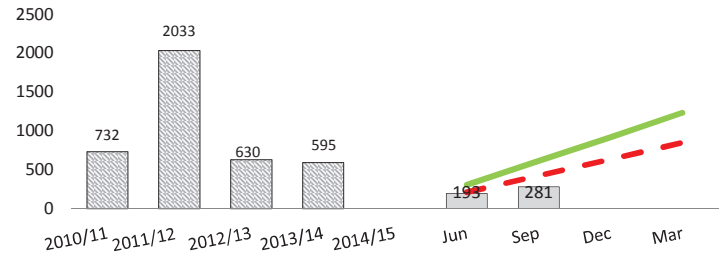
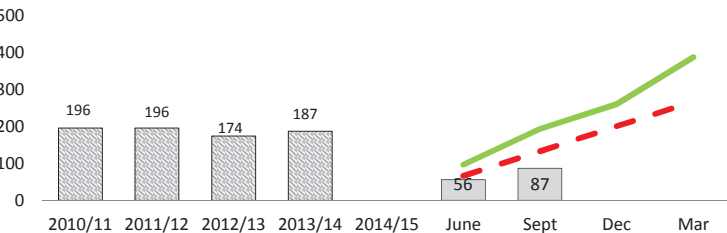
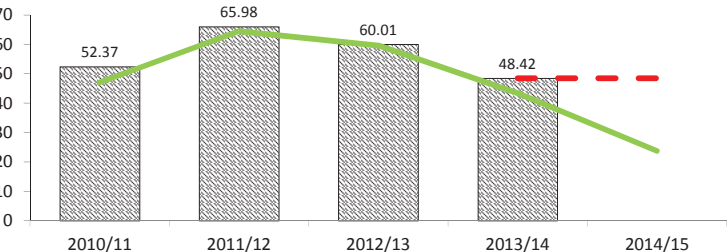
Deliver the internal audit plan to ensure key strategic risks are adequately evaluated	Minesh Jani (RES)	01/03/2015	On target	40%	The internal audit plan will be refreshed in Noemberv 2014 and arrangements are in place to sustainably deliver the plan.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
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	On target	90%	The MTFP is being developed in line with agreed principles, which prioritise front line services whilst delivering a leaner and more efficient back office.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop a package of deliverable efficiency opportunities to ensure a balanced budget for 2015/16	Chris Holme (RES)	30/09/2014	Complete	100%	The Budget Star chamber process has identified a package of proposals that will be reported to Cabinet in December. There is a high confidence level that a balanced budget can be delivered for 2015/16 based on current programme monitoring.
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	Complete	100%	Economic growth prospects have been remodelled, and the result of the review will be analysed in the MTFP report to Cabinet in December. Generally, there will be a positive impact on the resource base of the Council.
Maintain strong and effective financial management and control, supported by ongoing budget manager training	Richard Lungley and John Jones (RES)	30/11/2014	Complete	100%	Training has been commissioned and delivered during the year, and the Council is not currently reporting any major variations to its overall financial position.

This page is intentionally left blank


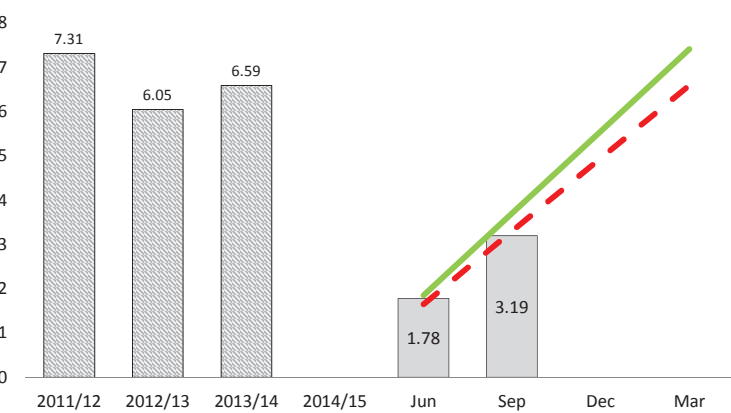
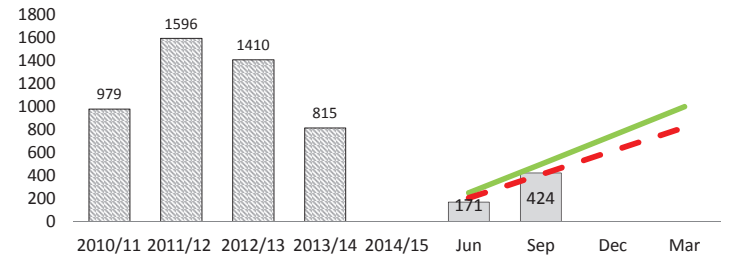
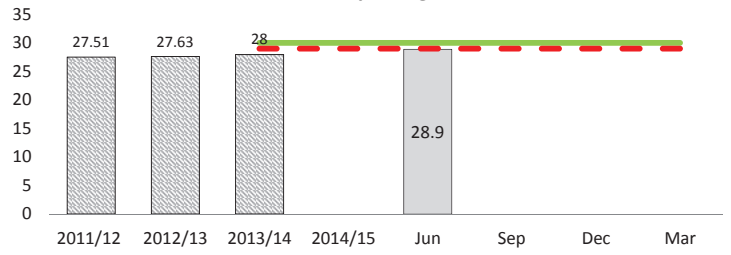
Description		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Q2 Stretched Target (Jul-Sep 2014)	Q2 actual (Jul-Sep 2014)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing 13/4 and 14/5 actual)
<b>One Tower Hamlets</b>							
Percentage of LP07 or above Local Authority staff that are <b>women (%)</b>  Measured in: % Good Performance: Higher		48.28	50.0	50.0	49.33	AMBER	↔
The percentage has risen during this quarter and is above the lower bandwidth at 49.33. This represents 123.96 FTEs that are female out of a total of 251.26 FTE staff at LPO7+. The impact of the decisions made through the Employment Options requests will increase this figure to above the stretched target once implemented.							
Percentage of LP07 or above Local Authority staff that are from an <b>ethnic minority (%)</b>  Measured in: % Good Performance: Higher		23.05	30.0	30.0	25.14	AMBER	↑
The percentage of LPO7+ BME staff has increased during the quarter to 25.14. This reflects 63.16 FTEs that are BME out of 251.26 FTEs at LPO7+. This is a significant increase from September last year where performance was at 21.81%. The 'Take A Chance' scheme has been implemented and will be further developed in quarter 3. A system of job alerts will also be introduced and a mentoring scheme will be rolled out across the council to further develop and provide positive opportunities for under represented groups across the organisation.							
Percentage of LP07 or above Local Authority staff who have a <b>disability</b> (excluding those in maintained schools) (%)  Measured in: % Good Performance: Higher		6.34	6.90	6.90	5.55	RED	↓
The percentage for the quarter is 5.55. This reflects 12.2 FTE that are disabled out of a total of 251.26 FTE at LPO7+. Although this figure remains below target, there has been a steady increase since April 12/13, where performance was at 2.17%. The number of people in this category (LPO7+) is relatively small, thus low numbers of people either leaving or joining can have a significant impact on the percentage. The number of staff with either no data or declining to state whether they fall into this category remains high. An exercise will be undertaken during quarter 3 to increase the accuracy of this data, which should have a positive impact on the figures.							

Description		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Q2 Stretched Target (Jul-Sep 2014)	Q2 actual (Jul-Sep 2014)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing 13/4 and 14/5 actual)																						
<p><b>Number of working days/shifts lost to sickness absence per employee</b></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><b>Number of working days/shifts lost to sickness absence per employee</b></p>  <table border="1"> <caption>Number of working days/shifts lost to sickness absence per employee</caption> <thead> <tr> <th>Year/Quarter</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>May</td><td>6.63</td></tr> <tr><td>Jun</td><td>6.77</td></tr> <tr><td>Jul</td><td>7.12</td></tr> <tr><td>Aug</td><td>7.23</td></tr> <tr><td>Sep</td><td>7.20</td></tr> <tr><td>Oct</td><td>7.23</td></tr> </tbody> </table>	Year/Quarter	Value	2010/11	1.9	2011/12	6.97	2012/13	7.07	2013/14	6.47	May	6.63	Jun	6.77	Jul	7.12	Aug	7.23	Sep	7.20	Oct	7.23	6.47	6.10	6.10	7.23	RED	↓
Year/Quarter	Value																												
2010/11	1.9																												
2011/12	6.97																												
2012/13	7.07																												
2013/14	6.47																												
May	6.63																												
Jun	6.77																												
Jul	7.12																												
Aug	7.23																												
Sep	7.20																												
Oct	7.23																												
<p>The rise in sickness absence is due to a slight rise in both long term and short term absence. Better reporting systems (i.e. the introduction of HR Self-Service) have also meant that sickness absence is being reported more timely and accurately. Managers continue to manage staff who have high levels of sickness absence as can be seen from the steady rise in the number of formal absence cases recorded over the last 2 years. For the last 3 quarters the number has remained steady at around 680 cases.</p> <p>There are a number of actions currently being taken to address the rise in sickness absence. People Board (Operations) regularly receives reports on sickness and is looking into service areas where absence is high with the aim of reducing the levels in those areas. DMTs and Directorate People Panels across the Council are also being provided with additional information, looking into specific cases or areas with high absence so that these can be addressed, including the compliance of the returns submitted by managers on a monthly basis.</p>																													
<p><b>Customer Access Overall Satisfaction (telephone contact)</b></p> <p>Measured in: % Good Performance: Higher</p>	<p><b>Customer Access Overall Satisfaction</b></p>  <table border="1"> <caption>Customer Access Overall Satisfaction</caption> <thead> <tr> <th>Year/Quarter</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>2014/15</td><td>91.31</td></tr> <tr><td>Jun</td><td>91.31</td></tr> <tr><td>Sep</td><td>89.39</td></tr> </tbody> </table>	Year/Quarter	Value	2010/11	87	2011/12	90	2012/13	89.39	2013/14	91.38	2014/15	91.31	Jun	91.31	Sep	89.39	91.38	92	92	89.39	RED	↔						
Year/Quarter	Value																												
2010/11	87																												
2011/12	90																												
2012/13	89.39																												
2013/14	91.38																												
2014/15	91.31																												
Jun	91.31																												
Sep	89.39																												
<p>Two key drivers are identified for the dip in satisfaction in this quarter; (a) longer queue times during July and August due to peak holiday/leave months leaving the Contact Centre vulnerable to unplanned absences and peaks in demand (b) dip in number of surveys taken, from 4773 (of which 4385 rated the service "good") in April-June to 3383 (of which 3024 rated the service "good") in the current quarter The year on year picture continues to show improvement in satisfaction with Q1 in 14/15 achieving 91.31% compared to 89.55% in 13/14, and Q2 achieving 89.39% compared to 89.34% in 13/14.</p>																													
<p><b>Percentage of Council Tax Collected</b></p> <p>Measured in: % Good Performance: Higher</p>	<p><b>Percentage of council tax collected</b></p>  <table border="1"> <caption>Percentage of council tax collected</caption> <thead> <tr> <th>Year/Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2013/14</td><td>95.4</td></tr> <tr><td>2014/15</td><td>25.91</td></tr> <tr><td>Jun</td><td>25.91</td></tr> <tr><td>Sep</td><td>48.53</td></tr> </tbody> </table>	Year/Quarter	Value	2013/14	95.4	2014/15	25.91	Jun	25.91	Sep	48.53	95.4	95.6	47.9	48.53	GREEN	↔												
Year/Quarter	Value																												
2013/14	95.4																												
2014/15	25.91																												
Jun	25.91																												
Sep	48.53																												
<p>Council tax collection rate is on target.</p>																													


Description		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Q2 Stretched Target (Jul-Sep 2014)	Q2 actual (Jul-Sep 2014)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing 13/4 and 14/5 actual)
<p><b>Percentage of Non-Domestic Rates Collected</b></p> <p>Measured in: % Good Performance: Higher</p>		99.7	99.5	50.00	58.76	GREEN	↔
<p>Business rate collection is performing well and is on target.</p>							
<p><b>Percentage of residents agreeing that the Council is doing a good job (Annual Residents Survey (ARS) Measure)</b></p> <p>Measured in: % Good Performance: Higher</p>		73	77	N/A	N/A	AMBER	↔
<p>This outturn relates to 2013/14 - the survey fieldwork took place in June / July 2014. The result is above the lower bandwidth and similar to last year (the change is not statistically significant).</p>							
<p><b>Percentage of residents agreeing that the Council involves residents when making decisions (ARS Measure)</b></p> <p>Measured in: % Good Performance: Higher</p>		47	52	N/A	N/A	AMBER	↔
<p>This outturn relates to 2013/14 - the survey fieldwork took place in June / July 2014. The result is above the lower bandwidth and similar to last year (the change is not statistically significant).</p>							


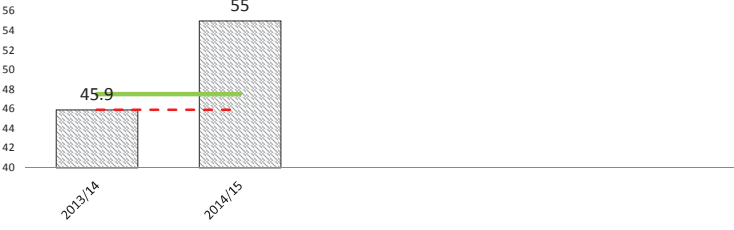
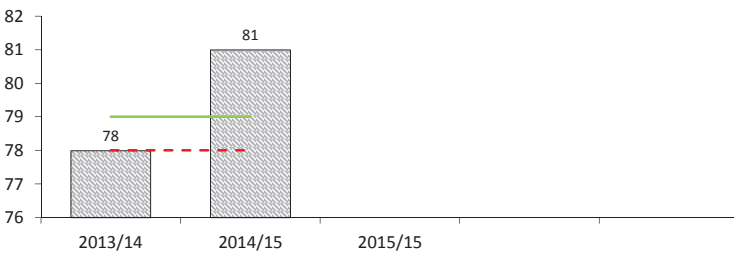
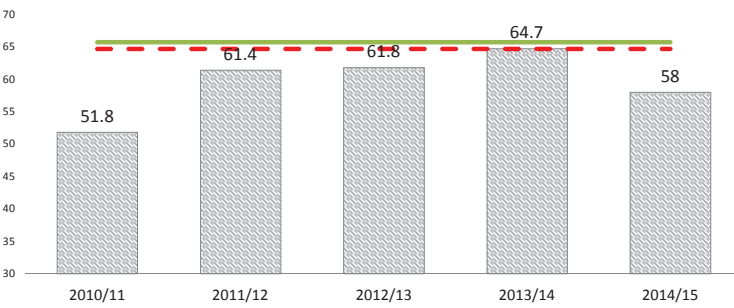
Description		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Q2 Stretched Target (Jul-Sep 2014)	Q2 actual (Jul-Sep 2014)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing 13/4 and 14/5 actual)
<b>Great Place to Live</b>							
<p><b>Number of affordable homes delivered (gross)</b></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><b>Number of affordable homes delivered (gross)</b></p> 	595	1231	615	281	RED	↑
<p>281 affordable units have been delivered ending Q2, 46% higher than this time last year. Whilst the Q2 outturn of 88 affordable units is below the quarterly target of between 212 and 308 units, it is anticipated that the end of year outturn will be within the target range. Our current prediction is for the completion of 1203 affordable units in this financial year, exceeding the lower bandwidth target by 42%. However, as is always stated, the distribution of completions will never fall into an equal four quarter split and there is nothing that the Council can do to influence this. In 14-15 there will be a more than usually skewed delivery pattern. Completions are expected as follows: Q1: 16%, Q2 &amp; 3 combined: 15% and Q4: 69%. This is due to the large number of schemes in receipt of grant from the GLA's 2011-15 programme which have to complete by March 2015, and have had to accelerate their programmes to achieve this completion date. Many of these schemes are due to complete in the last days of March.</p>							
<p><b>Number of affordable social rented housing completions for family housing (gross)</b></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><b>No of affordable social rented housing completions for family housing (gross)</b></p> 	187	387	193	87	RED	↑
<p>The numbers of family units for rent is below the target figure for the quarter, but this is a consequence of the overall delivery of affordable units being low this quarter. We expect that the whole year figures will come within our targets for both the affordable and family rent indicators, if completions currently forecast for quarter 4 are able to meet their GLA 2011-15 grant funded programme deadlines.</p>							
<p><b>Percentage of overall council stock that is non-decent</b></p> <p>Measured in % Good performance: Lower</p>	<p><b>Percentage of overall council housing stock that is non decent</b></p> 	48.42	21.8	n/a	n/a	AMBER	↑
<p>Non-decency of council stock (13/14) currently stands at 48.42% against a stretched target of 43.32%. The level of non-decent stock has reduced by 19% and 1,785 homes were brought up to decent homes standard during 2013/14 against a GLA target of 1,774. However, additional homes were identified as not meeting the decent homes standard during external surveys undertaken in 2013/14, thus missing the stretched target by 5.1pp. Decent Homes works will be completed in respect of these in 2014/15 and have been taken into account when determining the target for 2014/15.</p>							


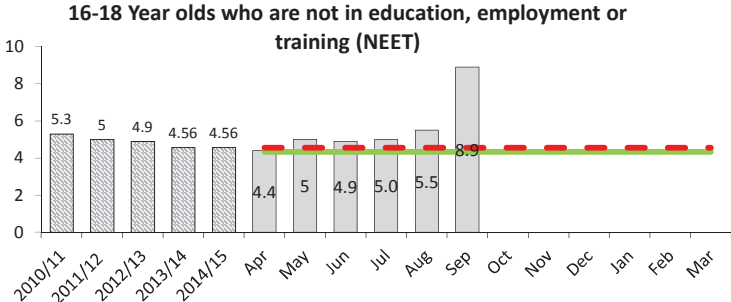
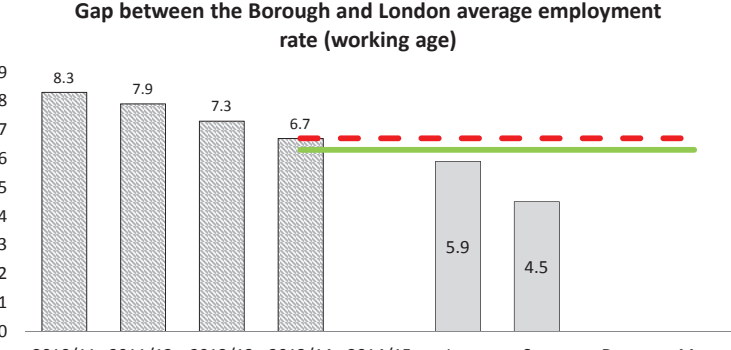
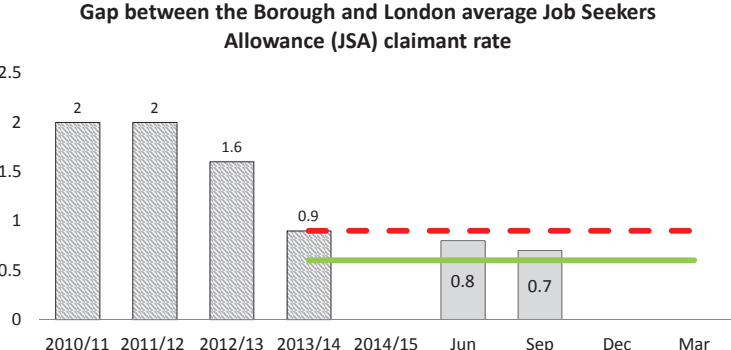



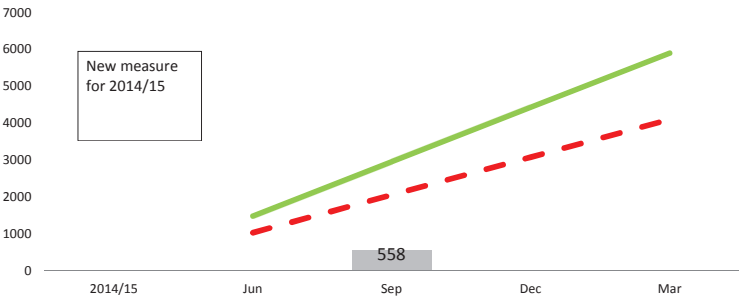
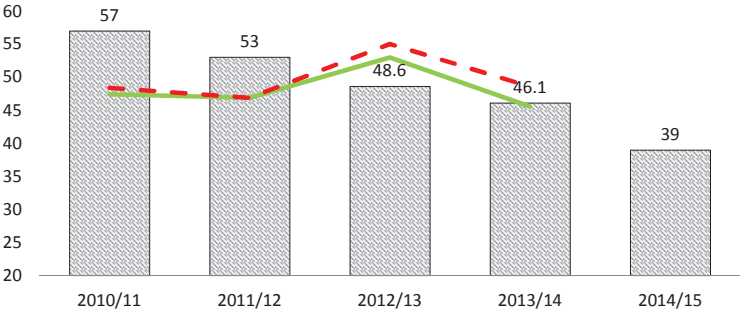
Description		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Q2 Stretched Target (Jul-Sep 2014)	Q2 actual (Jul-Sep 2014)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing 13/4 and 14/5 actual)																				
<p>The number of households who considered themselves as <b>homeless</b>, who approached the local authority's housing advice service(s), and for whom housing advice casework <b>intervention</b> 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><b>Homelessness Prevention</b></p>  <table border="1"> <caption>Homelessness Prevention Data</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2011/12</td><td>7.31</td></tr> <tr><td>2012/13</td><td>6.05</td></tr> <tr><td>2013/14</td><td>6.59</td></tr> <tr><td>2014/15</td><td>-</td></tr> <tr><td>Jun</td><td>1.78</td></tr> <tr><td>Sep</td><td>3.19</td></tr> <tr><td>Dec</td><td>-</td></tr> <tr><td>Mar</td><td>-</td></tr> </tbody> </table>	Year	Value	2011/12	7.31	2012/13	6.05	2013/14	6.59	2014/15	-	Jun	1.78	Sep	3.19	Dec	-	Mar	-	6.59	7.40	3.70	3.19	RED	↑		
Year	Value																										
2011/12	7.31																										
2012/13	6.05																										
2013/14	6.59																										
2014/15	-																										
Jun	1.78																										
Sep	3.19																										
Dec	-																										
Mar	-																										
<p>The number of overcrowded families rehoused, <b>lets to overcrowded households</b></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><b>Lets to overcrowded families</b></p>  <table border="1"> <caption>Lets to overcrowded families Data</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2010/11</td><td>979</td></tr> <tr><td>2011/12</td><td>1596</td></tr> <tr><td>2012/13</td><td>1410</td></tr> <tr><td>2013/14</td><td>815</td></tr> <tr><td>2014/15</td><td>-</td></tr> <tr><td>Jun</td><td>171</td></tr> <tr><td>Sep</td><td>424</td></tr> <tr><td>Dec</td><td>-</td></tr> <tr><td>Mar</td><td>-</td></tr> </tbody> </table>	Year	Value	2010/11	979	2011/12	1596	2012/13	1410	2013/14	815	2014/15	-	Jun	171	Sep	424	Dec	-	Mar	-	815	1000	500	424	AMBER	↔
Year	Value																										
2010/11	979																										
2011/12	1596																										
2012/13	1410																										
2013/14	815																										
2014/15	-																										
Jun	171																										
Sep	424																										
Dec	-																										
Mar	-																										
<p>Percentage of household waste sent for reuse, <b>recycling and composting</b></p> <p>Measured in % Good performance: Higher</p>	<p><b>Percentage of household waste sent for reuse, recycling &amp; composting</b></p>  <table border="1"> <caption>Percentage of household waste sent for reuse, recycling &amp; composting Data</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2011/12</td><td>27.51</td></tr> <tr><td>2012/13</td><td>27.63</td></tr> <tr><td>2013/14</td><td>28</td></tr> <tr><td>2014/15</td><td>-</td></tr> <tr><td>Jun</td><td>28.9</td></tr> <tr><td>Sep</td><td>-</td></tr> <tr><td>Dec</td><td>-</td></tr> <tr><td>Mar</td><td>-</td></tr> </tbody> </table>	Year	Value	2011/12	27.51	2012/13	27.63	2013/14	28	2014/15	-	Jun	28.9	Sep	-	Dec	-	Mar	-	28.00	30.00	30.00	28.90	RED	↔		
Year	Value																										
2011/12	27.51																										
2012/13	27.63																										
2013/14	28																										
2014/15	-																										
Jun	28.9																										
Sep	-																										
Dec	-																										
Mar	-																										
<p>The number of homeless preventions since April 2014 is 357 equating to 3.19% per 1,000 population. The outturn of 3.19 is 0.09 percentage points away from the standard target for the quarter. The borough continues to face a severe shortage of affordable private sector properties available to homeless households as an alternative to pursuing a statutory homeless application and the problem continues to increase. Consequently, our ability to prevent homelessness by securing an alternative tenancy has diminished immensely. We have improved the incentive provided to landlords so that 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. We have also seen a rise in the number of preventions through negotiations with friends and relatives this quarter, persuading families that the best option for all is for the threatened homeless client should remain in their current accommodation. Nevertheless, proportionately, this is not sufficient to prevent the increase in landlords evicting their benefit-dependent tenants in favour of tenants who can afford higher rents. Where possible, though, we continue to negotiate with Housing Benefit to resolve arrears problems and to negotiate with landlords to ensure tenants can remain in their properties and thus prevent homelessness.</p>		<p>424 lets have been made ending Q2, 20 lets lower than this time last year. However the quarter 2 lower bandwidth target of 205 lets has been exceeded by 106%. As we operate a choice based lettings scheme we have very little influence over the outcome of lets as offers are made in priority order. Housing options are being promoted to TH residents, through daily housing advice to applicants, mutual exchange events, and Lettings Open Day events, especially to those that are overcrowded to ensure lets to them are maximised.</p>		<p>Household recycling has increased by almost 1 percentage point since the last quarter and is only very marginally off target. We are striving towards the 30% stretch target by targeting problem areas which is providing encouraging results.</p>																							

Description	Legend		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Q2 Stretched Target (Jul-Sep 2014)	Q2 actual (Jul-Sep 2014)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing 13/4 and 14/5 actual)														
	— Stretch Target	-- Standard Target																				
<p><b>Level of street and environmental cleanliness - litter (%)</b></p> <p>Measured in % Good performance: Lower</p>	<p><b>Improved street &amp; environmental cleanliness - Litter</b></p> <table border="1"> <caption>Litter Data</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>2.3</td> </tr> <tr> <td>2012/13</td> <td>1.9</td> </tr> <tr> <td>2013/14</td> <td>1.9</td> </tr> <tr> <td>2014/15</td> <td>3.8</td> </tr> <tr> <td>Tranche 1</td> <td>3.8</td> </tr> <tr> <td>Tranche 2</td> <td>-</td> </tr> </tbody> </table>		Year	Value	2011/12	2.3	2012/13	1.9	2013/14	1.9	2014/15	3.8	Tranche 1	3.8	Tranche 2	-	1.9	1.0	1.0	3.8	RED	↓
Year	Value																					
2011/12	2.3																					
2012/13	1.9																					
2013/14	1.9																					
2014/15	3.8																					
Tranche 1	3.8																					
Tranche 2	-																					
<p>As of 2014/15 only 2 surveys will be undertaken during the year as opposed to 3 in previous years.</p> <p>Litter is off target based on Tranche 1 carried out in 2014/15. Since 2012/13, the target for litter has been reduced from 5% to 1.9% for minimum / standard target and from 2% to 1% for stretched target. Funding from the Mayor's accelerated delivery programme of £800k, which we received in 2013/14 has ceased, resulting in key resources such as additional litter sweepers being reduced. The areas that require attention are: Whitechapel and Bromley by Bow especially around industrial areas as well as other highway land use areas. All the data on the failed zones has been shared with Veolia, Streetcare Managers and the Contract Development team. We are working together to formulate an action plan that will improve the results and reduce the level of litter in the borough. There will be increased monitoring by the Streetcar Officers to support Veolia in identifying zones that are failing to meet the required targets. Performance for litter is expected to improve by the next tranche survey, which will be completed in March 2015.</p>																						
<p><b>Level of street and environmental cleanliness - detritus (%)</b></p> <p>Measured in % Good performance: Lower</p>	<p><b>Improved street &amp; environmental cleanliness - detritus</b></p> <table border="1"> <caption>Detritus Data</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>4.1</td> </tr> <tr> <td>2012/13</td> <td>3.6</td> </tr> <tr> <td>2013/14</td> <td>2.4</td> </tr> <tr> <td>2014/15</td> <td>2.7</td> </tr> <tr> <td>Tranche 1</td> <td>2.7</td> </tr> <tr> <td>Tranche 2</td> <td>-</td> </tr> </tbody> </table>		Year	Value	2011/12	4.1	2012/13	3.6	2013/14	2.4	2014/15	2.7	Tranche 1	2.7	Tranche 2	-	2.4	2.0	2.0	2.7	RED	↓
Year	Value																					
2011/12	4.1																					
2012/13	3.6																					
2013/14	2.4																					
2014/15	2.7																					
Tranche 1	2.7																					
Tranche 2	-																					
<p>As of 2014/15 only 2 Surveys will be undertaken during the year as opposed to 3 in previous years.</p> <p>Detritus is off target based on Tranche 1 in 2014/15. Since 2012/13, the target has been reduced from 7% to 2.4% for minimum standard target and 4% to 2% for stretched target. As highlighted above the reduction of the Mayor's Accelerated Delivery fund of £800k has had a direct impact on the service delivery and the level of cleanliness. The areas for improvement are highlighted above and we are working with Veolia on improving all of these zones and the overall cleansing standards. Performance for detritus is expected to improve further by the next tranche survey, which will be completed in March 2015.</p>																						
<p><b>Improved street and environmental cleanliness - graffiti (%)</b></p> <p>Measured in % Good performance: Lower</p>	<p><b>Improved street &amp; environmental cleanliness -Graffiti</b></p> <table border="1"> <caption>Graffiti Data</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>6</td> </tr> <tr> <td>2012/13</td> <td>8.8</td> </tr> <tr> <td>2013/14</td> <td>6.2</td> </tr> <tr> <td>2014/15</td> <td>2.9</td> </tr> <tr> <td>Tranche 1</td> <td>2.9</td> </tr> <tr> <td>Tranche 2</td> <td>-</td> </tr> </tbody> </table>		Year	Value	2011/12	6	2012/13	8.8	2013/14	6.2	2014/15	2.9	Tranche 1	2.9	Tranche 2	-	6.2	4.0	4.0	2.9	GREEN	↑
Year	Value																					
2011/12	6																					
2012/13	8.8																					
2013/14	6.2																					
2014/15	2.9																					
Tranche 1	2.9																					
Tranche 2	-																					
<p>As of 2014/15 only 2 Surveys will be undertaken during the year as opposed to 3 in previous years. Target has been exceeded.</p>																						


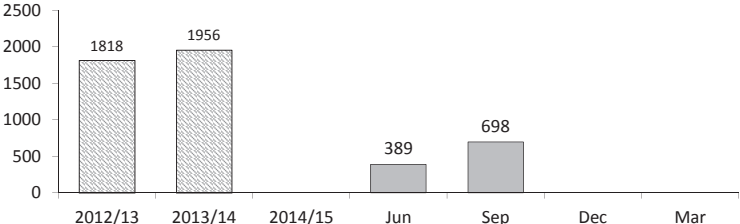
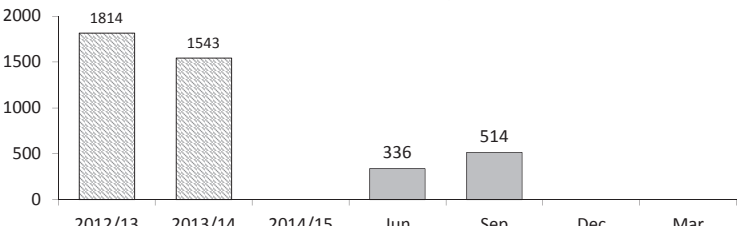
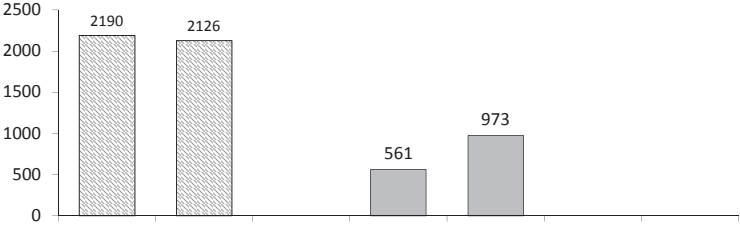
Description		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Q2 Stretched Target (Jul-Sep 2014)	Q2 actual (Jul-Sep 2014)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing 13/4 and 14/5 actual)										
<p>Improved street and environmental cleanliness - fly-posting (%)</p> <p>Measured in % Good performance: Lower</p>	<p><b>Improved street &amp; environmental cleanliness -Fly-posting</b></p> <table border="1"> <caption>Improved street &amp; environmental cleanliness -Fly-posting</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>2</td> </tr> <tr> <td>2012/13</td> <td>2.2</td> </tr> <tr> <td>2013/14</td> <td>2</td> </tr> <tr> <td>2014/15</td> <td>0.4</td> </tr> </tbody> </table>	Year	Value	2011/12	2	2012/13	2.2	2013/14	2	2014/15	0.4	2	1.0	1.0	0.4	GREEN	↑
Year	Value																
2011/12	2																
2012/13	2.2																
2013/14	2																
2014/15	0.4																
<p>As of 2014/15 only 2 surveys will be undertaken during the year as opposed to 3 in previous years. Target has been exceeded.</p>																	
<p>Percentage of residents who rate parks and open spaces as good, very good or excellent (ARS)</p> <p>Measured in % Good performance: Higher</p>	<p><b>Percentage of residents who rate parks and open spaces as good, very good or excellent</b></p> <table border="1"> <caption>Percentage of residents who rate parks and open spaces as good, very good or excellent</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>60</td> </tr> <tr> <td>2011/12</td> <td>60</td> </tr> <tr> <td>2012/13</td> <td>60</td> </tr> <tr> <td>2013/14</td> <td>61</td> </tr> </tbody> </table>	Year	Value	2010/11	60	2011/12	60	2012/13	60	2013/14	61	61	65	n/a	n/a	AMBER	↔
Year	Value																
2010/11	60																
2011/12	60																
2012/13	60																
2013/14	61																
<p>This outturn relates to 2013/14 - the survey fieldwork took place in June / July 2014. The result is above the lower bandwidth and similar to last year (the change is not statistically significant).</p>																	
<p>Overall / general satisfaction with the neighbourhood (ARS)</p> <p>Measured in % Good performance: Higher</p>	<p><b>Overall / general satisfaction with the local area</b></p> <table border="1"> <caption>Overall / general satisfaction with the local area</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>78</td> </tr> <tr> <td>2011/12</td> <td>78</td> </tr> <tr> <td>2012/13</td> <td>82</td> </tr> <tr> <td>2013/14</td> <td>79</td> </tr> </tbody> </table>	Year	Value	2010/11	78	2011/12	78	2012/13	82	2013/14	79	79	83	n/a	n/a	AMBER	↔
Year	Value																
2010/11	78																
2011/12	78																
2012/13	82																
2013/14	79																
<p>This outturn relates to 2013/14 - the survey fieldwork took place in June / July 2014. The results is above the lower bandwidth and similar to last year (the change is not statistically significant).</p>																	

Description		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Q2 Stretched Target (Jul-Sep 2014)	Q2 actual (Jul-Sep 2014)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing 13/4 and 14/5 actual)
<b>Prosperous Community</b>							
<b>Early Years Foundation Profile - achievement of a good level of development</b> Measured in % Good performance: Higher	<b>Early Years Foundation Profile: % of children achieving a Good Level of Development</b> 	55.0	47.5	n/a	55.0	GREEN	↑
This is the annual performance outturn - the stretched target has been exceeded.							
<b>Key Stage 2 pupil attainment in Reading, Writing and Maths (KS2 RWM) (%)</b> Measured in: % Good Performance: Higher	<b>Key Stage 2 pupil attainment in Reading, Writing and Maths (%)</b> 	81	79	n/a	81	GREEN	↔
This is the annual performance outturn - the stretched target has been exceeded.							
<b>Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths.</b> Measured in % Good performance: Higher	<b>Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths</b> 	58	65.7	n/a	58.0	RED	↓
Changes to the methodology at KS4 have led to widespread drops in performance. There have been a number of significant changes to the exams this year: pupils were not allowed to sit some exams early; for English there has been less focus on coursework, and the speaking & listening component is no longer counted; "First entry counts" – resits, even at higher grades, are no longer counted. Nationally, performance against the same measure fell from 59.2% to 52.6%, a drop of 6.6% points, meaning that Tower Hamlets remains well above the national average, and that our drop in performance is in line with national change. In London, the year-on-year change in performance varies from -9.8% points to +1.4% points, with an average decrease of 4.5% points down to 60.6% - meaning Tower Hamlets is still slightly below the London average. As usual we would expect a small improvement in performance when the results of the results checking exercise has been completed and the final data published. PRG have requested individual action plans for schools to illustrate how improvement will be made from this new position.							

Description		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Q2 Stretched Target (Jul-Sep 2014)	Q2 actual (Jul-Sep 2014)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing 13/4 and 14/5 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><b>16-18 Year olds who are not in education, employment or training (NEET)</b></p> 	4.56	4.33	4.33	8.9	RED	↑	
<p>8.9 percent of 16-19 year olds were not in education, employment or training at the end of September. Traditionally the rate is higher around this time of year, this higher rate is mirrored across other local authorities. September 2014/15 outturn is significantly lower than this time last year when 12% of young people were NEET.</p>	<p>Overall employment rate - gap between the Borough and London average rate (working age) (%)</p> <p>Measured in: % Good Performance: Gap - Lower</p>	<p><b>Gap between the Borough and London average employment rate (working age)</b></p> 	6.7	6.3	6.3	4.5	GREEN	↑
<p>Employment rate: Tower Hamlets: 66.9 London average: 71.4 Gap between TH and London: 4.5pp</p> <p>Trend positive, the employment rate gap between TH and the London average has reduced by 1.4pps since last quarter's update. The data for the employment rate is taken from the Annual Population Survey. This provides survey based estimates, the methodology of which means that there may be significant variations in outturn from one quarter to the next. Furthermore, it is important to note that the confidence interval on the Tower Hamlets employment rate is 3.7 compared to 0.7 for London. This means that the London reading is more reliable and stable than the borough reading. To demonstrate this by way of example, the confidence level for Tower Hamlets means that the gap between the borough and London for this outturn may in fact range between 1.4pps and 7.4pps.</p>	<p>JSA Claimant Rate (gap between the Borough and London average rate (working age) (%)</p> <p>Measured in: % Good Performance: Gap - Lower</p>	<p><b>Gap between the Borough and London average Job Seekers Allowance (JSA) claimant rate</b></p> 	0.9	0.6	0.6	0.7	AMBER	↑
<p>JSA Claimant rate: Tower Hamlets: 3.1 London average: 2.4 Gap between TH and London: 0.7pp</p> <p>We are exceeding the lower bandwidth target and currently 0.1pps away from achieving the stretched target. This is considered positive performance for Tower Hamlets as the stock of claimants has been reducing month by month since February last year. Moreover, the percentage decline in the rate since the last quarter has been greater in the borough compared to London, figures are 0.3% and 0.2% respectively. This represents 320 fewer JSA claimants in Tower Hamlets from June to September 2014</p>								


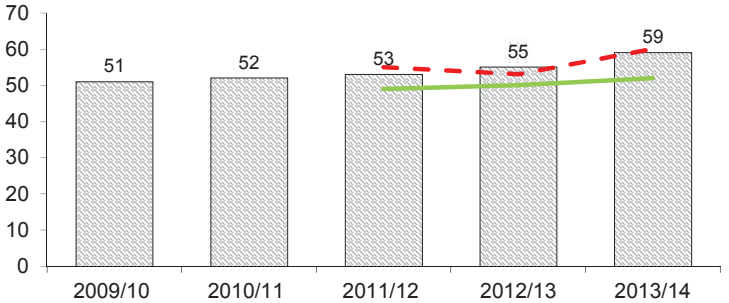
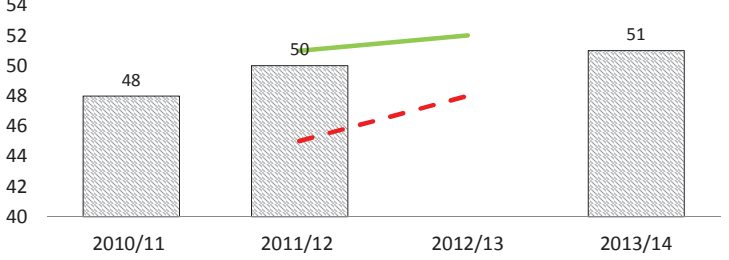
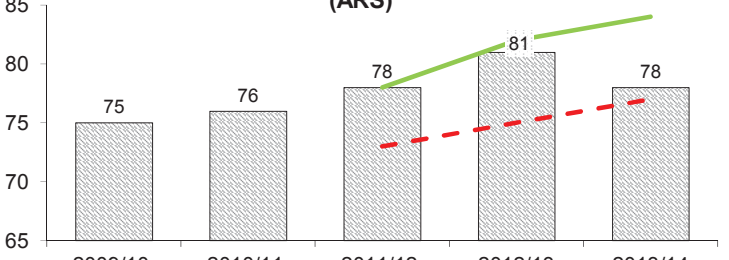
Description		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Q2 Stretched Target (Jul-Sep 2014)	Q2 actual (Jul-Sep 2014)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing 13/4 and 14/5 actual)
<p><b>Labour Market: number of job starts for Tower Hamlets Residents</b></p> <p>Measured in: % Good Performance: Higher</p>	<p><b>Labour Market: number of job starts for Tower Hamlets Residents</b></p> 	n/a	5,900	2,950	558	RED	n/a
<p>558 recorded to-date. Further confirmations will be recorded retrospectively once cross council reporting is fully in place. To be noted that 20,000 is a four year target in alignment with the Mayoral term. Progression towards consistent cross council and partnership reporting has been achieved and will report soon - retrospectively from April 2014.</p>							
<p><b>Proportion of children in poverty</b></p> <p>Measured in: % Good Performance: Lower</p>	<p><b>Proportion of children in poverty</b></p> 	39.0	Not Set	n/a	n/a	n/a	↑
<p>The latest HMRC data show that 23,195 children in Tower Hamlets live in poverty – this represents 39 per cent of all children in the borough and is the highest child poverty rate nationally. The data is a snapshot in time and relates to August 2012. The trend data shows that the borough's child poverty rate has been showing significant improvement in recent years – falling from 64 to 39 per cent between 2006 and 2012. However, the local indicator is a proxy measure of relative poverty, and because of that, the trend needs to be interpreted with some care. In particular, coverage of in-work poverty is limited, because the in-work component of the measure is heavily influenced by the volatility of incomes nationally. So, for some families, moving out of poverty according to the HMRC measure, may not necessarily mean that their material circumstances have improved. Targets for this measure were not set this year due to the variability expected in the methodology this year and in future.</p>							


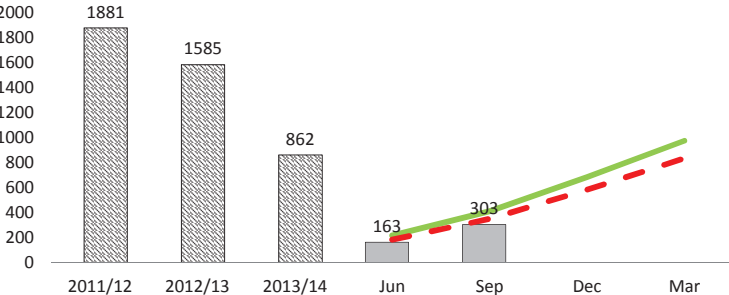

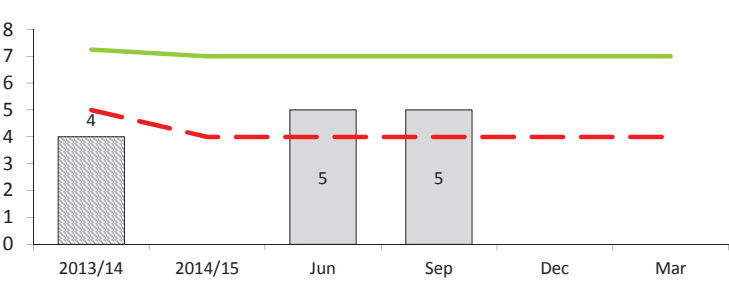
Description	Legend		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Q2 Stretched Target (Jul-Sep 2014)	Q2 actual (Jul-Sep 2014)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing 13/4 and 14/5 actual)																
	—	- -																						
<b>Safe and Cohesive Community</b>																								
<p><b>Number of Robbery incidents (MOPAC 7 measure)</b></p> <p>Measured in: Number (part of the MOPAC set. Including personal and business properties) Good Performance: Lower</p>	<p><b>Total number of Robbery Offences (MOPAC7 measure)</b></p> <table border="1"> <caption>Total number of Robbery Offences (MOPAC7 measure)</caption> <thead> <tr> <th>Year/Quarter</th> <th>Offences</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>1438</td> </tr> <tr> <td>2013/14</td> <td>1250</td> </tr> <tr> <td>2014/15</td> <td>0</td> </tr> <tr> <td>Jun</td> <td>245</td> </tr> <tr> <td>Sep</td> <td>449</td> </tr> <tr> <td>Dec</td> <td>0</td> </tr> <tr> <td>Mar</td> <td>0</td> </tr> </tbody> </table>		Year/Quarter	Offences	2012/13	1438	2013/14	1250	2014/15	0	Jun	245	Sep	449	Dec	0	Mar	0	1250	Not Set	Not Set	449	N/A	↑
Year/Quarter	Offences																							
2012/13	1438																							
2013/14	1250																							
2014/15	0																							
Jun	245																							
Sep	449																							
Dec	0																							
Mar	0																							
<p>Targets are being set by the Community Safety Partnership. Performance against targets and comments will be provided by the MPS in quarter 3.</p> <p>Data taken from the met.police.uk website indicates that for the period between April-July 2014 there were 449 robbery offences compared to 534 in the same period last year.</p>																								
<p><b>Number of Burglary Incidents (MOPAC 7 measure)</b></p> <p>Measured in: Number (part of the MOPAC set. Theft or attempted theft from residential or non-residential property) Good Performance: Lower</p>	<p><b>Total number of Burglary Offences (MOPAC7 measure)</b></p> <table border="1"> <caption>Total number of Burglary Offences (MOPAC7 measure)</caption> <thead> <tr> <th>Year/Quarter</th> <th>Offences</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>2805</td> </tr> <tr> <td>2013/14</td> <td>2615</td> </tr> <tr> <td>2014/15</td> <td>0</td> </tr> <tr> <td>Jun</td> <td>556</td> </tr> <tr> <td>Sep</td> <td>1001</td> </tr> <tr> <td>Dec</td> <td>0</td> </tr> <tr> <td>Mar</td> <td>0</td> </tr> </tbody> </table>		Year/Quarter	Offences	2012/13	2805	2013/14	2615	2014/15	0	Jun	556	Sep	1001	Dec	0	Mar	0	2615	Not Set	Not Set	1001	N/A	↑
Year/Quarter	Offences																							
2012/13	2805																							
2013/14	2615																							
2014/15	0																							
Jun	556																							
Sep	1001																							
Dec	0																							
Mar	0																							
<p>Targets are being set by the Community Safety Partnership. Performance against targets and comments will be provided by the MPS in quarter 3.</p> <p>Data taken from the met.police.uk website indicates that for the period between April-July 2014 there were 1,101 burglary offences compared to 1,168 in the same period last year.</p>																								
<p><b>Theft of a Motor Vehicle (MOPAC 7 measure)</b></p> <p>Measured in: Number (part of the MOPAC set) Good Performance: Lower</p>	<p><b>Total number of Theft of a Motor Vehicle Offences (MOPAC7 measure)</b></p> <table border="1"> <caption>Total number of Theft of a Motor Vehicle Offences (MOPAC7 measure)</caption> <thead> <tr> <th>Year/Quarter</th> <th>Offences</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>841</td> </tr> <tr> <td>2013/14</td> <td>897</td> </tr> <tr> <td>2014/15</td> <td>0</td> </tr> <tr> <td>Jun</td> <td>204</td> </tr> <tr> <td>Sep</td> <td>378</td> </tr> <tr> <td>Dec</td> <td>0</td> </tr> <tr> <td>Mar</td> <td>0</td> </tr> </tbody> </table>		Year/Quarter	Offences	2012/13	841	2013/14	897	2014/15	0	Jun	204	Sep	378	Dec	0	Mar	0	897	Not Set	Not Set	378	N/A	↔
Year/Quarter	Offences																							
2012/13	841																							
2013/14	897																							
2014/15	0																							
Jun	204																							
Sep	378																							
Dec	0																							
Mar	0																							
<p>Targets are being set by the Community Safety Partnership. Performance against targets and comments will be provided by the MPS in quarter 3.</p> <p>Data taken from the met.police.uk website indicates that for the period between April-July 2014 there were 378 theft of a motor vehicle offences compared to 369 in the same period last year.</p>																								

Description		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Q2 Stretched Target (Jul-Sep 2014)	Q2 actual (Jul-Sep 2014)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing 13/4 and 14/5 actual)
<p><b>Theft from a Motor Vehicle (MOPAC 7 measure)</b></p> <p>Measured in: Number (part of the MOPAC set) Good Performance: Lower</p>	<p><b>Total number of Theft from a Motor Vehicle Offences (MOPAC7 measure)</b></p> 	1956	Not Set	Not Set	698	N/A	↑
<p><b>Theft from the Person (MOPAC 7 measure)</b></p> <p>Measured in: Number (part of the MOPAC set) Good Performance: Lower</p>	<p><b>Total number of Theft from the Person Offences (MOPAC7 measure)</b></p> 	1543	Not Set	Not Set	514	N/A	↑
<p><b>Vandalism (criminal damage) (MOPAC 7 measure)</b></p> <p>Measured in: Number (part of the MOPAC set) Good Performance: Lower</p>	<p><b>Total number of Criminal Damage Offences (MOPAC7 measure)</b></p> 	2126	Not Set	Not Set	973	N/A	↔




Description	Legend		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Q2 Stretched Target (Jul-Sep 2014)	Q2 actual (Jul-Sep 2014)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing 13/4 and 14/5 actual)
	— Stretch Target	- - Standard Target						
<p><b>Total Notifiable Offences (number)</b></p> <p>Measured in: Number Good Performance: Lower</p>			27086	Not Set	Not Set	11197	N/A	↑
<p><b>Total Notifiable Offences</b></p>			<p>Targets are being set by the Community Safety Partnership. Performance against targets and comments will be provided by the MPS in quarter 3.</p> <p>Data taken from the met.police.uk website indicates that for the period between April-July 2014 there were 11,197 total notifiable offences compared to 12,066 in the same period last year.</p>					
<p><b>Local concern about ASB and Crime (ARS): vandalism graffiti and criminal damage.</b></p> <p>(%)</p> <p>Measured in % Good performance: Lower</p>			39	35	n/a	n/a	GREEN	↔
<p><b>ASB Concern about vandalism, graffiti and criminal damage (ARS)</b></p>			<p>This outturn relates to 2013/14 - the survey fieldwork took place in June / July 2014. Whilst performance has exceeded the stretched target, the change compared to last year is not statistically significant.</p>					
<p><b>Local concern about ASB and Crime (ARS): Drunk or rowdy behaviour in public spaces.</b></p> <p>(%)</p> <p>Measured in % Good performance: Lower</p>			50	46	n/a	n/a	AMBER	↓
<p><b>ASB Concern over drunk and rowdy behaviour (ARS)</b></p>			<p>This outturn relates to 2013/14 - the survey fieldwork took place in June / July 2014. The survey's findings may partly be explained as an effect of the fieldwork being undertaken in the summer months, particularly with the World Cup and other sporting events taking place. In response to this rising trend, there has been recent investment in new THEOs, as well as extra support for the CCTV room to assist triaging ASB reports within the Council. The second Council funded Police Team – Partnership Taskforce 2 – has now been launched and will provide a more nuanced response to particular types of ASB e.g. related to prostitution or gangs. There is also greater capacity for the new team to work more closely with the THEOs. The Police have also recently made use of the power under s30 Anti-Social Behaviour Act 2003 to create a dispersal zone, with a number of such zones now operating in this borough.</p>					

Description		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Q2 Stretched Target (Jul-Sep 2014)	Q2 actual (Jul-Sep 2014)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing 13/4 and 14/5 actual)												
<p><b>Local concern about ASB and Crime (ARS): Drug use or drug dealing as a problem.</b> (%)</p> <p>Measured in % Good performance: Lower</p>	<p><b>ASB Concern over drug use or drug dealing (ARS)</b></p>  <table border="1"> <caption>ASB Concern over drug use or drug dealing (ARS)</caption> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>51</td> </tr> <tr> <td>2010/11</td> <td>52</td> </tr> <tr> <td>2011/12</td> <td>53</td> </tr> <tr> <td>2012/13</td> <td>55</td> </tr> <tr> <td>2013/14</td> <td>59</td> </tr> </tbody> </table>	Year	Value (%)	2009/10	51	2010/11	52	2011/12	53	2012/13	55	2013/14	59	59	55	n/a	n/a	AMBER	↓
Year	Value (%)																		
2009/10	51																		
2010/11	52																		
2011/12	53																		
2012/13	55																		
2013/14	59																		
<p><b>Satisfaction with the Police and Community Safety Partnership (ARS)</b> (%)</p> <p>Measured in % Good performance: Higher</p>	<p><b>ASB Satisfaction: Satisfaction with the Police / Community Safety Partnership (ARS)</b></p>  <table border="1"> <caption>ASB Satisfaction: Satisfaction with the Police / Community Safety Partnership (ARS)</caption> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>48</td> </tr> <tr> <td>2011/12</td> <td>50</td> </tr> <tr> <td>2012/13</td> <td>51</td> </tr> <tr> <td>2013/14</td> <td>51</td> </tr> </tbody> </table>	Year	Value (%)	2010/11	48	2011/12	50	2012/13	51	2013/14	51	51	55	n/a	n/a	N/A	↔		
Year	Value (%)																		
2010/11	48																		
2011/12	50																		
2012/13	51																		
2013/14	51																		
<p><b>Percentage of people who believe people from different backgrounds get along well together (ARS)</b> (%)</p> <p>Measured in % Good performance: Higher</p>	<p><b>% of people who believe people from different backgrounds get on well together in their local area (ARS)</b></p>  <table border="1"> <caption>% of people who believe people from different backgrounds get on well together in their local area (ARS)</caption> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>75</td> </tr> <tr> <td>2010/11</td> <td>76</td> </tr> <tr> <td>2011/12</td> <td>78</td> </tr> <tr> <td>2012/13</td> <td>81</td> </tr> <tr> <td>2013/14</td> <td>78</td> </tr> </tbody> </table>	Year	Value (%)	2009/10	75	2010/11	76	2011/12	78	2012/13	81	2013/14	78	78	81	n/a	n/a	AMBER	↔
Year	Value (%)																		
2009/10	75																		
2010/11	76																		
2011/12	78																		
2012/13	81																		
2013/14	78																		

Description		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Q2 Stretched Target (Jul-Sep 2014)	Q2 actual (Jul-Sep 2014)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing 13/4 and 14/5 actual)												
<b>Healthy and Supportive Community</b>																			
<p><b>Smoking Quitters</b></p> <p>Measured in: rate per 100,000 of population (aged 16+) of four-week smoking quitters who have attended NHS Stop Smoking Services . Good Performance: Higher</p>	<p><b>Stopping Smoking (Rate per 100,000)</b></p>  <table border="1"> <caption>Stopping Smoking (Rate per 100,000)</caption> <thead> <tr> <th>Year/Quarter</th> <th>Rate</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>1881</td> </tr> <tr> <td>2012/13</td> <td>1585</td> </tr> <tr> <td>2013/14</td> <td>862</td> </tr> <tr> <td>Jun 2014</td> <td>163</td> </tr> <tr> <td>Sep 2014</td> <td>303</td> </tr> </tbody> </table>	Year/Quarter	Rate	2011/12	1881	2012/13	1585	2013/14	862	Jun 2014	163	Sep 2014	303	1815	975	409	303	RED	↓
Year/Quarter	Rate																		
2011/12	1881																		
2012/13	1585																		
2013/14	862																		
Jun 2014	163																		
Sep 2014	303																		
<p>Since the beginning of the financial year, 661 residents have attended NHS Stop Smoking Services and achieved the four-week quit target. 86% of target quits had been achieved at the end of Q2 due, in the main, to a low quit rate within primary care predominately caused by insufficient prescribing of smoking cessation treatments. A recovery plan has been implemented within primary care since October. This recovery plan has included briefings for all clinical staff on best practice prescribing; additional staff training for those delivering and promoting the service; and further promotion of the stop smoking services.</p> <p>Performance is also expected to increase in Qs 3 &amp; 4 due to national and local campaigns.</p>																			
<p><b>Average time between a child entering care and moving in with adoptive family (Time to adoption)</b></p> <p>Measured in: Days Good Performance: Lower</p>	<p><b>Time to Adoption</b></p>  <table border="1"> <caption>Time to Adoption</caption> <thead> <tr> <th>Year/Quarter</th> <th>Days</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>550</td> </tr> <tr> <td>2014/15</td> <td>558</td> </tr> <tr> <td>Jun 2014</td> <td>558</td> </tr> <tr> <td>Sep 2014</td> <td>592</td> </tr> </tbody> </table>	Year/Quarter	Days	2013/14	550	2014/15	558	Jun 2014	558	Sep 2014	592	550	514	514	592	RED	↔		
Year/Quarter	Days																		
2013/14	550																		
2014/15	558																		
Jun 2014	558																		
Sep 2014	592																		
<p>Performance figure relates to April 2012 - September 2014 i.e. the latest three year rolling period that will be used in the next DFE Scorecard. The actual April 2014 - September 2014 performance figure is 655. PRG received a report in October that outlined the key issues regarding adoption performance, and proposed a number of improvement actions. PRG have asked to track some individual adoption cases in order to better understand the process and performance issues associated with it, so that the Council can ensure that it is providing whatever support it can to ensuring timely and effective adoptions.</p>																			
<p><b>Percentage of ethnic minority background children leaving care who are adopted (BME adoptions)</b></p> <p>Measured in: % Good Performance: Higher</p>	<p><b>BME Adoptions (%)</b></p>  <table border="1"> <caption>BME Adoptions (%)</caption> <thead> <tr> <th>Year/Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>4</td> </tr> <tr> <td>2014/15</td> <td>5</td> </tr> <tr> <td>Jun 2014</td> <td>5</td> </tr> <tr> <td>Sep 2014</td> <td>5</td> </tr> </tbody> </table>	Year/Quarter	Percentage	2013/14	4	2014/15	5	Jun 2014	5	Sep 2014	5	4	7	7	5	AMBER	↔		
Year/Quarter	Percentage																		
2013/14	4																		
2014/15	5																		
Jun 2014	5																		
Sep 2014	5																		
<p>Performance figure relates to April 2012 - September 2014 i.e. the latest three year rolling period that will be used in the next DFE Scorecard. The actual April 2014 - September 2014 performance figure is 8%. PRG received a report in October that outlined the key issues regarding adoption performance, and proposed a number of improvement actions. PRG have asked to track some individual adoption cases in order to better understand the process and performance issues associated with it, so that the Council can ensure that it is providing whatever support it can to ensuring timely and effective adoptions.</p>																			

Description		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Q2 Stretched Target (Jul-Sep 2014)	Q2 actual (Jul-Sep 2014)	Variance (performance against Q2 stretch target)	Direction of Travel (comparing 13/4 and 14/5 actual)																				
<p>Proportion of people using social care who receive <b>self-directed support</b>, and those receiving <b>direct payments</b></p> <p>Measured in: % Good Performance: Higher</p>	<p style="text-align: center;"><b>Social Care clients in receipt of self-directed support and direct payments</b></p> <table border="1"> <caption>Data for Social Care clients in receipt of self-directed support and direct payments</caption> <thead> <tr> <th>Year/Quarter</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr><td>2009/10</td><td>10.7</td></tr> <tr><td>2010/11</td><td>39</td></tr> <tr><td>2011/12</td><td>39</td></tr> <tr><td>2012/13</td><td>52.6</td></tr> <tr><td>2013/14</td><td>61.7</td></tr> <tr><td>Jun</td><td>62.7</td></tr> <tr><td>Sep</td><td>62.4</td></tr> <tr><td>Dec</td><td>-</td></tr> <tr><td>March</td><td>-</td></tr> </tbody> </table>	Year/Quarter	Percentage (%)	2009/10	10.7	2010/11	39	2011/12	39	2012/13	52.6	2013/14	61.7	Jun	62.7	Sep	62.4	Dec	-	March	-	61.7	70	70	62.4	AMBER	↑
Year/Quarter	Percentage (%)																										
2009/10	10.7																										
2010/11	39																										
2011/12	39																										
2012/13	52.6																										
2013/14	61.7																										
Jun	62.7																										
Sep	62.4																										
Dec	-																										
March	-																										
		<p>This measure has a new definition for 2014/15, which separates performance for service users and for carers. Based on the new definition (service users only) the Q1 position is 62.4%.</p>																									

<b>Cabinet</b> 07 January 2015	 <b>TOWER HAMLETS</b>
<b>Report of:</b> Corporate Director Resources	<b>Classification:</b> Unrestricted
Exercise of Corporate Directors' Discretions	

<b>Lead Member</b>	Councillor Alibor Choudhury, Cabinet Member Resources
<b>Wards affected</b>	All
<b>Community Plan Theme</b>	One Tower Hamlets
<b>Key Decision?</b>	No

## Executive Summary

This report sets out the exercise of Corporate Directors' discretions under Financial Regulation B8 which stipulates that such actions be the subject of a noting report to Cabinet if they involve expenditure between £100,000 and £250,000.

## Recommendations:

The Mayor in Cabinet is recommended to:

Note the exercise of Corporate Directors' discretions as set out in Appendix 1.

### 1. REASONS FOR THE DECISIONS

- 1.1 Financial Regulations require that regular reports be submitted to Council/Committee setting out financial decisions taken under Financial Regulation B8.
- 1.2 The regular reporting of Corporate Director's Discretions should assist in ensuring that Members are able to scrutinise officer decisions.

### 2. ALTERNATIVE OPTIONS

- 2.1 The Council is bound by its Financial Regulations (which have been approved by Council) to report to Council/Committee setting out financial decisions taken under Financial Regulation B8.
- 2.2 If the Council were to deviate from those requirements, there would need to be a good reason for doing so. It is not considered that there is any such

reason, having regard to the need to ensure that Members are kept informed about decisions made under the delegated authority threshold and to ensure that these activities are in accordance with Financial Regulations.

### **3. DETAILS OF REPORT**

3.1 Financial Regulation B8 sets out the Cabinet Reporting Thresholds for the following financial transactions:

- Virements
- Capital Estimates
- Waiving Competition Requirements for Contracts and Orders (Subject to EU threshold)
- Capital Overspends
- Settlement Of Uninsured Claims

3.2 Under Financial Regulation B8, if the transaction involves a sum between £100,000 and £250,000 it can be authorised by the Corporate Director under the scheme of delegation but must also be the subject of a noting report to the next available Cabinet.

3.3 Appendix 1 sets out the exercises of Corporate Directors' discretions, under the stipulations in 2.2 above, that have taken place since the previous Cabinet.

### **4. COMMENTS OF THE CHIEF FINANCE OFFICER**

4.1 The comments of the Chief Financial Officer have been incorporated into the report and Appendix.

### **5. LEGAL COMMENTS**

5.1 The report sets out the individual exercises of Corporate Directors' Actions for noting by Cabinet, as required by Financial Regulation B8.

5.2 Internal guidelines have been published setting out the process by which Records of Corporate Directors' Actions are completed. These specify that the proposed action must be in accordance with the Council's Financial Regulations and its Procurement Procedures. There are limited circumstances in which waiver of the Procurement Procedure is permissible and the guidelines reinforce that waiver should not be sought as a substitute for proper planning. All proposed actions where the value exceeds £100,000 are required to be agreed with the Mayor prior to sign off and approval by the corporate director.

5.3 Each director's action requires prior authorisation by the relevant service head, the head of procurement, the chief finance officer and the monitoring officer before agreement by the corporate director. A template form is completed to record each director's action and these Records of Corporate Directors' Actions (RCDAs) must be maintained by the each directorate. The

legal implications of each of the individual decisions are provided as part of the decision making process and are recorded on the relevant RCDA.

## **6. ONE TOWER HAMLETS CONSIDERATIONS**

6.1 This report is concerned with the notification of officers' discretions under Standing Orders and has no direct One Tower Hamlets implications. To the extent that there are One Tower Hamlets Considerations arising from the individual actions, these would have been addressed in the records of each action.

## **7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

7.1 There are no Sustainable Action for A Greener Environment implications arising from this report.

## **8. RISK MANAGEMENT IMPLICATIONS**

8.1. The risks associated with each of the Corporate Directors' discretions as set out in Appendix 1 would have been identified and evaluated as an integral part of the process, which lead to the decision.

## **9. CRIME AND DISORDER REDUCTION IMPLICATIONS**

9.1 There are no Crime and Disorder Reduction Implications arising from this report.

## **10. EFFICIENCY STATEMENT**

10.1 The works referred to in the report will be procured in line with established practices, taking account of best value.

---

### **Linked Reports, Appendices and Background Documents**

#### **Linked Report**

- None

#### **Appendices**

- Appendix 1 – Exercise of Corporate Directors' Discretions under Financial Regulation B8

#### **Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000**

#### **List of "Background Papers" used in the preparation of this report**

- Record of Corporate Director's Actions

#### **Officer contact details for documents:**

- Sajeed Patni, Finance Business Partner, Education, Social Care & Wellbeing (ESCW) Directorate, Ext. 4960

### Originating Officers and Contact Details

Name	Title	Contact for information
Alimul Kadir	Accountant Financial Planning	Ext. 5224



## Appendix 1: Exercise of Corporate Directors' Discretions under Financial Regulation B8

Corporate Director	Amount	Description of Exercise of Discretion	Justification for Action	Contractor's Name and Address (incl. postcode)	Contact
Robert McCulloch-Graham	£246,923	Waiving Financial Regulations - Tower Hamlets School Health Service	Procurement exercise for current contract currently at award stage, this represents an interim extension to the current contract.	Barts Health NHS Trust, 80 Newark Street, London E1 2ES	Esther Trenchard-Mabere
Robert McCulloch-Graham	£190,000	Adoption of a Capital Estimate – Primary Schools, Kitchen Upgrades	To cope with additional school meals that will need to be provided, 18 primary schools will require additional equipment or kitchen alterations.	N/A	Calvin Coughlan

This page is intentionally left blank