

OVERVIEW & SCRUTINY COMMITTEE

Monday, 2 November 2015 at 7.15 p.m., Room C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

This meeting is open to the public to attend.

Members:

Chair: Councillor John Pierce

Vice Chair: Councillor Danny Hassell

Councillor Mahbub Alam

Councillor Amina Ali

Councillor Peter Golds

Councillor Denise Jones

Councillor Md. Maium Miah

Councillor Oliur Rahman

Councillor Helal Uddin

Scrutiny Lead for Adult Health and Wellbeing

Scrutiny Lead for Law Probity and Governance

Scrutiny Lead for Communities, Localities & Culture

Scrutiny Lead for Resources

Scrutiny Lead for Development and Renewal

Co-opted Members:

1 Vacancy

Nozrul Mustafa

Victoria Ekubia

Dr Phillip Rice

Rev James Olanipekun

(Parent Governor Representative)

(Parent Governor Representative)

(Roman Catholic Church Representative)

(Church of England Representative)

(Parent Governor Representative)

Deputies:

Councillor Khales Uddin Ahmed, Councillor Shahed Ali, Councillor Dave Chesterton, Councillor Shafiqul Haque, Councillor Gulam Robbani and Councillor Candida Ronald

[The quorum for this body is 3 voting Members]

Contact for further enquiries:

David Knight, Democratic Services

1st Floor, Town Hall, Town Hall, Mulberry Place, 5 Clove Crescent,

London, E14 2BG

Tel: 020 7364 4878

E-mail: david.knight@towerhamlets.gov.uk

Web: <http://www.towerhamlets.gov.uk/committee>

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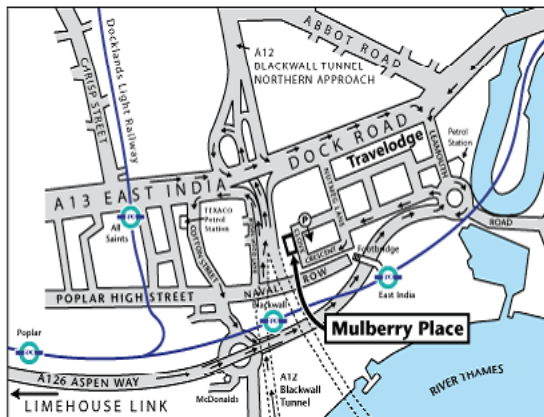
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1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST

1 - 4

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

3. UNRESTRICTED MINUTES

To confirm as a correct record of the proceedings the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 5th October, 2015.

4. REQUESTS TO SUBMIT PETITIONS

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

5. UNRESTRICTED REPORTS 'CALLED IN'

Nil items

6. SCRUTINY SPOTLIGHT

Nil items

7. UNRESTRICTED REPORTS FOR CONSIDERATION

| | | | |
|------------|--|------------------|-----------------|
| 7.1 | Annual Procurement Report | 5 - 24 | |
| 7.2 | Petition Review | 25 - 38 | |
| 7.3 | Strategic Resources and Planning 2016-17 to 2018-19 | All Wards | 39 - 154 |

8. VERBAL UPDATES FROM SCRUTINY LEADS

(Time allocated – 5 minutes each)

9. PRE-DECISION SCRUTINY OF UNRESTRICTED CABINET PAPERS

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

(Time allocated – 30 minutes).

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

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

11. EXCLUSION OF THE PRESS AND PUBLIC

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

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

EXEMPT/CONFIDENTIAL SECTION (Pink Papers)

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

SECTION TWO

12. EXEMPT/ CONFIDENTIAL MINUTES

To confirm as a correct record of the proceedings the restricted minutes of the meeting of the Overview and Scrutiny Committee held on 5th October, 2015.

13. EXEMPT/ CONFIDENTIAL REPORTS 'CALLED IN'

Nil Items

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

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

(Time allocated 15 minutes).

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

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

Next Meeting of the Overview and Scrutiny Committee

Monday, 30 November 2015 at 7.15 p.m. to be held in Room C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

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Agenda Item 2

DECLARATIONS OF INTERESTS - NOTE FROM THE INTERIM MONITORING OFFICER

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

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

Interests and Disclosable Pecuniary Interests (DPIs)

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

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

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

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

Effect of a Disclosable Pecuniary Interest on participation at meetings

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

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

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

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

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

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

Further advice

For further advice please contact:-

- Melanie Clay, Director, Law, Probity and Governance, 020 7364 4800
- John Williams, Service Head, Democratic Services, 020 7364 4204

APPENDIX A: Definition of a Disclosable Pecuniary Interest

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

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


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Tower Hamlets Council
**OVERVIEW & SCRUTINY
COMMITTEE**

ANNUAL PROCUREMENT REPORT

1. 3rd November, 2015 Cabinet Report

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| | |
|--|---|
| Cabinet 3rd November 2015 |  TOWER HAMLETS |
| Report of: Zena Cooke – Corporate Director Resources | Classification: Unrestricted |
| Annual Procurement Report | |

| | |
|-------------------------------|-----------------------------------|
| Lead Member | Councillor David Edgar |
| Originating Officer(s) | Zamil Ahmed – Head of Procurement |
| Wards affected | All wards |
| Community Plan Theme | One Tower Hamlets |
| Key Decision | Yes |

EXECUTIVE SUMMARY

This report provides the annual procurement expenditure analysis for financial year 2014-15 and an update on our performance against key objectives set out within the Councils Procurement Policy Imperatives.

DECISION REQUIRED:

Cabinet is recommended to:-

1. Review and note the annual procurement expenditure analysis
2. Note the achievements against the Procurement Policy Imperatives
3. Note the Authority's position on central records of all supplies, services and works contracts and progress made in improving third party expenditure under management
4. Note the current issues, future challenges and planned improvements to further transform Council's procurement activities

1. BACKGROUND

- 1.1 The report provides a summary of the Council's third party expenditure on supplies, services and works and is intended to provide a clear view of the corporate and directorate procurement expenditure with the purpose of identifying savings opportunities and areas for improving operational performance.
- 1.2 The requirement for an annual Procurement report was identified as part of the Best Value Procurement Action Plan and the 'Challenge Session' undertaken by Overview and Scrutiny. Further, the Best Value Programme

Board recommended for the report to be presented to Overview and Scrutiny by the lead Member for Resources.

2. BEST VALUE (BV) IMPLICATIONS

- 2.1 The Council is required to consider the value for money implications of its decisions and to secure best value in the provision of all its services. The Council procures annually some £350m of supplies and services with a current supplier base of approximately 3,500 suppliers. The governance arrangements undertaking such buying decisions are set out in the Council's Procurement Procedures, which form part of the Financial Regulations.

3. ONE TOWER HAMLETS CONSIDERATIONS

- 3.1 Equalities and diversity implications – and other One Tower Hamlets issues – are addressed through the tollgate process, and all contracting proposals are required to demonstrate that both financial and social considerations are adequately and proportionately addressed. The work of the Competition Board and the Procurement Service ensures a joined-up approach to procurement.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 There are no financial implications arising from the recommendations in this report.

5. LEGAL COMMENTS

- 5.1 On 17 December 2014, the Secretary of State made directions in relation to the Council pursuant to powers under section 15(5) and (6) of the Local Government Act 1999 ('2014 Directions'). Those directions are in place until 31 March 2017. The directions required that the Council agreed and implemented an action plan demonstrating the Council's continued compliance with its Best Value obligations in accordance with section 3 Local Government Act 1999. Amongst other things the Council was required to:

5.1.1 Provide an annual procurement report

5.1.2 Detail the Council's achievements in respect of the Council's Procurement Policy Objectives

- 5.2 An annual Procurement report has also been mandated under the Council's own internal constitutional processes by Overview and Scrutiny.



ANNUAL PROCUREMENT REPORT

2014-2015

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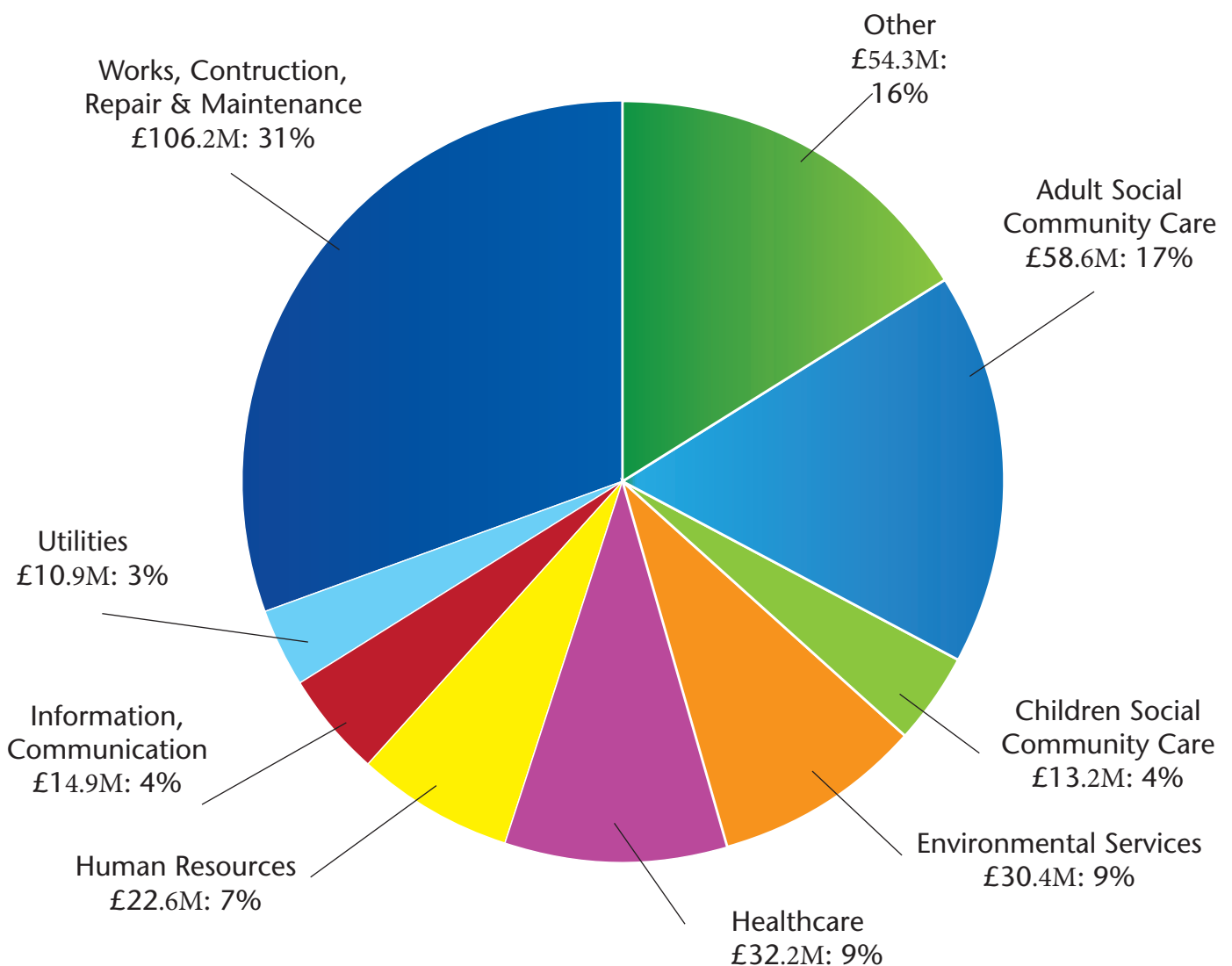
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1. Introduction

This report provides a summary of the council's addressable procurement spend in 2014-15 on supplies, services and a baseline for identifying future savings opportunities and areas for operational performance improvement.

The total addressable procurement expenditure was £343,296,795. A further £115m was spent with non-council payees but this spend could not be influenced by procurement activity (e.g. social care direct payments, staff expenses, foster carer payments).

The chart below provides a breakdown of the addressable spend into key procurement categories of expenditure.



2. Procurement Performance

The Procurement Policy Imperatives 2012-15 strategy was approved by Cabinet January 2013 and details how the council will take an innovative approach to procurement and provide economic and social benefits to local residents.

The ultimate goals are to maximise value for money and to improve the quality of life for both residents and businesses within Tower Hamlets.

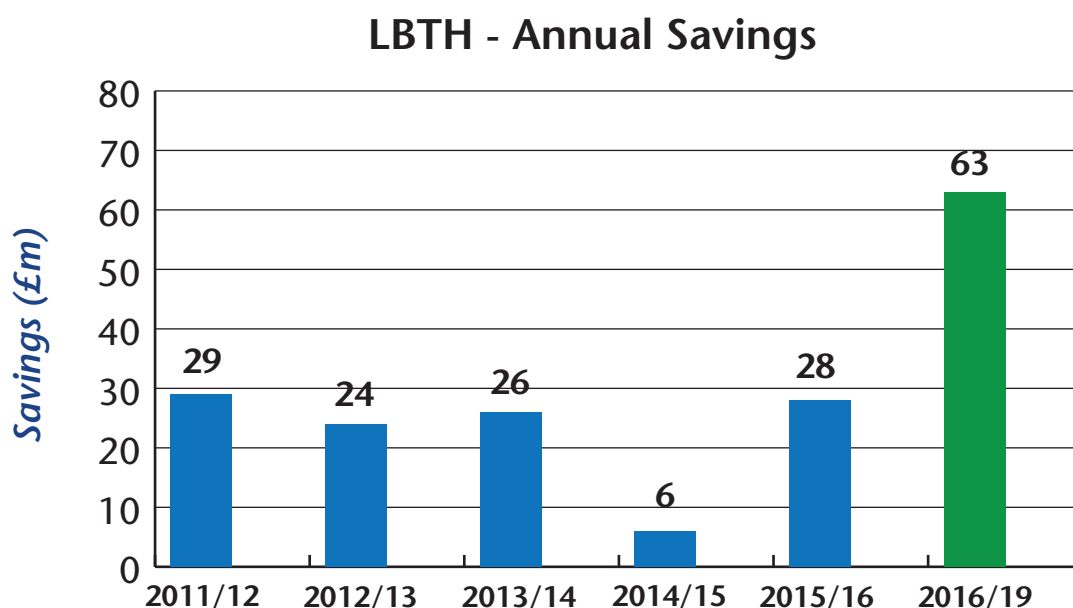
The Imperatives are based on seven key principles:

1. Delivering budget efficiencies and providing value for money
2. Create Local Employment and Training Opportunities
3. Support local businesses, especially SME and alternative providers
4. Promote workforce diversity and equality of opportunity
5. Promote fair employment practice including implementation of the London Living Wage
6. Promote ethical sourcing, including fair trade products
7. Promote environmentally sustainable products and business

2.1 Budget savings

Despite signs of improvement in the economy, the financial outlook for local government remains extremely challenging. The government's finance settlement, announced on 18 December 2014 with a decrease of £34m, is expected to continue expenditure cuts to council funding at the same rate as the period from 2010-2014.

To bridge this gap, the council established a cross cutting savings programme. Benefits from which are summarised in the following diagram:



A number of budget savings have been achieved through the re-procuring and consolidation of existing contracts, such as in the area of public health, mailing services, temporary staffing expenditure. Further cross directorate procurement opportunities are currently being progressed. However, moving forward the council is unlikely to achieve the level of savings required through simply re-tendering contracts and deploying existing procurement strategies.

Therefore, the council is now looking at ways to refine the corporate control of procurement and enhance cross cutting savings opportunities. These will include embedding Category Management principles, developing standard contract and supplier management practices and developing e-procurement systems to streamline quotations and tenders below the current £25,000 threshold.

Case Study: Value for Money



The Council led on a collaborative procurement exercise with 10 other London Boroughs for processing of benefit claims and secured:

- Financial savings for the Council and all the other local authorities involved
- An improvement in the quality of processing claims

2.2 Employment and Community Benefits

One of the key priorities for the council is to secure jobs and training opportunities for local residents and to maximise the inclusion of local supply chains in contracts and sub-contracts

From 2013 to date, the council has consistently over delivered on its ambitious target for employment and community benefits.

The innovative approaches taken have been recognised through the three key national awards:

- **National Go Awards:** Excellence in Public Procurement – March 2014
- **London Living Wage Accreditation -**
- **London Boroughs Award:** Best work with supply chain/local businesses to create new Apprentices – September 2014
- **SOPO Awards:** Excellence in delivering Social Value – Finalist – April 2015

Case study: Application of Social Value Act to secure Employment and Community Benefits for Borough's residents



A parks commercial contract secured a long term commitment for a supplier to deliver major events in Victoria Park, enabling funds to be re-invested into maintaining the park. The Council secured:

- Internship opportunities for 8 young people in a variety of roles
- Free tickets for residents, provided by the supplier for each event day to the local community
- Local employment opportunities from the supplier's supply base, with local staff recruited for events in a variety of roles
- Volunteering opportunities for 35 people (28 local) to gain experience in producing events
- Sponsorship from the supplier to local charities to support the following local initiatives:
 - o Victoria Park Friends Group community event programme
 - o Fish Island Labs project, a centre, designed to kick-start the careers of a new generation of emerging talent spanning technology and the arts
 - o East London Arts and Music (ELAM), a new industry academy for 16-19 year olds
- Employment and training opportunities for over 30 ELAM at the Lovebox Festival.

Case Study: Local Employment



Through a Primary School Expansion tender, the Council secured:

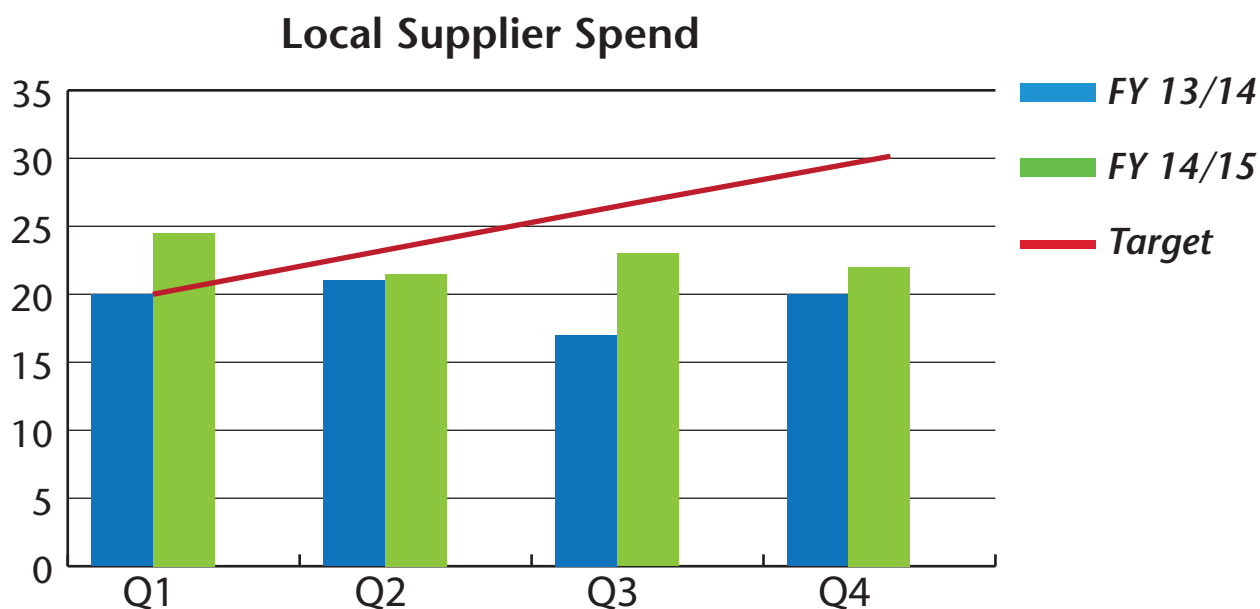
- Commitment to build a relationship with Skillsmatch and Tower Hamlets College to achieve 20% local employment for the project
- Ring-fenced vacancies for local people
- Agreement to use core, local catchment areas for employment opportunities
- The provision of trainee placements.

2.3 Local Suppliers

The council is committed to supporting local businesses, especially SME and alternative providers, including third sector organisations.

In order to encourage local business and alternative providers to bid for contract opportunities, including consortia bids, the council has divided large scale contracts into lots.

The following chart illustrates the current position on procurement spend with local organisations. The spend excludes grants, which are mainly awarded to organisations. It also does not include any indirect spend that local suppliers secure as part of sub-contract arrangement with the Council's principal contractors.



The total spend has increased slightly over 2013/14 but remains short of the overall target. The renewal of all Public Health contracts, which were transferred to the Authority in 2013, and local events using local companies have contributed to this current performance.

However, local spend through extended supply chain has not been captured and that is likely to result in better performance.

The directorate with the highest percentage of local spend are Education, Social Care and Wellbeing (ESCW) and Law, Probity and Governance.

Case Study: Innovation, SME Engagement and Social Value Act in practice



The council led negotiations for a Print and Design Framework which included two other east London boroughs, to deliver cashable savings, improved contract compliance and increased supplier work content.

- 30 organisations awarded contract in the framework with 20% local SMEs.
- 96.67% of the organisations provided employment and community benefits for local residents

Case Study: Supplier and Market Engagement



In the financial year 2014-15, the council undertook 19 supplier briefing and 3 market engagement exercises aimed at providing local, SME businesses guidance on how to submit quality bids for council contract opportunities. This approach worked well for the Stealthy Food project, with suppliers providing input to help shape the tender.

As a result, the service specification and requirements were far superior to the initial scope and the council was able to secure better value for money.

2.4 London Living Wage

The council first implemented its London Living Wage (LLW) policy in December 2012.

Since its introduction, the council has progressively implemented LLW as a standard clause into contracts. Currently, 73.21% of contracts include payment of LLW.

In May 2014, the Council was recognised for its efforts and awarded the 'LLW Employer' status. It is our aim to achieve implementation of the LLW in 90% of contracts.



2.5 Ethical Sourcing and Sustainability

A new Supply Chain 'Code of Conduct' is being developed to highlight the main social value principles and practices that should be expected from our suppliers when dealing with the council.

As part of the Best Value Procurement Improvement Programme, a new Supply Chain Ethical Code of Conduct is being developed to be in place by September 2015.

3. Contractual View

Since January 2014, all contracts above the £25,000 procurement threshold are procured through the central procurement service and tendered through the Council's e-tendering system.

The Procurement Procedures implemented in January 2014 strengthened the role of central procurement service by reducing the threshold for procurement involvement from the EU threshold (Supplies and Service £172,514 and Works £4,348,350) to the current £25,000 threshold.

The procedures also require a contract number to be issued to all contracts above this threshold and recorded on the central contracts register, maintained by the Corporate Procurement Service.

All contracts are publically available through the London Contract Register, an initiative of the London Council to bring all London Local Authorities contract information under a single tool that complies with the obligations imposed under the Transparency Code.

This initiative will be further developed during financial years 2015-16 with the aim of linking the contract register information to the Pan London spend analysis tool.

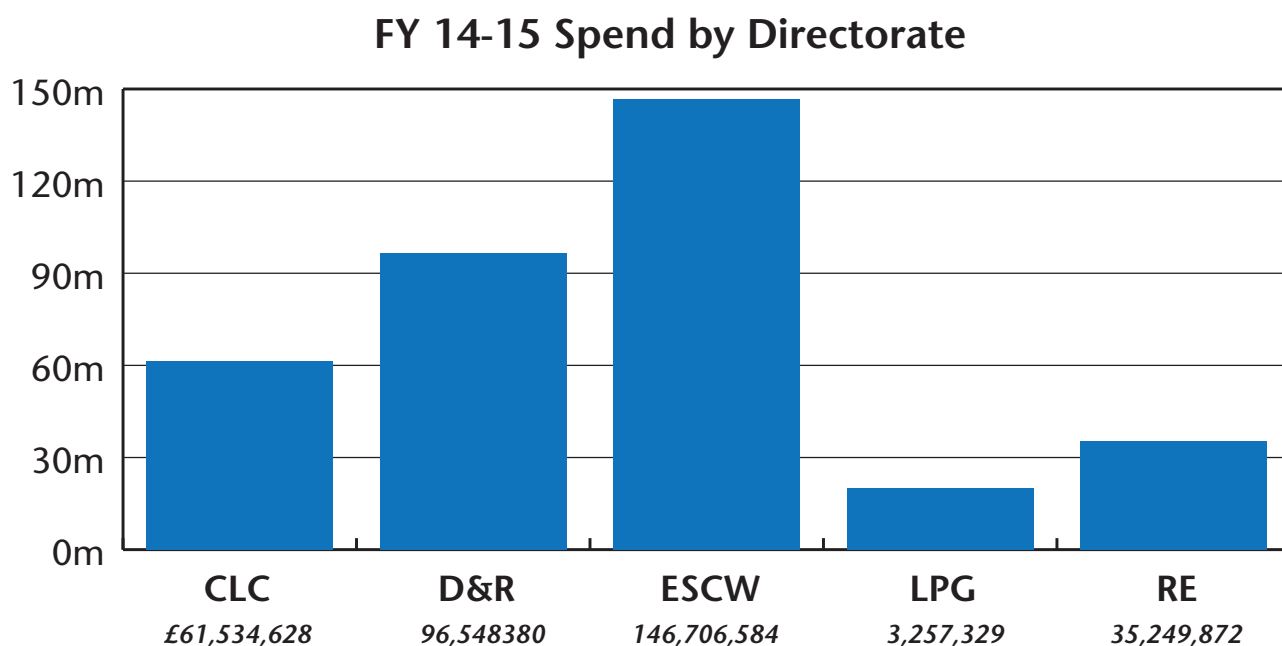
3.1 Contracts Register Analysis

There are currently 222 live contracts (FY14/15) on the Councils central contracts register. The breakdown of contracts across the Council is as follows:

| CONTRACTS ON CENTRAL REGISTER | | |
|-------------------------------|-----------------|--------------------------|
| Directorate | No of contracts | Total contract value - £ |
| ESCW | 114 | 475,251,582 |
| CLC | 34 | 198,085,276 |
| D&R | 30 | 75,655,622 |
| RES | 14 | 141,327,852 |
| LPG | 16 | 3,599,269 |
| THH | 14 | 107,080,445 |

3.2 Spend Under Contract

Analysis of the 2014-15 procurement expenditure against the Council's Contracts Register is shown in the following diagram:



3.3 Delivering Best Value

In response to a recent directive from the Secretary of State for Communities and Local Government, the Council laid out in March 2015, a plan to ensure securing the Authority's compliance with its best value duty.

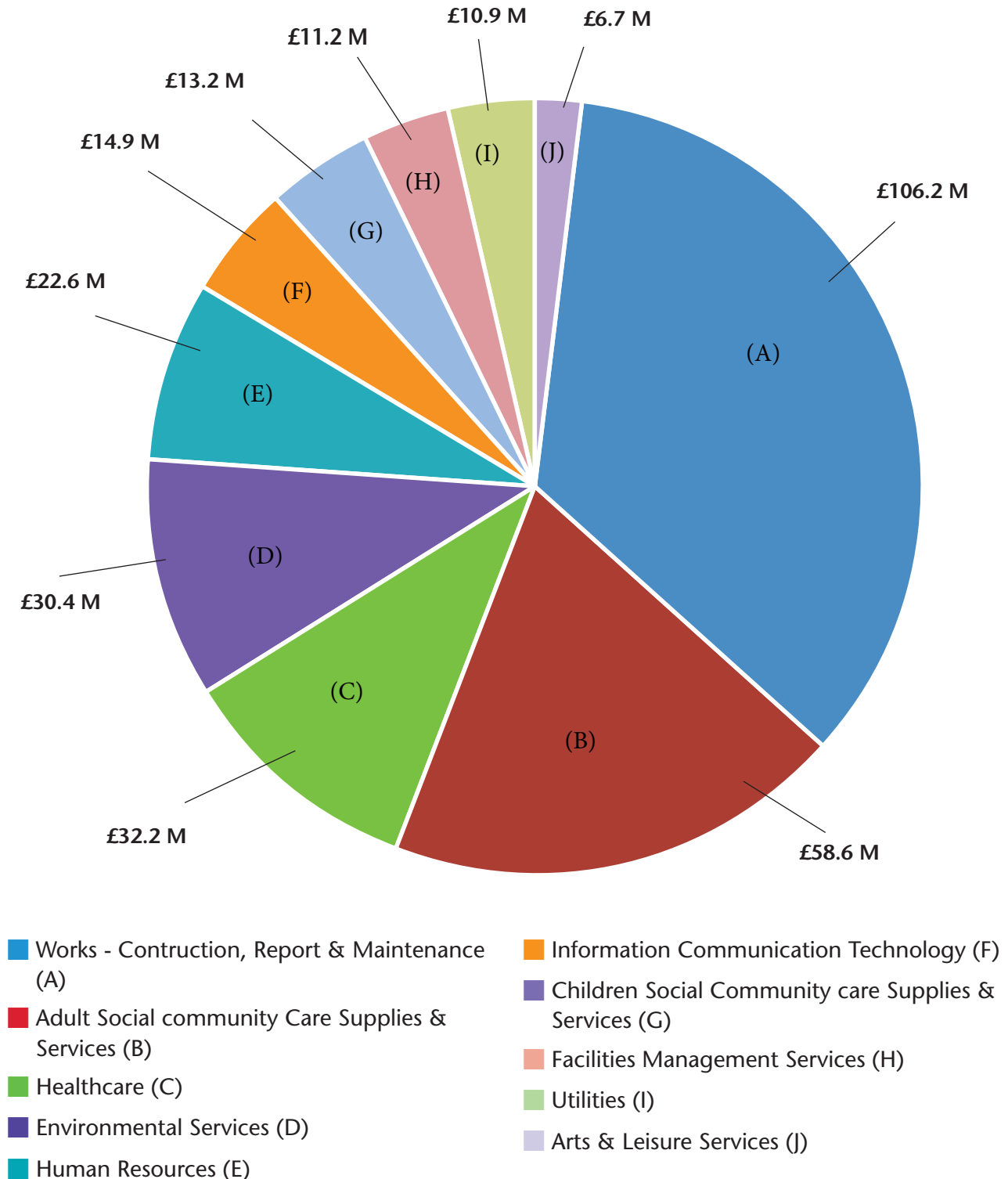
Considerable achievements has been made in strengthening the councils procurement processes and governance arrangements through the direction of the Competition Board and Financial Services Group. This co-ordinated effort has helped to increase the percentage of spend on contract to the current level of 93.36%.

Whilst the Council has in place a range of robust processes for securing best value and has successfully delivered savings to meet recent financial challenges, we recognise that there are areas that require improvement. A new three year Procurement Strategy is being developed which will set out further improvements to strengthen and transform procurement activities across the organisation.

Appendix A


Where we are spending our Money?

Procurement Expenditure Analysis - FY 14-15



Contact Details

Corporate Procurement Service
London Borough of Tower Hamlets
E: procurement@towerhamlets.gov.uk

| | |
|--|---|
| <p>Non-Executive Report of the:</p> <p>Overview and Scrutiny Committee</p> <p>2 November 2015</p> |  |
| <p>Report of: Melanie Clay, Director, Law, Probity and Governance</p> | <p>Classification: Unrestricted</p> |
| <p>Request for a Review into the Council’s Response to a Petition – Leaseholder charges and services delivered by Tower Hamlets Homes</p> | |

| | |
|-------------------------------|---|
| Originating Officer(s) | Matthew Mannion, Committee Services Manager |
| Wards affected | All Wards |

Summary

The Council welcomes petitions and recognises that petitions are one way in which people can let us know their concerns.

The Council’s Petition Scheme, published on the website, sets out how petitions should be considered and responded to by the Council.

The Petition Scheme also sets out the right of any petitioner who was not satisfied with the response of the Council to request that the Overview and Scrutiny Committee review the steps the Council took in response to the petition.

This report provides details of the petition that was submitted to the Council and the Council’s response. The Overview and Scrutiny Committee are requested to review the details and make any comment deemed necessary.

Recommendations:

The Overview and Scrutiny Committee is recommended to:

1. To review the petition and the Council’s response to that petition.
2. To determine whether any recommendations should be made or investigations should be undertaken following consideration of the evidence presented.

1. REASONS FOR THE DECISIONS

- 1.1 The Council's Petition Scheme requires that the Overview and Scrutiny Committee consider any requests to review the steps that the Council has taken in response to a Petition submitted to the Council.

2. ALTERNATIVE OPTIONS

- 2.1 There are no alternative actions as the Constitution requires the Committee to consider the request.

3. DETAILS OF REPORT

- 3.1 The Council adopted a Petition Scheme at its Council meeting on 14 July 2010. The Scheme sets out how the Council will process and respond to petitions. The Petition Scheme is attached at Appendix 1 to this report.
- 3.2 In summary a petition should contain a clear and concise statement covering the subject of the petition and set out the actions the petitioners wish the Council to undertake.
- 3.3 A petition of any size may be submitted to a Directorate or Service Area for consideration. However, petitions containing a certain number of signatures of those who live, work or study in the Borough, may also, should it be requested by the petitioner, be considered at Council, or relevant Committee, meetings. The thresholds of the number of signatures of are:
- 30 Signatures – Presentation to Council, Cabinet or relevant Committee
 - 1000 Signatures – Require a senior Council officer to provide information in public at the Overview and Scrutiny Committee about the issue raised in the petition.
 - 2000 Signatures – A full debate at a Council meeting.

Presentation of Petitions at Council

- 3.4 A popular method of submitting petitions to the Council is to request to have them presented to meetings of Council. The Council's Rules of Procedure (Constitution Part 4) allow for three petitions signed by 30 or more people who live work or study in the Borough to be presented to each ordinary Council meeting. The petitioners have three minutes to present their petition, they then respond to any questions Councillors may have. The relevant Lead Member will then provide a formal response to the petition. To conclude the presentation, Council agrees a recommendation that the relevant Corporate Director should provide a further written response to the petitioners should there be any matters which have not been dealt with at the meeting.

Requesting a review of the Petition Response

- 3.5 The Petition Scheme provides that if the Petitioners are not satisfied with the Council's response then they have the right to request that the Council's Overview and Scrutiny Committee review the steps that the Council has taken in response to the petition.
- 3.6 The petitioners are asked to provide a summary explanation of the reasons why they do not consider the Council's response to be adequate.
- 3.7 The Overview and Scrutiny Committee will consider the request and should it determine that the petition has not been dealt with satisfactorily may use any of its powers to deal with the matter. These powers include instigating an investigation, making recommendations to the Council's Executive or arranging for the matter to be considered at a meeting of the full Council.
- 3.8 Once the appeal has been considered the petition organiser will be informed of the outcome. The review will also be published on the Council's website as part of the minutes of the Overview and Scrutiny Committee meeting.
- 3.9 Appendix 2 to this report contains the petition that was submitted to the Council and the petitioners reasons for requesting a review. Appendix 3 to this report sets out how the petition was considered and what steps were taken in response.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 There are no financial implications arising from the recommendations within this report. However, any decisions to carry out a follow up investigation would need to consider the financial implications of that work and any additional resources would need to be agreed by Cabinet.

5. LEGAL COMMENTS

- 5.1 The terms of reference of the Overview & Scrutiny Committee provided that in respect of the Council's petition scheme, power is delegated to the Committee to undertake a review if a petition organiser feels the authority's response to his/her position was inadequate. In her request for a review (appendix 2 attached), the petition organiser states that despite submitting a petition to Council in January 2014, no formal response has been received and an explanation and a response is sought.
- 5.2 There are no immediate legal implications arising from this report.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 Petitions play an important role in allowing local residents to engage with the Council on matters of importance to them.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 Proper consideration of issues raised through Petitions ensures that the Council is aware of residents' concerns and thus promotes good governance.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 None specific to this report. If there are any in relation to the petition being considered they will be set out in Appendix 3.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 None specific to this report. If there are any in relation to the petition being considered they will be set out in Appendix 3.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 None specific to this report. If there are any in relation to the petition being considered they will be set out in Appendix 3.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- Appendix 1 – The Petition Scheme.
- Appendix 2 – The original petition submitted to the Council and the request for a review.
- Appendix 3 – The Council's response to the petition – **TO FOLLOW**

Local Government Act, 1972 Section 100D (As amended)

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

List any background documents not already in the public domain including officer contact information.

- None

Officer contact details for documents:

- N/A

LONDON BOROUGH OF TOWER HAMLETS

PETITION SCHEME

1. SUBMITTING A PETITION TO THE COUNCIL

Tower Hamlets Council welcomes petitions and recognises that petitions are one way in which people can let us know their concerns. All petitions sent or presented to the council will receive an acknowledgement from the council within 10 working days of receipt. This acknowledgement will set out what we plan to do with the petition. We will treat something as a petition if it is identified as being a petition, or if it seems to us that it is intended to be a petition.

Paper petitions can be sent to:

Petitions,
Democratic Services,
1st Floor,
Town Hall,
Mulberry Place,
E14 2BG

Or can be scanned and e-mailed to general.enquiries@towerhamlets.gov.uk

All petitions will receive a response from the relevant Council Directorate as set out at section 4 below within 28 days of receipt. This will usually be the quickest way of addressing the issue. If you wish to present your petition to a meeting of elected councillors, please see section 5 below for details of how this may be done.

The Council is currently developing a facility for residents to host or sign on-line petitions via our website.

2. GUIDELINES FOR SUBMITTING A PETITION

Petitions submitted to the Council must include:

- a clear and concise statement covering the subject of the petition. This should state what action the petitioners wish the Council to take
- the name, address and signature of each person supporting the petition
- contact details, including an address, for the petition organiser. This is the person we will contact to explain how we will respond to the petition. The contact details of the petition organiser will not be placed on the website.
- If the petition does not identify a petition organiser, we will contact the first listed signatory to the petition to agree who should act as the petition organiser.

The Council will seek to verify the authenticity of each entry on a petition by reference to existing information such as (where appropriate) the current electoral register or other relevant records. Entries which cannot be verified may not be

counted for the purposes of determining whether a petition has exceeded a threshold set out in this scheme.

Petitions which are considered to be vexatious, abusive or otherwise inappropriate will not be accepted.

In the period immediately before an election or referendum, when certain legal restrictions apply, we may need to deal with your petition differently – if this is the case we will explain the reasons and discuss the revised timescale which will apply.

If a petition does not follow the guidelines set out above, the Council may decide not to do anything further with it. In that case, we will write to you to explain the reasons.

3. ACTION BY THE COUNCIL ON RECEIPT OF A PETITION

An acknowledgement will be sent to the petition organiser within 10 working days of us receiving the petition. This will let them know what we plan to do with the petition and when they can expect to hear from us again.

If we can do what your petition asks for, the acknowledgement may confirm that we have taken the action requested and the petition will be closed.

If the petition has enough signatures to trigger a Council debate, or a senior officer giving evidence (see section 5 below), the acknowledgment will confirm this and tell you when and where the meeting will take place (if known at that stage). If the petition needs more investigation, we will tell you the steps we plan to take.

If the petition applies to a planning or licensing application, is a statutory petition (for example requesting a referendum on having an elected mayor), or on a matter where there is already an existing right of appeal, such as council tax banding and non-domestic rates, other procedures apply. Further information on all these procedures and how you can express your views is available on the Council's website.

We will not take action on any petition which we consider to be vexatious, abusive or otherwise inappropriate. If this is the case, we will explain the reasons for this in our acknowledgement of the petition.

To ensure that people know what we are doing in response to the petitions we receive, the details of all petitions submitted to the Council will be published on our website, except in cases where this would be inappropriate. Whenever possible we will also publish all correspondence relating to the petition (all personal details will be removed).

4. THE COUNCIL'S RESPONSE TO YOUR PETITION

The Council's response to a petition will depend on what a petition asks for and how many people have signed it, but may include one or more of the following:

- taking the action requested in the petition;
- considering the petition at a Council meeting
- holding an inquiry into the matter

- undertaking research into the matter
- holding a public meeting
- holding a consultation
- holding a meeting with petitioners
- referring the petition for consideration by the Council's Overview and Scrutiny Committee (a cross-party committee of councillors which has the power to hold the Council's decision makers to account.)
- calling a referendum
- writing to the petition organiser setting out our views about the request in the petition

In addition to these steps, the Council will consider all the specific actions it can potentially take on the issues highlighted in a petition, including potential use of any of the Council's statutory powers; and/or recommendations to, or action in conjunction with, our partner agencies or others.

If your petition is about something over which the Council has no direct control (for example the local railway or hospital) we will consider making representations on behalf of the community to the relevant body. The council works with a large number of local partners [link to Tower Hamlets Partnership website] and where possible will liaise with these partners to respond to your petition. If we are not able to do this for any reason (for example if what the petition calls for conflicts with Council policy), then we will set out the reasons for this to you.

You can find more information on the services for which the Council is responsible on our website.

If your petition is about something that a different authority is responsible for we will give consideration to what the best method is for responding to it. This might consist of simply forwarding the petition to the other authority, but could involve other steps. In any event we will notify you of the action we have taken.

In all cases we will provide the written response within 28 days of receiving your petition.

5. PRESENTATION OF A PETITION TO ELECTED COUNCILLORS

Subject to your petition containing sufficient signatures as set out below, you may request to present the petition to a meeting of elected councillors. There are a number of ways in which this can be done.

(a) Presentation to a meeting of the Council, Cabinet or relevant committee

If your petition includes the names, addresses and signatures of at least 30 persons who live, work or study in the borough, it may be presented to an ordinary meeting of the Council or (if it relates to a matter that is on the agenda for the meeting) to the Council's Cabinet or a Council Committee. A full calendar of meeting dates can be found on the Council's website.

If you would like to present your petition to one of these meetings, please contact the Service Head, Democratic Services on 020 7364 4204 well in advance of the meeting for further information. The final deadline for receipt of petitions is noon, three clear working days before the meeting. However, please note that a maximum of three petitions will normally be taken at any meeting and these slots are allocated in order of receipt, so early submission is advised.

At the meeting, you will be invited to speak for up to three minutes in support of your petition and councillors may then ask you questions for a further three minutes before the relevant Lead Member or Committee Chair responds to the matter that you have raised.

(b) Debate at a Council Meeting

If your petition includes the names, addresses and signatures of at least 2,000 persons who live, work or study in the borough you may request that a debate be held about the petition at the full Council meeting. The Council will endeavour to consider your petition at its next meeting, although on some occasions this may not be possible and consideration will then take place at the following meeting. We will tell you the date of the meeting at which the debate will take place once this is confirmed.

At the meeting, the petition organiser or another signatory to the petition will be given three minutes to present the petition. The person who presents the petition must live, work or study within the borough. The petition will then be debated by Councillors for a maximum of 15 minutes. Following the debate, the Council will decide how to respond to the petition at this meeting. They may decide to take the action the petition requests, not to take the action requested for reasons put forward in the debate, or to commission further investigation into the matter, for example by a relevant committee.

Where the issue is one on which the Council's Executive (Cabinet) are required to make the final decision, the Council will decide whether to make recommendations to inform that decision. As the petition organiser, you will receive written confirmation of this decision, which will also be published on our website.

In the event that two or more petitions which are substantially the same are received from different petition organisers, the Chief Executive may aggregate the number of valid signatures in each petition for the purpose of determining whether the threshold to trigger a Council debate of the matters raised has been reached if that is the wish of the petition organisers.

(c) Officer evidence to the Overview and Scrutiny Committee

As an alternative to a Council debate, your petition may ask for a senior Council officer to provide information in public about something for which the officer is responsible as part of their job – for example to explain progress on an issue, or the advice given to councillors to enable them to make a particular decision. The senior officers who may be called to give evidence under this procedure include the Head of

the Paid Service (Chief Executive) and any of the Council's statutory or non-statutory Chief Officers (Corporate Directors).

If your petition includes the names, addresses and signatures of at least 1,000 persons who live, work or study in the borough, the relevant senior officer will give evidence at a public meeting of the Council's Overview and Scrutiny Committee. You should be aware that the Overview and Scrutiny Committee may decide that it would be more appropriate for another officer to give evidence instead of any officer named in the petition – for instance if the named officer has changed jobs. The Committee will also call the relevant Executive Councillor(s) to attend the meeting. Committee members will ask the questions at this meeting, but you will be able to suggest questions to the Chair of the Committee by contacting the Service Head, Democratic Services up to three working days before the meeting.

5. IF YOU ARE NOT SATISFIED WITH THE COUNCIL'S RESPONSE

If you feel that we have not dealt with your petition properly, the petition organiser has the right to request that the Council's Overview and Scrutiny committee review the steps that the Council has taken in response to your petition.

It is helpful to everyone, and can improve the prospects for a review if the petition organiser gives a short explanation of the reasons why the Council's response is not considered to be adequate.

The Committee will endeavour to consider your request at its next meeting, although on some occasions this may not be possible and consideration will take place at the following meeting. Should the Committee determine we have not dealt with your petition adequately, it may use any of its powers to deal with the matter. These powers include instigating an investigation, making recommendations to the Council's Executive or arranging for the matter to be considered at a meeting of the full Council.

Once the appeal has been considered the petition organiser will be informed of the outcome within 5 working days. The results of the review will also be published on our website.

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Appendix Two

**Petition Submitted to Council on 22 January 2014,
the Minute of that item of business and the Request for a Review**

5.2 Petition regarding leaseholder charges and services delivered by Tower Hamlets Homes (Petition from Ms Allison Charles and others)

“We, the undersigned residents of Tower Hamlets, are concerned about the rapidly increasing yet unsubstantiated costs of Housing Services delivered by Tower Hamlets Homes (THH), whilst historic concerns about the quality of the services continue to be ignored.

An independent audit, conducted by Beever & Struthers in 2010 recommended THH make a series of service improvements designed to deliver better quality services, reduce a complex and expensive cost base and provide accounting transparency. Additional recommendations extrapolated from the Audit Commission findings (2011) and THH’s own internal exercises created a 54 point action plan for implementation by THH between 2011 and 2013.

We are yet to see any demonstrable evidence that these recommendations have been implemented; instead in 11/12 THH introduced a privately developed service charge methodology which resulted in significant increases for many, circa 70% in some cases.

Over the last three years THH have conducted substantial restructuring/operational revisions which have resulted in greater confusion around their cost base, none appear to address the historic issues of lack of accounting transparency, below par services and poor value for money. Another significant change is proposed for 2014.

This consistent need to significantly revise operations is a worrying indication of an organisation in chaos, meanwhile residents experience decreasing input and influence over its conduct.

We are calling upon the council to formally address these issues, more specifically the failure to implement the 54 LAPWG recommendations, including why the assessments made by B&S, identifying substantial cost savings to be realised in 2010/11 have not been achieved (also raised in a Labour Party motion tabled for the November Full Council but not discussed and in the SELA resident scrutiny review submitted to THH and LBTH in August 2013).

Furthermore we ask that what is rapidly becoming an annual exercise in substantial restructuring conducted by THH be suspended until the outcome of a thorough review is made public including the details of and justifications for the revised service charge methodology including the introduction of a 17% overhead uplift and ever increasing SLA’s between THH and LBTH. Aside from the obvious cost implications of these restructuring or reshaping

exercises, they have historically only served to muddy the waters making it increasingly difficult for residents to attain the truth regarding THH's activities and accounts."

Minutes of the meeting

5.2 Petition regarding leaseholder charges and services delivered by Tower Hamlets Homes

Ms Allison Charles addressed the meeting on behalf of the petitioners and responded to questions from Members. Councillor Rabina Khan, Cabinet Member for Housing, then responded to the matters raised in the petition. She agreed with the need to improve the methodologies used by Tower Hamlets Homes and stated that the Council were undertaking an audit to look to do just that. She would work with Leaseholders to try and achieve a satisfactory outcome.

RESOLVED

1. That the petition be referred to the Corporate Director, Development and Renewal, for a written response on any outstanding matters within 28 days.

Request for a Review from Ms Charles

I would like to request an opportunity to appear before the O&S under Part 3 of the Constitution, Rule 3.3.2 Overview & Scrutiny Committee which makes the following provision: 'in accordance with the Council's Petition Scheme - to undertake a review if a petition organiser feels the authority's response to his/her petition was inadequate.'

As Cllr Pierce is aware I presented a petition to full council in January 2014, Cllr Marc Francis also tabled a motion in support of the petition, which was debated at full council and received unanimous support for the issues.

In spite of numerous subsequent written requests for a formal response from the council to the Petition, I have received nothing and the issues remain outstanding.

For Information – A Motion on the same subject that was agreed at the same Council meeting

12.8 Motion regarding Leasehold Service Charges

Councillor Marc Francis **moved**, and Councillor Carlo Gibbs **seconded**, the motion as printed in the agenda, incorporating a number of tabled amendments.

Councillor Ohid Ahmed **moved**, and Councillor Kabir Ahmed **seconded**, an amendment to the motion which was put to the vote and was **defeated**.

Following debate the substantive motion was put to the vote and was **agreed**.

RESOLVED

This Council notes:

- In 2008, Full Council agreed a motion authorising the Lead Member for Housing to commission an independent audit of leasehold service charges following concerns about the two-thirds increase in the level of Management & Administration fees, numerous historic disputes over the costs recharged and a Scrutiny Review which called for much greater transparency and accountability in the calculation of service charges;
- In 2009, a Project Steering Group (PSG) involving councillors, Tower Hamlets Homes (THH), Tower Hamlets Leaseholders Association (THLA) and other leaseholders agreed detailed Terms of Reference for that audit, commissioned Beevers & Struthers Ltd to carry it out;
- In spring 2010, THH attempted unilaterally to introduce new methodology for the calculation of management fees and a new policy to charge to ground floor leaseholders for services they did not benefit from, which was blocked by the Lead Member;
- In summer 2010 a draft version was produced for the PSG, identifying a series of very challenging issues for THH around the management of leasehold services, value for money, caretaking, repairs and maintenance, management and administration fees, and several Service Levels Agreements with LBTH;
- However, publication of the final audit report was delayed by the Mayoral Election in October 2010 and not finally signed off by the PSG until May 2011, by which time LBTH/THH had already begun consultation on a “Leasehold Policy Review” which was claimed to have been based on its findings;
- The Mayor and Lead Member subsequently established a Leasehold Action Plan Working Group (LAPWG), including representatives of leaseholders to bring together the Beevers & Struthers’ recommendations, those of the Audit Commission and THH’s own Leaseholder Service Improvement Group, and a Statement of Intent was agreed by all those involved to implement the 54 recommendations or agree an alternative remedy;
- Over the next 18 months, just five of the 54 recommendations were implemented and in October 2012, THH sent leaseholders “actuals”, which included significantly increased charges in most areas,

particularly block/estate cleaning, a 17 per cent “Overhead” fee and new SLAs with LBTH. They were told these costs had been calculated on the B&S audit and had actually been “dampened” and so would increase further over the next two years;

- In spring 2013, THH leaseholders published a damning scrutiny report, which exposed the failure to implement the recommendations in the original Beevers & Struthers audit;
- In response, the current Lead Member for Housing & Development, is now proposing an “review” of the implementation of the recommendations of the original B&S audit and the Mayor is commissioning an audit of latest “actuals” at a cost of around a further £15,000.

This Council believes:

- The Mayor and THH have not implemented the recommendations contained in the independent audit in accordance with the agreed Statement of Intent and that the original aim of increasing transparency and accountability has been lost;
- Leaseholders should be fully recharged for the costs of the services they receive, but that the 2011/12 “actuals” are not based on the methodology set out in the recommendations in the B&S audit, but are instead opaque and represent very poor value for money;

This Council resolves to call on the Mayor to:

- Explain why only 5 out of 54 of the recommendations arising from the B&S audit have so far been implemented;
- Explain why an 17 per cent “Overhead” has been introduced across most Heads of Charge;
- Justify the Service Level Agreements between LBTH and THH and explain what action is being taken to ensure best value;
- Instruct THH to publish a report detailing how the actions it has taken since October 2010 to achieve “savings” have resulted in reduced costs to council leaseholders and tenants.


(Action by: Aman Dalvi, Corporate Director, Development and Renewal)

TOWER HAMLETS COUNCIL
**OVERVIEW & SCRUTINY
COMMITTEE**

BUDGET SCRUTINY PAPERS

1. 28th July 2015 Budget Report
2. 2016/17 Draft Savings Proposals
3. 2016/17 Budget Timetable
4. Stakeholder Engagement & Communications Plan

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| Cabinet 28 th July 2015 |  TOWER HAMLETS |
| Report of: Chris Holme, Interim Corporate Director of Resources | Classification: Unrestricted |
| Strategic and Resource Planning 2016-17 to 2018-19 | |

| | |
|-------------------------------|---|
| Lead Member | Councillor David Edgar, Cabinet Member for Resources |
| Originating Officer(s) | Chris Holme, Interim Corporate Director of Resources Barry Scarr, Interim Service Head, Finance & Procurement Louise Russell, Service Head, Corporate Strategy & Equality Ekbal Hussain, Head of Financial Planning & Corporate Business Partner |
| Wards affected | All wards |
| Key Decision? | Yes |
| Community Plan Theme | One Tower Hamlets |

Executive Summary

On 5 March 2015, the Council agreed a balanced budget for 2015/16 and a Medium Term Financial Plan (MTFP) that showed a budget gap of £25m in 2016/17 and a further £15m in 2017/18.

Since then there have been a number of changes both nationally and locally including;

- The election of a new Executive Mayor in Tower Hamlets and new mayoral priorities
- The election of a Conservative Majority Government and the potential acceleration of deficit reduction plans
- Government announcements on further Welfare Cuts and in-year savings from Public Health Budgets
- The Chancellors emergency budget announcements on the 8th July 2015
- The decision to disaggregate Education, Social Care, and Wellbeing (ESCW) into separate Adults and Children's Services Directorates
- The securing of £7m Local Enterprise Funding (LEP) for economic development investment in the Borough via the new homes bonus topslice.

This report begins to look at the implications of these changes, and other pressures, and the impact they may have on the Council's budget and Strategic Plan

for 2015/16, as well as over the MTFP which has now been extended to include initial assumptions for 2018/19.

Initial assessments show that the total savings gap between 2016/17 and 2018/19 is estimated to be £63m which would require an average of £21m of savings to be delivered each year. The report explores different phasing options and suggests a timetable for developing and delivering savings.

The Government elected in May 2015 confirmed its intention to accelerate deficit reduction plans and have thus far announced a £12bn reduction in welfare benefits and a £200m in-year cut to public health budgets. As a result, the Council could lose £2.3m of the Public Health Grant in 2015/16.

The first comprehensive spending review (SR15) of this parliamentary term is expected in autumn 2015. There is a chance that local government funding could be squeezed even further than expected and further Cabinet reports will update assumptions if necessary.

The Outline Strategic Plan for 2015/16 was agreed by Cabinet in January 2015, however, following the election of Mayor John Biggs in June 2015, an updated plan is being developed which will reflect the manifesto commitments of the new Mayor.

Recommendations

The Mayor in Cabinet is recommended to:

1. Note the budget adjustments for 2015/16 to reflect new growth pressures and mayoral priorities (paragraph 3.3.4 and 3.3.5).
2. Note the additional funding secured by the authority through the Local enterprise partnership (LEP)
3. Agree spending plans that have been approved by the GLA (Appendix 1) (paragraph 3.3.7 to 3.3.10).
4. Note that through the 2014/15 closure process £7.5m uncommitted new homes bonus (NHB) has been set aside to fund replacement of social housing (paragraph 3.6.6).
5. Consider options to set aside additional NHB to fund more affordable homes as part of the budget process in 2016/17 (paragraph 3.6.8).
6. Agree the Strategic Plan for 2015/16 (Appendix 5).
7. Note that the financial outlook over the MTFP has been extended to include assumptions for 2018/19 and a total savings target of £63m between 2016/17 and 2018/19 is the current working target (Appendix 3).
8. Note that the financial position is subject to volatility and that development's in Government policy following SR15 and their implications on MTFP planning assumptions will be monitored closely and reported back at regular intervals during the financial year as part of the budget process.

1. REASONS FOR THE DECISIONS

- 1.1 The authority is under a duty to set a balanced and sustainable budget and needs to plan the use of resources in such a way that it can deliver its statutory responsibilities and priorities as well as meeting local people's aspirations
- 1.2 A Medium Term Financial Plan is required to enable financial pressures and risks to be modelled, allowing resourcing decisions to be made in a planned and structured manner. This is especially pertinent when overall resources are reducing, and unaffordable spending commitments need to be avoided

2. ALTERNATIVE OPTIONS

- 2.1 The authority has no practical alternative other than to deliver services within available resources while ensuring value for money in the use of these resources and managing risks through effective financial planning. Any decision not to develop options to address future spending reductions would have serious ramifications for the Council. The authority can take alternative approaches to how it sets about the process, for example of finding savings or providing in the budget for possible risks.

3. DETAILS OF REPORT

3.1. Background

3.1.1. The medium term financial planning process is an essential part of the authority's resource allocation and strategic service planning framework. The MTFP integrates strategic and financial planning over a three year period. It translates the Strategic Plan priorities into a financial framework that enables the Mayor and officers to ensure policy initiatives can be delivered within available resources, and can be aligned to priority outcomes

3.1.2. The drivers for the Council's financial strategy are:

- To set a balanced budget over the life of the MTFP whilst protecting residents from Council Tax increases as far as possible.
- To fund priorities agreed within the Strategic Plan and Mayor's Manifesto, ensuring that service and financial planning delivers these priorities.
- To deliver a programme of planned reviews and savings initiatives designed to keep reductions to service outcomes for residents to a minimum
- To maintain and strengthen the authority's financial position so that it has sufficient reserves and balances to address any future risks and unforeseen events without jeopardising key services and delivery of service outcomes for residents.
- Ensuring the Council maximises the impact of its spend to deliver priority outcome

- 3.1.3. Since 2011/12, when faced with unprecedented reductions in Government funding and increasing demand on services, the need to make savings has dominated the Council's financial planning process. With the election of the new Conservative majority government in May 2015, this trend is set to continue at least until 2018/19.
- 3.1.4. During the financial years from 2011/12 to 2014/15 the Council has successfully delivered over £90m savings to ensure it has a balanced budget and is currently on target to deliver a further £28m in 2015/16.
- 3.1.5. The Council agreed a balanced budget for 2015/16 and a Medium Term Financial Plan (MTFP) that showed a budget gap of £31.7m in 2016/17 and a further £17.9m in 2017/18, before use of reserves (see Appendix 2).
- 3.1.6. This report confirms the budget position for 2015/16 and begins to explore and address the challenges facing 2016/17 and beyond.

3.2. **Strategic Approach**

- 3.2.1 The Council has a well-embedded approach to strategic and resource planning (SARP). Key priorities are agreed with residents and partners in the Community Plan and these are reflected in a set of strategic objectives in the Council's Strategic Plan, which is annually refreshed.
- 3.2.2 The Strategic Plan sets out the Council's approach to delivering the key Community Plan priorities of achieving:
- A Great Place to Live
 - A Healthy and Supportive Community
 - A Prosperous Community
 - A Safe and Cohesive Community; and
 - One Tower Hamlets
- 3.2.3 Following the election on June the 11th of a new Executive Mayor, the 2015/16 Strategic Plan has undergone a review to align the key activities and initiatives, proposed for this year, with the Mayor's manifesto commitments.
- 3.2.4 Notwithstanding the need to manage within a very challenging financial context, the Council remains focused on delivering these key priorities. Specifically the Mayor has made clear those priorities that he wishes to see reflected in the allocation of Council resources during 2015/16, namely:
- Support and services for older residents
 - Protecting Early Year's Services
 - Increasing the supply of affordable social housing
 - Delivering programmes of skills development, employment and enterprise activity

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

- Work in strong partnerships with other public sector bodies in the borough and across London; the third sector and local businesses.
- Employ a workforce that fully reflects the community it serves
- Ensure its staff are never paid below the London living wage and that our home care contracts meet the Unison Ethical Care charter.
- Minimise job losses and promote career development
- Fully open its supply chain to local suppliers

3.2.6 Key proposed activities for 2015/16 within the context of these key principles and the manifesto commitments are set out in full in the Strategic Plan at Appendix 5 to this report, include:

- The delivery of 1,000 Council homes
- Developing a set of standards or scorecard to review performance of Registered Providers and Tower Hamlets Homes
- Developing options to enhance public realm cleanliness, including ways to reduce fly tipping, reviewing bulky waste charges, and residential provider management
- Developing an Open Space Strategy
- Exploring options for increased regulation to improve conditions in the private rented sector
- Providing free school meals for all primary school children
- Review early years' provision (including nurseries, pre-schools, childminders, children centre services, and non-statutory provision delivered by the Early Year's Services) with a view to provide more services across the borough and reduce the cost of childcare.
- Bring together public sector employment and job brokerage services, create a new integrated employment centre and undertake a review of Skillsmatch
- Support young people to overcome hidden barriers into work, including developing a job readiness qualification, recognised by employers.
- Work with local residents and traders to develop a vision for High Streets and Town Centres in Roman Road West, Watney market, Chrisp St, Brick Lane, Bethnal Green Road and Whitechapel.
- Work with residents and partners to develop local safety area actions plans for crime hotspots
- Complete a review of the options for returning 'Old Flo' back to the borough
- Undertake a 'beginning of life review' of all services to improve integration and outcomes for early years' health
- Review current leisure provision and explore new facilities, including a Lido in Victoria park
- Review home care contracts, to consider how they can meet the Unison Ethical Care charter, in relation to visit times, contract type and payment for travel time.

- Establish Cabinet Commissions, to develop the Council's approach to social cohesion and to better understand and support the Somali community.
- Improve transparency of decision making by engaging more residents and community leaders in policy and budget changes.

3.2.7 The Strategic Plan presented with this report demonstrates how these key activities will be delivered during 2015/16.

3.3. Spending Priorities for 2015/16

3.3.1 On the 5th March 2015 Full Council agreed a balanced budget for 2015/16. This comprised a net General Fund budget of £291.4m with provisions for growth, inflation, savings and the use of general reserves as follows:

- £8.7m allocated for in year growth pressures
- £5.5m allocated to cover inflationary pressures on contracts and salaries
- Savings of £28m approved as part the budget process
- A further £8.5m allocated from general reserves to avoid the need for any further savings in 2015/16 and to ensure the budget remains balanced

3.3.2 During the first quarter, the outlook for 2015/16 remains broadly balanced and allocations for Growth and Inflation are being held centrally to be awarded to directorate budgets as they materialise. The assumptions remain that growth and inflation can be contained within current provisions.

3.3.3 The savings programme is also being closely monitored and is currently reported to be on track to deliver agreed proposals for 2015/16. However, a number of risks have been identified but these are being closely monitored and will be reported through the in-year budget monitoring process.

3.3.4 The Strategic Plan will set out how the Mayor's priorities and Manifesto will be delivered, but there is a need to reallocate some resources in 2015/16 to reflect Mayoral priorities and legislative changes. Thus Investment is proposed in the following areas:

| | | 2015/16 | Full Year |
|--|---|----------------|------------------|
| | | £000 | £000 |
| Corporate | | | |
| Budget for Chief Executive | 1 | 100 | 200 |
| Budget for Speaker | 2 | 20 | 20 |
| Adults and Childrens | | | |
| Director of Adults plus support | 3 | 95 | 175 |
| Service Head Commissioning | 4 | 50 | 84 |
| Independent Review Officers (Growth) | 5 | 289 | 289 |
| Support for Safeguarding Adults (Growth) | 6 | 124 | 124 |

Investment in Priority Areas

| | | | |
|--|----|--------------|--------------|
| Domestic bulky waste | 7 | 150 | 150 |
| Safe cycle storage | 8 | 11 | |
| 24 hours noise service | 9 | 75 | 110 |
| Somali Community Engagement and promoting cohesion | 10 | 50 | 50 |
| Inter-generational Events (community cohesion) | 11 | 50 | 50 |
| Public Meetings | 12 | 25 | 25 |
| Victoria Park Fire Works event* | 13 | 150 | 150 |
| Street Cleansing | 14 | 200 | 200 |
| Total | | 1,389 | 1,627 |

*Officers have been asked to review alternative commercial options for this.

1. The Council has re-established the post of Chief Executive and recruitment is currently underway. The 2015/16 budget removed the funding for the post, and it now needs to be re-instated.
2. The office of the Council Speaker is one of vital importance to the Council, both through its responsibilities but also by representing the traditions and history of the borough. The Speaker is responsible for ceremonial duties, as well as being an ambassador for the borough. The Speaker currently has no budget to enable the office holder to carry out their duties and functions as befits their role. This funding will enable them to host events, undertake further civic engagements and make connections with people across the borough.
- 3-4. The disaggregation of ESCW requires a second Director's post for which there is currently no funding in place. It also requires the reinstatement of the budget for Service Head Commissioning post deleted from the 2015/16 budget.
5. We consulted with staff about the proposal to make changes in our Independent Reviewing Officer service so that it no longer reviews Child in Need (CiN) cases. During the consultation a large number of representations were received and concerns were raised about the knock on effect to other staff in Children's Social Care. Taking into account the consultation we have agreed that we need to review the way we manage CiN cases as part of a bigger piece of system redesign work using learning from the Signs of Safety practice framework. As a result it is not possible at this time to implement these savings.
6. Similarly, the budget decision to reduce the safeguarding adults' service has been re-examined, and will now not to be implemented. Part of the work of adult safeguarding relates to Deprivation of Liberty Safeguards (DoLS) which is a statutory process under the Mental Capacity Act 2005, where the Council as a supervisory body must approve any request to restrict the freedom of a person without

mental capacity to consent in a care home, hospital or supported living. A Supreme Court judgement in 2014 significantly increased the scope of the DoLS process, which has led to a dramatic rise in the number of authorisations being requested. In 2013-14 Tower Hamlets processed 28 DoLS authorisations; this number has increased to 585 in 2014-15, a 20-fold increase.

7. The council currently levies a charge for the collection of Bulky waste and it is widely believed that this contributes to the increase in fly-tipping within the borough. The mayor is keen to address this blight in the borough and has undertaken to remove this charge so that there is no longer a barrier preventing residents from disposing of bulky waste in a safe and responsible manner.
8. Cycle theft is a growing nuisance within the borough and improving safe cycle storage facilities across the borough is an important step towards tackling this issue and making Tower Hamlets a leading borough for cycling and pedestrians.
9. There is currently great concern that residents are unable to satisfactorily report, or have resolved, noise complaints. As our borough grows and development increases, it will become ever more important that residents are provided the support they require to reduce noise pollution and disturbances. This funding will ensure the provision of a 24 hour noise service all weekend / every day of the week.
- 10-12. Engaging with all parts of the community and supporting community cohesion are key priorities for the mayor and thus additional investment is being proposed which will support a range of community engagement and cohesion projects:
 - Holding regular public meetings in the community so that the community can contribute towards policy and budget decisions more effectively;
 - Provide events that will promote cohesion and bring different groups of residents together, including across generations;
 - Ensure greater engagement with the growing Somali Community.
13. The fireworks events that were previously held in Victoria Park were very successful in helping to bring the community together in one large venue, as well as attracting visitors to the borough. It is proposed that the annual event is reinstated in Victoria Park and resources have been identified to enable that to happen.
14. Ensuring the borough is clean and litter-free is a priority for residents, which is why investment has been provided for an additional team of litter pickers. These will be flexibly deployed to areas about which the Council receives a high volume of resident complaints or where high footfall or particular events cause higher than usual levels of littering.

This will help ensure that cleanliness levels in the borough are raised to a level which residents find acceptable.

As well as the revenue priorities set out above, providing more housing which is affordable to local people is a key priority to ensure a cohesive, sustainable future for the borough and its residents. Proposals to support this are set out in the Capital section of this report.

3.3.5 The following savings and adjustments will be utilised in order to provide funding for these changes. Equality Assessments in relation to these proposals are included in Appendix 4.

| | | 2015/16 £000 | Full Year £000 |
|--|----|-------------------------|---------------------------|
| LPG | | | |
| Mayor's Advisors/ office | 15 | 300 | 350 |
| Mayor's Car and salary | 16 | 40 | 40 |
| Uncommitted One Tower Hamlets budget (directed to Somali and Cohesion activities) | 17 | 50 | 50 |
| CLC | | | |
| Kobi Nazrul savings | 18 | 100 | 100 |
| Youth Service Efficiencies | 19 | 250 | 250 |
| Reverse growth for Additional Police funded by the deletion of the Chief Executive post | 20 | 200 | 200 |
| D&R | | | |
| Corporate match Funding | 21 | 141 | 200 |
| CORP | | | |
| Additional investment income | 22 | 143 | 75 |
| Accelerated Delivery Programme - uncommitted | 23 | 400 | - |
| ESCW | | | |
| Celebration Events (Reallocate part of the funding to inter-generational community cohesion events) | 24 | 50 | 50 |
| Total | | 1,674 | 1,315 |

3.3.6 A balance of £285k remains available and can be allocated to additional priorities during 2015/16. However, should all of the initiatives detailed in paragraph 3.3.4 above continue into 2016/17, additional savings of £312k will need to be identified.

Local Enterprise Partnership (LEP) Funding

3.3.7 In 2015/16 New Homes Bonus funding for London Boroughs was top-sliced in order to fund Local Enterprise Partnership priorities via the GLA. As a result, Tower Hamlet's New Homes Bonus allocation was reduced by £7m. Following a bidding process through London Councils the authority has been successful in securing this £7m back and spending plans agreed by the GLA are included in appendix 1 for information

3.3.8 The approved schemes are designed to encourage local enterprise in the borough, support local businesses and improve employment opportunities for residents. The confirmed allocation of £7m is for a programme of seven projects focusing on:

- Employment support for those furthest from the labour market;
- Skills and employment for parents;
- Support for businesses – entrepreneurs, marketing training for retail businesses, skills for growth sectors, access to supply chains;
- Support for high streets and town

3.3.9 The programme incorporates significant new investment on additional apprenticeships as part of a wider integrated employment project.

3.3.10 The authority will be required to report progress on each of these initiatives to the LEP at regular intervals and release of funding will be linked to agreed milestones.

3.4. **Current Outlook for the 2016/17 Budget**

3.4.1 The Government's 2014 autumn statement and subsequent Local Government Finance Settlement confirmed local government funding for 2015/16, but no indication was given of the level of funding for 2016/17 due to the general election. The Autumn Statement and subsequent March Budget identified overall nation control totals relating to government expenditure for 2016/17 onwards.

3.4.2 The reported 2016/17 position makes the following key planning assumptions:

- A continued reduction in revenue support grant from 2016/17
- The £7.021m topslice of NHB funding will be ongoing
- Local tax base income to increase by approximately 2% over the period of the MTFP, with adjustments for known growth (e.g. cross rail).
- Appropriate utilisation of general reserves to smooth out the savings profile, whilst ensuring they do not fall below £20m

3.4.3 The summary position for 2016/17, including provisions for other growth and inflation, is detailed in the table below:

3.4.4 The net estimated general fund requirement reported at March 2015 Council for 2016/17 is £296.716m with a total funding envelope of £264.990m available through RSG, Council Tax and Business Rates.

| Summary Draft Budget 2016/17 | 2016/17 £'000 |
|---|--------------------------|
| Net Service Costs | 291,362 |
| Growth | 7,949 |
| Inflation | 5,500 |
| Other Adjustments | (8,095) |
| Total Funding Requirement | 296,716 |
| Government Funding | (66,879) |
| Retained Business Rates | (126,202) |
| Council Tax | (71,909) |
| Total Funding | (264,990) |
| Budget Gap (excluding use of Reserves) | 31,726 |

- 3.4.5 The approved MTFP assumes that £25m savings will be delivered for 2016/17, the balance coming from use of reserves. However, changes to the national picture and circumstances within the Council mean that demographic and service risk assumptions will be reviewed in more detail over the coming months and any significant changes identified, together with appropriate analysis and mitigating actions.
- 3.4.6 The Chancellor of the Exchequer made his Summer 2015 Budget announcement to the House of Commons on 8 July 2015.
- 3.4.7 The budget announcements revised overall Resources Departmental Expenditure Limits (DEL) and the reductions to overall government spending will now be lower than previously forecast. The impact of this is that deficit reduction plans have been extended by another year and the government now plans to run a Budget surplus by 2019/20 and not 2018/19 as proposed by the coalition Budget in March 2015.
- 3.4.8 The chancellor also confirmed that of the £37bn of savings that will need to be found over the next parliament, £12bn will come from reductions in welfare benefits, £5bn from addressing tax-related issues and the remaining £20bn will need to come principally from government departments including local government.
- 3.4.9 The emergency budget did not provide much detail about how this remaining £20bn will be shared across government departments and what the impact would be for local government – details of this will be set out at the spending review this autumn.
- 3.4.10 The NHS is set to receive an additional £8bn a year. Both the NHS and Education budgets will continue to be protected, and additionally Defence funding is set to increase. As a result, there is an increased risk that local government funding may have to bear a bigger share of the cuts.
- 3.4.11 There were a number of other specific changes announced in the summer budget which will have direct and indirect implications for Council resources

and these are listed below with an analysis of potential impact on Tower Hamlets:

- A range of welfare cuts announced, including a reduction in the welfare cap from £26k to £23k and changes to tax credits – Details and potential impact on residents is being analysed but this will no doubt have a significant negative impact on our residents.
- Discretionary Housing Payments funding will continue for the next five years – but the risk is that current levels of funding will be insufficient to meet demand that could increase further as a result of new welfare cuts announced.
- National Living Wage introduced – should have minimal impact on council budgets as we currently pay London Living Wage which is significantly higher.
- Social Housing Rents to be reduced by 1% - HRA income will be affected.
- Social tenants with household income £40k will have to pay a market rent - local authorities will be required to recover and repay the rent subsidy collected to the exchequer who plans to use the income as a contribution to deficit reduction plans. The complexity of such a scheme requires further consideration.
- Public Sector Pay increases will be limited to 1% for four years from 2016/17

3.4.12 The exact impact of these announcements on the Councils budget will require further analysis and will be reported back to cabinet through the budget setting process for 2016/17.

3.4.13 During the latter part of 2014, the council ran a high profile Your Borough Your Voice consultation to generate debate and raise awareness about the challenges facing the borough and the council and seek views on priorities to inform the new Community Plan and future budget planning. A wide range of methods were used including:

- meetings with a wide range of service user groups, third sector organisations and interest groups;
- Partnership and Community Ward Forum sessions;
- special events and stalls at markets and other events across the borough to ensure we heard from residents who are not engaged with the council on a regular basis;
- online survey publicised in East End Life and through the above events, seeking views to be provided to us online or by other methods;
- sample based survey conducted by MORI to provide robust quantitative evidence; and
- full day in-depth deliberative workshops with an independently recruited cross section of local residents looking at service priorities and savings options in detail.

3.4.14 This has provided insight into the views of local people, and continued priorities residents afford to good housing, high quality public realm,

community safety, employment and cost of living issues. Top priority for protecting form savings were:

- Services for vulnerable older people and children;
- Affordable housing;
- Services supporting people into work; and
- Services to tackle crime and anti-social behavior.

3.4.15 Not surprisingly, when given the opportunity to consider ways the Council might make savings, there was a strong preference to look for efficiencies rather than reduce services wherever possible. The top areas identified were;

- Better joint working and shared services with other councils
- Delivering services online

3.4.16 Other ideas which received support were:

- Internal service amalgamation;
- Commissioning from the private sector – although concerns were expressed about the responsiveness of some private sector providers;
- Reducing administration costs through better use of ICT;
- Increased charges for planning, commercial waste, parking permits and fines; and
- Individuals taking more responsibility, eg re living healthily.

3.4.17 The Council recognises that a more structured approach to transformation needs to be implemented for medium term savings benefits realisation. Recent uncertainty surrounding the Council has been resolved, and time will be required to plan and deliver a series of projects that will deliver maximum efficiency while still delivering excellent services. A number of workstreams are being developed based on previous research in the Council, and what is happening elsewhere in the sector:

- Better targeting – the right people at the right time;
- Re-designing services for better outcomes - including working with partners and across organisations
- Empowering communities and citizens
- Harnessing economic growth
- Organisational economies – streamlining, rationalisation, new delivery channels including online

3.4.18 As a result, it is likely that the savings target for 2016/17 will be nearer £15m as opposed to the previous estimate of £25m referred to in paragraph 3.4.5 above, with reserves being used to smooth the balance. This is because of planning time that will be required, and the fact that some projects will deliver only part year effects in 2016/17. This will reviewed once the results of the 2015 Spending Review are made known.

3.4.19 Planned levels of reserves are also higher than expected. Robust financial management and delivery of previous years savings has left the Council with

a healthy balance sheet. The current reserves strategy for reduction to £20m will also be reviewed as part of the planning process.

3.4.20 It is proposed to undertake a programme of further public engagement during summer and early autumn on the savings proposals and, more generally, on residents' views about local priorities and how the Council can continue to deliver these priorities with a reducing budget. The consultation will seek views on savings proposals and their likely impact on services, in particular those with potential impact on groups with protected equality characteristics. The findings of this consultation activity will be presented back to Cabinet to inform final decision making.

3.4.21 The unprecedented scale of government funding reductions will inevitably mean that staffing efficiencies will be a necessary part of any budget strategy for 2016/17, in accordance with existing lean principles.

3.4.22 The proposed timetable for reporting MTFP, Strategic Plan and Budget to Cabinet is as follows:

| Month | Activity |
|------------------|---|
| October/November | Update planning assumptions following spending review in autumn 2015 (SR2015) Extend MTFP to 2018/19 Develop specific savings proposals and transformation projects Provide EQIAs for specific savings opportunities and seek approval for their further development |
| December/January | 2016/17 budget report Outline Strategic Plan 2016/17 Final options for filling the 2016/17 gap |
| February | Budget setting and report to Full Council |
| March | Strategic Plan Delivery Plan 2016/17 to Cabinet |

3.5. MTFP 2016/17 to 2018/19

3.5.1 The Council's overall financial position at the beginning of 2015/16 is healthy. The budget process for 2015/16 delivered a balanced budget with significant savings (£28m). The 2014/15 position was on target, generating a small (£6m) contribution to general fund reserves. This is a solid foundation for entering the next stage of public spending reductions.

3.5.2 Government grant projections in the MTFP were based on national totals announced in the 2014 Autumn Statement. These spending plans were verified in the 2015 budget, which although presented as a Coalition budget, the plans were closely aligned with Conservative policy.

- 3.5.3 Although the current MTFP represents current overall spending plans, what was not clear at the time was the pace and phasing of the savings – referred to as a roller-coaster ride by the Office for Budget Responsibility.
- 3.5.4 This has subsequently been revised to signal a smoother ride to the projected end of austerity by phasing cuts over three years rather than two. While the exact impact on local government will not be known till the spending review in autumn, it would be prudent to assume that local government will be hit hard, particularly with Education and NHS budgets continuing to be protected and growth approved for defence budgets.
- 3.5.5 Current assumptions show that Revenue Support Grant (RSG) is expected to reduce by approximately 30% year on year, and it is estimated that if this trend continues, RSG could disappear as a funding stream by 2020.
- 3.5.6 2020 will also see the reset of the business rates base. Unless the way in which the baseline is calculated is changed fundamentally, there is a real danger that Tower Hamlets could lose business rates that had previously been retained, as well as becoming a tariff authority rather than remaining a top-up authority.
- 3.5.7 Furthermore, there are a number of other factors which could significant impact on the MTFP in 2016/17 and beyond and these include:

Negative Variables:

- Demographic growth, particularly concerning school pupil numbers, social care client numbers and waste management;
- Implementation of the Care Bill;
- Ongoing cost to the Authority of the Welfare reform programme particularly homelessness services;
- Potential increases in the bank of England base rate, which would increase the cost of borrowing

Potential positive variables:

- Continued Growth in the borough's domestic and business tax base as a result of on-going development in the borough;
- Devolution of powers and resources, and combining funding with partners;

Neutral variables (those which equally may or positive or negative):

- Funding distribution between local authorities, which could either be positive or negative
- Economic variables such as inflation and pay awards, which could go up or down

- 3.5.8 Taking these factors into consideration, it is estimated that the three year funding gap to the end of 2018/19 will be £63m and a draft revised MTFP is presented in Appendix 3. There are number of factors that could change this, the major one being the spending review in autumn 2015. The phasing of the

savings in order to fill this gap, and the way in which reserves can be used also need to be considered once more details become known.

3.5.9 It is also worth noting that the new homes bonus topslice to fund LEP activities, detailed in paragraphs 3.3.7 – 3.3.10, is currently assumed to be ongoing. However, should that not be the case, there will be scope to reduce the overall savings target or to fund future capital investments.

3.5.10 The potential for setting the savings target for 2016/17 at £15m has already been identified in the report (see paragraph 3.4.18). A likely scenario of a target of £30m for 2017/18, with the remaining £18m being delivered in 2018/19 seems optimum. This will be modelled and reviewed at further Cabinet meetings once the impact of the spending review has been assessed.

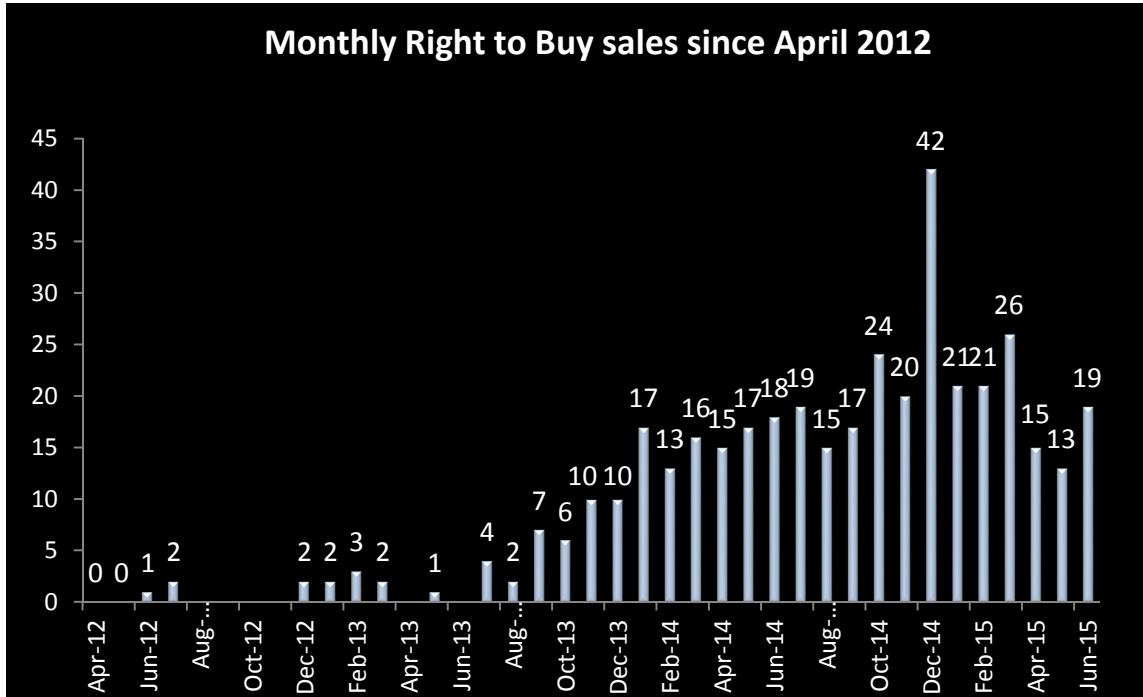
3.6. Capital Programme and Housing Revenue Account

3.6.1 During the financial year, the council through its Asset Management Board will review the asset and capital strategy in the context of significant demographic, service and financial changes that are likely between now and 2020. The Key driver for the revised asset strategy is a requirement to consider the long term location of the Town Hall.

3.6.2 As part of the 'Housing Revenue Account – Budget Report 2015/16', presented to Cabinet at its meeting on February 8th 2015, the changes to the Right to Buy scheme were discussed and the accumulating level of 1-4-1 receipts was highlighted as a risk to the HRA due to the various restrictions attached to the use of these receipts; the principle ones being that the receipts must be spent on replacement social housing within three years, can only constitute 30% of the funding, and cannot be used in conjunction with GLA or HCA funding. In addition, under HRA self-financing housing authorities are subject to a statutory debt cap which limits councils' ability to borrow as a means of financing the 70% scheme requirement. Finally if the authority is unable to spend the receipt within three years, the receipts must be repaid to the government with interest compounded at 4%.

3.6.3 At the time of the aforementioned report the Authority held cumulative 1-4-1 receipts of £19.8m, meaning that the total spend required within three years on replacement social housing was £66m, with the Authority having to fund 70% of this cost (£46.2m) from its own resources. The report detailed that as there were plans in place to use £5.2m of 1-4-1 receipts on the Poplar Baths & Dame Colet housing schemes, and a number of small new-build schemes, a balance of £14.6m of unallocated 1-4-1 receipts remained. Cabinet noted at its meeting on February 8th 2015 that £33m of (notional) resources had been included within the HRA capital programme to reflect the necessity to spend these unallocated 1-4-1 receipts, although it was stressed that any new build schemes would be assessed on a scheme by scheme basis with a detailed assessment made of their financial viability and affordability. Using £33m of current borrowing headroom would have major knock-on implications for capital works required on existing stock over the period of the HRA business plan.

3.6.4 The number of right-to-buy sales since April 2012 is shown below. Although they have reduced from their peak of December 2014, they are still approximately 20 per month, and there are currently upwards of 1,000 applications in the system.



3.6.5 At the end of March 2015, additional 1-4-1 receipts of £6.1m were added to the Authority’s total, and it is anticipated that at the end of June c.£3.6m of 1-4-1 receipts will accrue. Therefore it is probable that there will shortly be a total of £24.3m of unallocated 1-4-1 receipts held by the Authority, necessitating spend on replacement social housing of £81m, and requiring a Council contribution of £56.7m (70%).

3.6.6 In light of the above, as part of the closure of the 2014/15 accounts, £7.5million of unallocated New Homes Bonus has provisionally been set aside and earmarked for contribution towards new supply to mitigate the risk of repayment to the Government. New Homes Bonus is non-ring-fenced and can be applied to support both General Fund and HRA expenditure.

3.6.7 Going forward it would be prudent to top-slice future NHB as a means of part-funding replacement affordable housing stock. The Council’s financial strategy since 2010 has been, in effect to utilise the grant to support the MTFP, as its intention is to mitigate the additional costs of growth. However the longer term future of New Homes Bonus is unknown – it was only guaranteed for 6 years after its implementation. It currently supports some £20m of general fund revenue expenditure.

3.6.8 Top-slicing £5m each year for 2016-19, and earmarking it for new supply affordable housing, and contributing towards the Mayor’s new council housing target, by supporting an additional £21.5m of housing development, could be

accommodated within the MTFP and still allow the Council to maintain general fund reserves above the prudential minimum of £20m at the end of the 3 year period, Formal agreement would be subject to Full Council.

- 3.6.9 Rethinking the use of New Homes Bonus will become all the more important, given the Chancellors budget statement to reduce social rents by 1% per year for the next 4 years, meaning a cumulative loss of rental income to the HRA to 2019/20 of over £20million taking account of inflation.
- 3.6.10 Members are asked to consider options to set aside additional NHB to fund more affordable homes as part of the budget process in 2016/17.

3.7 Equalities

- 3.7.1 As the budget process develops and plans are presented to Cabinet for approval, appropriate equality impact assessment will be carried out and the results reported. Equality Assessments in relation to the specific proposals that cabinet is being asked to approve in this report, as detailed in paragraph 3.3.5 above, are attached in appendix 4.

4 COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 4.1 The comments of the Chief Financial Officer have been incorporated into this report.

5 LEGAL COMMENTS

- 5.1 The report proposes consideration of a revised medium term financial plan. This is a matter that informs the budget process and may be viewed as a related function. It is, in any event, consistent with sound financial management and the Council's obligation under section 151 of the Local Government Act 1972 for the Council to adopt and monitor a medium term financial plan.
- 5.2 The report provides information about risks associated with the medium term financial plan and the budget. This is, again, consistent with the Council's obligation under section 151 of the Local Government Act 1972 to make proper arrangements for the management of its financial affairs. It is also consistent with the Council's obligation under the Accounts and Audit Regulations 2015 to have a sound system of internal control which facilitates the effective exercise of the Council's functions and which includes arrangements for the management of risk. The maintenance and consideration of information about risk, such as is provided in the report, is part of the way in which the Council fulfils this duty.
- 5.3 The Council is a best value authority within the meaning of section 1 of the Local Government Act 1999. As such the Council is require under section 3 of the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness (the

best value duty). The setting of a medium term financial plan is one of the ways in which the Council can achieve best value.

- 5.4 The Council is required to consult for the purposes of deciding how to fulfil its best value duty. It must consult with representatives of council tax payer, business rates payers, persons likely to use services and persons appearing to have an interest in any area within which the Council carries out functions. As the adoption of a medium term financial plan is one of the Council's existing arrangements, it is arguable that consultation is not required prior to its amendment. However, best value consultation will likely be required at the time of preparing the 2016/2017 budget.
- 5.5 The report makes reference to right to buy receipts and how they are to be treated. They are capital receipts within the meaning of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 and those Regulations generally require the Council to pay the amounts received to the Secretary of State on a quarterly basis. Late payments attract interest. However, pursuant to section 11(6) of the Local Government Act 2003, the Council may enter into an agreement with the Secretary of State to retain the whole or part of a capital receipt. Such an agreement was entered into in 2012 which specifies circumstances in which the Council is not required to pay specified capital receipts to the Secretary of State. This primarily covers a percentage of right to buy receipts received on or after 1 July 2012, subject to conditions.
- 5.6 The report also refers to the debt cap which applies in relation the housing revenue account. Section 171 of the Localism Act 2011 prevents the Council from holding debt in contravention of a determination made by the Secretary of State under that section. The Secretary of State made a formal determination in respect of Tower Hamlets in March 2015 through the London Borough of Tower Hamlets (Limits on Indebtedness) Determination 2015. The determination, which amends an earlier 2012 determination, imposes strict conditions on the use of the additional borrowing for capital expenditure.
- 5.7 It is proposed that Cabinet agrees the strategic plan for 2015/16. The plan contains 98 high-level targets. These headline targets appear capable of being carried out within the Council's statutory functions, but it will be for officers to ensure that each target is delivered within those functions, taking advice as necessary.
- 5.8 The report seeks approval for spending plans set out in Appendix 1. The seven projects appear capable of being carried out within the Council's statutory functions. However, it will be for officers to ensure that legal requirements are complied with, including obtaining any further approvals which may be required in accordance with the Council's constitutional requirements. If services are purchased, then that must be done in compliance with the Council's procurement procedures and the applicable requirements of the Public Contracts Regulations 2015. Care must be taken that any support provided does not contravene either the European

restrictions on State aid and does not give rise to any discrimination contrary to the Equality Act 2010.

- 5.9 When considering the medium term financial plan, any savings proposals and the strategic plan, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't (the public sector equality duty). A proportionate level of equality analysis is required to inform the consideration required by the public sector equality duty. The report provides the borough equality analysis and sets out how equality impacts are addressed in relation to savings proposals. To the extent that savings proposals involve service changes which impact on individuals, consultation may be required to understand the impacts on those people.
- 5.10 Any consultation carried out for the purposes of either the best value duty or the public sector equality duty will need to comply with the following requirements: (1) it should be at a time when proposals are still at a formative stage; (2) the Council must give sufficient reasons for any proposal to permit intelligent consideration and response; (3) adequate time must be given for consideration and response; and (4) the product of consultation must be conscientiously taken into account. The duty to act fairly applies and this may require a greater deal of specificity when consulting people who are economically disadvantaged. It may require inviting and considering views about possible alternatives.

6 ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 The Mayor's priorities as set out in the Strategic Plan are focussed on tackling inequality in outcomes across different groups by supporting vulnerable people; developing a workforce that more closely reflects our community and identifying efficiencies within the council and new ways of working that best serve local residents. This is alongside the work to tackle the drivers of inequality in the Borough, including addressing poor housing and improving employment and community safety. These priorities have shaped the approach officers have taken to identifying and developing savings options. Officers have and will continue to assess the potential for these proposals to affect equality across groups who share protected characteristics in terms of residents and staff. This includes a thorough equality assessment approach to considering and reviewing implications of proposals on local communities by:
- Completing a first step screening assessment of all savings proposals to identify those likely to have an impact on services received by residents or on the number or grade of staff in a specific service
 - Undertaking a fuller equality analysis of those savings proposals where the screening has highlighted a potential impact on residents or staff to identify the effects in detail and on specific impacts on different groups.

- The results of the screening EAs and one full EA has highlighted that the proposals do not result in changes to current services. For the proposal to reduce corporate match funding that required a fuller EA the service has outlined mitigating actions to keep the potential impact under review.

6.2 The steps outlined above have been adopted to ensure that the Council's commitment to tackling inequality informs decision making throughout the strategic and resource planning process and to support transparency. The process also fulfils the Council's obligations under the Equality Act 2010 to show due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between people who share specific protected characteristics, including age, disability, gender, marriage and civil partnership, pregnancy and maternity, race, religion/belief, sexual orientation and transgender identity.

6.3 The Strategic Plan 2015/16 incorporates the council's Single Equality Framework (SEF) priorities. These priorities were drawn from the Borough Equality Analysis included as Appendix 6 (an annually updated document which draws on research, data from services and the outcome of consultation with local stakeholders to identify the known areas of inequality for people from each of the protected characteristic groups in the borough). Actions to address each of these priorities have been incorporated into the Strategic Plan and supporting key corporate strategies.

7 BEST VALUE (BV) IMPLICATIONS

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

8 SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

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

9 RISK MANAGEMENT IMPLICATIONS

9.1 Managing financial risk is of critical importance to the Council and maintaining financial health is essential for sustaining and improving service performance. Setting a balanced and realistic budget is a key element in this process. Specific budget risks will be reported to Cabinet as the budget process develops.

10 CRIME AND DISORDER REDUCTION IMPLICATIONS

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

11 SAFEGUARDING IMPLICATIONS

11.1 The safeguarding implications of individual proposals in the budget are set out in the papers relating to those proposals.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Appendix 1 – Approved LEP schemes
- Appendix 2 – Approved current MTFP 2014-2018
- Appendix 3 – Draft refresh of the MTFP 2015-2019
- Appendix 4 – Equality Impact Assessments
- Appendix 5 – Strategic Plan 2015/16
- Appendix 6 – Borough Equality Analysis

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

- NONE

Officer contact details for documents:

Or state N/A

Appendix 1: Approved LEP schemes

| Theme | Project name | Total Rev+Cap) |
|--------------------------|--|---------------------------|
| High Streets | <p>Healthy High Streets Pilot Programme</p> <p>Tower Hamlets Council is developing a Healthy High Streets policy which will promote the 'health' of high streets and town centres in the borough in the broadest sense, to support their economic growth and vitality while ensuring they make a positive contribution to the health, wellbeing and quality of life of surrounding communities. Taking into account these places' multiple social, economic and civic functions, the policy will set out an approach to service delivery and regeneration in town centres</p> | £1,293,746 £1,000,000c |
| Business Support | <p>Supply Tower Hamlets</p> <p>The project will enhance the capacity of local businesses to supply through procurement processes. The Council will act as project manager and engage a specialist agency to deliver the project. The specialist agency will in turn ensure that there is sufficient support for local businesses from its staff, and external specialist consultants, for the required outputs to be achieved.</p> | £1,321,110 |
| | <p>New Enterprise Support</p> <p>This project will support any Tower Hamlets resident who starts a business through training, consultancy support and an opportunity to win an enterprise grant. Similarly, an existing non-commercial (third sector) organisation in the borough which commences entrepreneurial activity can receive consultancy support to do so. Training and consultancy support will be provided by a number of specialist agencies and individuals, managed by LB Tower Hamlets, and any enterprise grant will be awarded only after approval has been given by a panel of independent experts.</p> | £1,215,752 |
| | <p>Retail Marketing Support</p> <p>This project will support any Tower Hamlets resident who starts a business through training, consultancy support and an opportunity to win an enterprise grant. Similarly, an existing non-commercial (third sector) organisation in the borough which commences entrepreneurial activity can receive consultancy support to do so. Training and consultancy support will be provided by a number of specialist agencies and individuals, managed by LB Tower Hamlets, and any enterprise grant will be awarded only after approval has been given by a panel of independent experts.</p> | £555,825 |
| | <p>Tower Hamlets Growth Sectors</p> <p>This project is designed to support the development in Tower Hamlets of businesses in the digital, creative, science & technology sectors, which are already growth sectors in the borough. Following on from existing evidence about factors holding back businesses in these sectors, the subject matter of the project relates to two specific shortages: suitable flexible workspace on the one hand, and local residents who are suitably qualified as employees and co-workers on the other. As far as methodology is concerned, the project proposes to deal with these shortages by involvement of the private sector, and brokerage, rather than by direct provision.</p> | £340,161 |
| App, skills and training | <p>Working Start - Integrated Employment Programme</p> <p>Working Start is Tower Hamlets' intermediate labour market scheme and successor project to the Future Jobs Fund programme. The aim is to; target unemployed or economically inactive people and supports them initially into a paid 5 month work placement and then assisted to into employment or an apprenticeship, with an anticipated 80% finding sustainable employment. The format of the Working Start programme has proved to be successful, especially in terms of securing sustainable employment upon completion of the work placements.</p> | £978,685 |
| | <p>Parental Engagement ILM Programme</p> <p>This is a pilot project designed to provide a package of support for residents to help them move into sustained employment. It is a collaborative programme between Tower Hamlets Council's Economic Development and Education, Social Care & Wellbeing services that aims to provide employment support from pre-employment engagement through to sustained employment, with access for beneficiaries to specialised support services from the two council divisions. This project can be adapted to target a particular group of residents experiencing a specific set of circumstances. In this case it is aimed at those affected by the Benefit Cap who are also currently receiving discretionary housing payment in Tower Hamlets.</p> | £315,749 |
| | | £7,021,028 |

Appendix 2: Approved MTFP 2014-2018

| Summary Draft Medium Term Financial Plan 2014-18 - Approved Full Council 5th March 2015 | | | | |
|---|-------------------|-------------------|-------------------|-------------------|
| | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
| | £'000 | £'000 | £'000 | £'000 |
| Net Service Costs | 295,732 | 293,933 | 291,362 | 296,716 |
| Earmarked Reserves (Directorates) | (804) | 1,829 | (331) | 0 |
| Contribution to/from Reserves | (1,498) | 0 | 0 | 0 |
| Growth , Inflation, Savings | 503 | (4,400) | 5,685 | 8,010 |
| Total Funding Requirement | 293,933 | 291,362 | 296,716 | 304,726 |
| Government Funding | (122,580) | (88,693) | (66,879) | (48,947) |
| Retained Business Rates | (105,566) | (117,960) | (126,202) | (132,052) |
| Council Tax | (66,396) | (69,815) | (71,909) | (74,066) |
| Collection Fund Surplus | | (7,053) | | |
| Total Funding | (294,541) | (283,521) | (264,990) | (255,065) |
| Budget Gap (excl use of Reserves) | (608) | 7,841 | 31,726 | 49,661 |
| Budgeted Contributions to Reserves | (1,034) | 0 | 0 | 0 |
| General Fund Reserves | 1,642 | (7,841) | (6,726) | (9,661) |
| Unfunded Gap | 0 | (0) | 25,000 | 40,000 |
| Savings to be delivered in each year | | 0 | (25,000) | (15,000) |
| | 31/03/2015 | 31/03/2016 | 31/03/2017 | 31/03/2018 |
| Balance on General Fund Reserves (£000s) | 66,631 | 58,790 | 52,064 | 42,404 |

Appendix 3: Draft Refresh MTFP 2015-2019

Savings evenly distributed

| Medium Term Financial Plan Refreshed - 2015-2019 | | | | |
|--|-------------------|-------------------|-------------------|-------------------|
| | 2015-16 | 2016-17 | 2017-18 | 2018-19 |
| | £'000 | £'000 | £'000 | £'000 |
| Net Service Costs | 293,933 | 291,362 | 292,499 | 302,154 |
| Earmarked Reserves (Directorates) | 1,829 | (331) | 0 | 0 |
| Contribution to/from Reserves | 0 | 0 | 0 | 0 |
| Growth , Inflation, Savings | (4,400) | 1,468 | 9,655 | 11,342 |
| Total Funding Requirement | 291,362 | 292,499 | 302,154 | 313,496 |
| Government Funding | (88,693) | (68,110) | (50,411) | (33,984) |
| Retained Business Rates | (117,960) | (125,735) | (130,676) | (136,470) |
| Council Tax | (69,815) | (73,648) | (76,482) | (79,316) |
| Collection Fund Surplus | (7,053) | (1,074) | 0 | 0 |
| Total Funding | (283,521) | (268,568) | (257,570) | (249,770) |
| Budget Gap (excl use of Reserves) | 7,841 | 23,931 | 44,584 | 63,726 |
| Budgeted Contributions to Reserves | 0 | 0 | 0 | 0 |
| General Fund Reserves | (7,841) | (2,931) | (2,584) | (726) |
| Unfunded Gap | (0) | 21,000 | 42,000 | 63,000 |
| Savings to be delivered in each year | 0 | (21,000) | (21,000) | (21,000) |
| | 31/03/2016 | 31/03/2017 | 31/03/2018 | 31/03/2019 |
| Balance on General Fund Reserves (£000s) | 63,559 | 60,629 | 58,044 | 57,319 |

Savings phased

| Summary Draft Medium Term Financial Plan Refreshed - 2015-2019 | | | | |
|--|-------------------|-------------------|-------------------|-------------------|
| | 2015-16 | 2016-17 | 2017-18 | 2018-19 |
| | £'000 | £'000 | £'000 | £'000 |
| Net Service Costs | 293,933 | 291,362 | 292,499 | 302,154 |
| Earmarked Reserves (Directorates) | 1,829 | (331) | 0 | 0 |
| Contribution to/from Reserves | 0 | 0 | 0 | 0 |
| Growth , Inflation, Savings | (4,400) | 1,468 | 9,655 | 11,342 |
| Total Funding Requirement | 291,362 | 292,499 | 302,154 | 313,496 |
| Government Funding | (88,693) | (68,110) | (50,411) | (33,984) |
| Retained Business Rates | (117,960) | (125,735) | (130,676) | (136,470) |
| Council Tax | (69,815) | (73,648) | (76,482) | (79,316) |
| Collection Fund Surplus | (7,053) | (1,074) | 0 | 0 |
| Total Funding | (283,521) | (268,568) | (257,570) | (249,770) |
| Budget Gap (excl use of Reserves) | 7,841 | 23,931 | 44,584 | 63,726 |
| Budgeted Contributions to Reserves | 0 | 0 | 0 | 0 |
| General Fund Reserves | (7,841) | (8,931) | 416 | (726) |
| Unfunded Gap | (0) | 15,000 | 45,000 | 63,000 |
| Savings to be delivered in each year | 0 | (15,000) | (30,000) | (18,000) |
| | 31/03/2016 | 31/03/2017 | 31/03/2018 | 31/03/2019 |
| Balance on General Fund Reserves (£000s) | 63,559 | 54,629 | 55,044 | 54,319 |

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Draft Savings Proposals 2016/17

| No | Ref No | DIRECTORATE | SAVINGS PROPOSAL | SAVINGS 16/17 Net £'000 | Page No |
|--------------------------------------|--------------|--------------------------------------|--|-------------------------------|---------|
| 1 | D&R001/16-17 | Development and Renewal | Management of vacancies and review of pensions contributions | £200 | 3 |
| 2 | D&R002/16-17 | Development and Renewal | Corporate Landlord and other Commissioning Efficiencies | £125 | 4 |
| 3 | D&R003/16-17 | Development and Renewal | Increased productivity and commercialisation of planning and building control services | £100 | 5 |
| 4 | D&R004/16-17 | Development and Renewal | Reduction to the Corporate Match Funding budget | £246 | 6 |
| 5 | D&R005/16-17 | Development and Renewal | Reduction to the Mainstream Grants Budget | £40 | 7 |
| 6 | D&R006/16-17 | Development and Renewal | Reorganisation of Housing Management & Procurement Teams | £145 | 8 |
| 7 | D&R007/16-17 | Development and Renewal | Restructure of Programme Management & Assurance Team | £90 | 9 |
| 8 | D&R008/16-17 | Development and Renewal | Generating more income from council assets | £50 | 10 |
| 9 | D&R009/16-17 | Development and Renewal | Directorate transformation and efficiency programme | £50 | 11 |
| Development and Renewal Total | | | | £1,046 | |
| 10 | CLC001/16-17 | Communities , Localities and Culture | Saving Money by Reducing or Stopping Sunday Idea Store Opening | £93 | 13 |
| 11 | CLC002/16-17 | Communities , Localities and Culture | Renegotiation of Current Leisure Services Contract | £1,240 | 15 |
| 12 | CLC003/16-17 | Communities , Localities and Culture | Making the Youth Service More Efficient | £700 | 16 |
| 13 | CLC004/16-17 | Communities , Localities and Culture | Discontinue the Incontinence Laundry Service | £41 | 17 |
| 14 | CLC005/16-17 | Communities , Localities and Culture | Alternative Service Delivery Model for Animal Warden Service | £160 | 18 |
| 15 | CLC006/16-17 | Communities , Localities and Culture | Income Generation Opportunity from CCTV Network | £400 | 19 |
| 16 | CLC007/16-17 | Communities , Localities and Culture | Review of Enforcement Function- More Generic Working | £451 | 21 |
| 17 | CLC008/16-17 | Communities , Localities and Culture | School Crossing Patrols to be delivered by Schools | £89 | 22 |
| 18 | CLC010/16-17 | Communities , Localities and Culture | Alternative funding arrangement for Toilets | £100 | 24 |
| 19 | CLC011/16-17 | Communities , Localities and Culture | Reduce funding to local police budgets | £270 | 25 |
| 20 | CLC012/16-17 | Communities , Localities and Culture | Review of Streetcare and Streetworks Team | £90 | 26 |
| 21 | CLC013/16-17 | Communities , Localities and Culture | Make more parking services available online and by phone | £500 | 27 |
| 22 | CLC014/16-17 | Communities , Localities and Culture | Introduction of Car Parking at John Orwell Centre | £48 | 28 |
| 23 | CLC015/16-17 | Communities , Localities and Culture | Saving from existing underspend of London Taxi Card budget | £100 | 29 |

| No | Ref No | DIRECTORATE | SAVINGS PROPOSAL | SAVINGS 16/17 Net £'000 | Page No |
|---|---------------|--------------------------------------|---|-------------------------------|---------|
| 24 | CLC016/16-17 | Communities , Localities and Culture | Reduction in Blackwall Tunnel Approach Cleansing | £75 | 30 |
| 25 | CLC017/16-17 | Communities , Localities and Culture | Alternative Waste Disposal Solution | £150 | 31 |
| Communities , Localities and Culture Total | | | | £4,507 | |
| 26 | ADU001/16-17 | Adults Services | Review of Day Services for Older People | £241 | 33 |
| 27 | ADU003/16-17 | Adults Services | New funding arrangements for new Belvedere House | £150 | 35 |
| 28 | ADU005/16-17 | Adults Services | Reduction in Social Services early retirement costs | £71 | 37 |
| 29 | ESCW054/16-17 | Adults Services | Review of high cost Learning Disability care packages | £50 | 38 |
| 30 | ADU006/16-17 | Adults Services | Charging for community Social Care services | £540 | 40 |
| 31 | ADU007/16-17 | Adults Services | Sharing Services with NHS Partners | £800 | 42 |
| 32 | ADU008/16-17 | Adults Services | Improving focus on reablement for social care users | £800 | 44 |
| 33 | ADU009/16-17 | Adults Services | Improving focus on maintaining independence for social care users | £918 | 46 |
| 34 | ADU010/16-17 | Adults Services | Improving the efficiency of the community equipment service | £60 | 48 |
| 35 | ADU011/16-17 | Adults Services | Commissioning and procuring efficient adult social care | £1,373 | 49 |
| 36 | ADU012/16-17 | Adults Services | Working with the NHS to deliver jointly funded care packages | £1,000 | 51 |
| Adults Services Total | | | | £6,003 | |
| 37 | CHI003/16-17 | Children's Services | Undergraduate & PGCE bursaries | £161 | 53 |
| 38 | CHI004/16-17 | Children's Services | Realignment and funding of efficiencies in early years' provision | £4,368 | 54 |
| 39 | CHI005/16-17 | Children's Services | Directorate support services- More efficient working* | £160 | 56 |
| 40 | ESCW034/16-17 | Children's Services | Directorate administration review* | £317 | 58 |
| 41 | ESCW042/16-17 | Children's Services | Healthy Lives service - reduction in non staff spend | £15 | 59 |
| 42 | ESCW045/16-17 | Children's Services | Reduction in Schools early retirement costs | £30 | 60 |
| 43 | CHI006/16-17 | Children's Services | Review of Child and Adolescent Mental Health (CAMHS) services | £200 | 61 |
| 44 | CHI007/16-17 | Children's Services | Review of Attendance and Welfare service | £100 | 62 |
| 45 | CHI008/16-17 | Children's Services | Reduction of general fund subsidy for Gorsefield Rural studies Centre | £50 | 63 |
| Children's Services Total | | | | £5,401 | |

| No | Ref No | DIRECTORATE | SAVINGS PROPOSAL | SAVINGS 16/17 Net £'000 | Page No |
|--|--------------|-----------------------------|--|-------------------------------|---------|
| 46 | RES001/16-17 | Resources | Downsizing of Contact Centre Management Team | £19 | 65 |
| 47 | RES002/16-17 | Resources | Corporate Finance Staffing - process savings | £100 | 66 |
| 48 | RES003/16-17 | Resources | Partnership delivery of employment programmes | £150 | 67 |
| 49 | RES004/16-17 | Resources | Benefits Service Assessment | £30 | 69 |
| 50 | RES005/16-17 | Resources | ICT reduction through down-sizing of user base | £150 | 70 |
| 51 | RES006/16-17 | Resources | Better recovery of Court Costs | £50 | 71 |
| 52 | RES007/16-17 | Resources | Housing Benefit Overpayment Recovery | £126 | 72 |
| Resources Total | | | | £625 | |
| 53 | LPG001/16-17 | Law, Probity and Governance | Deletion of Vacant Post | £45 | 74 |
| 54 | LPG002/16-17 | Law, Probity and Governance | Review of external spend | £50 | 75 |
| 55 | LPG003/16-17 | Law, Probity and Governance | Reduction in children's court fees budget | £40 | 76 |
| 56 | LPG004/16-17 | Law, Probity and Governance | Increase external income | £25 | 77 |
| 57 | LPG005/16-17 | Law, Probity and Governance | Deletion of Burial Subsidy Scheme | £20 | 78 |
| Law, Probity and Governance Total | | | | £180 | |

| | | |
|-------------------------------------|----------------|--|
| Total Savings 2016/17 AGREED | £17,762 | |
|-------------------------------------|----------------|--|

| | | |
|---|----------------|--|
| Minimum Savings Target Requirement 2016/17 | £15,000 | |
|---|----------------|--|

| | | |
|---|---------------|--|
| Additional Savings Requirement for 2016/17 | £3,750 | |
|---|---------------|--|

| | | |
|--|-------------|--|
| Shortfall in Savings Identified for 2016/17 | £988 | |
|--|-------------|--|

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2016/17 Draft Savings Proposals

Development & Renewal Savings 2016/17

| | | | | | | | | |
|---|---|--|-------------------------------|-------------------------------|---------------------|-----------------------------|------------------------------|----------------------|
| OPP TITLE: | Management of vacancies and review of pensions contributions | | | | | | | |
| DIR: | D&R | | | | | REF: DR001/16-17 | | |
| SERVICE: | Cross-directorate | | | | | LEAD OFFICER: Chris Holme | | |
| TEAM: | Cross-directorate | | | | | THEMES: | Better Budget Management | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| FTE Reductions | £ 15,999 | £ 200 | | | £ 200 | No | No | No |
| | | | | | 0 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| A review of the Directorate's establishment and turnover has identified a number of staffing related savings opportunities. Firstly, unlike elsewhere across the organisation, the directorate does not have vacancy/churn factor. Also, a small number of posts which are specifically project related are not being charged against the appropriate funding mechanism. Finally an analysis of LGPS membership, post auto-enrolment, has identified that significant numbers of staff have determined not to be members . This reduces the Council contribution. The directorate vacancy and turnover/churn levels will continue to be monitored. The culmination of these adjustments is a budget reduction of £200k. | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| No further implications to consider. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | No | | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |

| | | | | | | | | |
|---|-------------------------|--|-------------------------------|-------------------------------|---------------------|-----------------------------|------------------------------|----------------------|
| OPP TITLE: | | Corporate Landlord and other Commissioning Efficiencies | | | | | | |
| DIR: | D&R | | | | | REF: DR002/16-17 | | |
| SERVICE: | Cross-directorate | | | | | LEAD OFFICER: Chris Holme | | |
| TEAM: | N/A | | | | | THEMES: | Commissioning Efficiencies | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| | | £ 125 | | | £ 125 | No | No | No |
| FTE Reductions | | | | | 0 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>Under the recently implemented corporate landlord model - the service now has the opportunity to manage properties more cost-effectively. The service will have a strategic responsibility to ensure premises related expenditure is controlled and managed, efficiencies generated from the property through consolidating procurements and premises related contracts, business rates. As a result, general fund savings will be generated from the reduction on the premises related spend across the corporate properties. In addition the Directorate spends some £3.7m on procuring goods and services. In addition a review of directorate procurement opportunities arising during the financial year will target further opportunities to generate efficiency savings within its controllable supplies and services across the Directorate. .</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| No further implications to consider. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | No | | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |

| | | | | | | | | |
|---|---|--|-------------------------------|-------------------------------|----------------------------|-----------------------------|------------------------------|----------------------|
| OPP TITLE: | Increased productivity and commercialisation of planning and building control services | | | | | | | |
| DIR: | D&R | | | | REF: DR003/16-17 | | | |
| SERVICE: | Planning & Building Control | | | | LEAD OFFICER: Owen Whalley | | | |
| TEAM: | Development Management | | | | THEMES: | | Income Optimisation | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| Commercialisation and Productivity | n/a | £ 100 | £ - | £ - | £ 100 | No | No | No |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>The service currently generates an income to cover its costs in the relevant areas from discretionary fees. This includes pre-application planning processes. Fees and income have increased steadily over the last few years and while they can only be charged to cover costs there may be scope on review to secure a further modest increase in some fees accompanied by a cost review to generate the saving identified and stay within the tight parameters. However, there is potential for service re-engineering and improving business processes (through workforce and skills improvements) to increase activities and external fee income. Additionally, Learning & Development remains a crucial strand of the development of our own Planning & Building control staff. Service has developed a smart and focus driven staff training & learning programme to further enhance business process (e.g., explore further to increase speed, quality and planning decisions) and productivity, which as result a small reduction (£20k) in the general fund budget possible without significantly impacting the staff development.</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| Possibly long term implication due to change in planning demand. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a | No | | | | | | | |
| Does the change involve a | No | | | | | | | |

| OPP TITLE: | | Reduction to the Corporate Match Funding budget | | | | | | |
|---|-------------------|---|------------------------|-------------------------------------|--------------|----------------------|-----------------------|---------------|
| DIR: | D&R | REF: DR004/16-17 | | | | | | |
| SERVICE: | Resources | LEAD OFFICER: Everett Haughton | | | | | | |
| TEAM: | Third Sector Team | THEMES: | | De-commissioning, Reducing services | | | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| | £ 446 | £ 246 | | | £ 246 | No | No | Yes |
| FTE Reductions | | | | | 0 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>The corporate match funding budget was originally established back in 2004 to deliver outcomes and outputs associated with job creation, job placement, and business development.</p> <p>The scheme also had provisions to match fund resources and to provide stability to organisations and to build the capacity of those organisations.</p> <p>These organisations also have replaced funding sources from the single regeneration budget.</p> <p>This budget is currently uncommitted and the proposal is to reduce this by £246,000 (£140,000 from Corporate Management Fund and £106,000 from Emergency Funding).</p> <p>The service recognises the role of voluntary and community organisations in providing services and is prioritising efficiencies through better management and alignment of third party funding across the council and ensuring a commissioning approach based on strategic outcomes.</p> <p>£200,000 has been set aside as an emergency funding pot as continued support from the council in the event of an emergency. The proposed changes will be the subject of an equality impact assessment.</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| No further implications to consider. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | Yes | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | Yes | | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | Yes | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | Yes | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | No | | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |

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|---|--|--|--|-------------------------------|--------------------------------|---------------------|-------------------------------------|------------------------------|----------------------|
| OPP TITLE: | | Reduction to the Mainstream Grants Budget | | | | | | | |
| DIR: | | D&R | | | REF: DR005/16-17 | | | | |
| SERVICE: | | Resources | | | LEAD OFFICER: Everett Haughton | | | | |
| TEAM: | | Third Sector Team | | | THEMES: | | De-commissioning, Reducing services | | |
| SAVINGS OPPORTUNITY | | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| | | £ 1,566 | £ 40 | | | £ 40 | No | No | Yes |
| FTE Reductions | | | | | | 0 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | | |
| <p>The purpose of the council's mainstream grants budget is to fund activities to meet key local priorities drawn from the Community Plan and key council strategies, which the third sector is best placed to deliver.</p> <p>A three per cent to four per cent reduction on the mainstream grants budget is possible council wide and a five per cent reduction in the Development and Renewal element of the mainstream grants budget has been identified, taking effect from September 2016.</p> <p>The annual review of service agreements will need to reflect the reduced funding available.</p> | | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | | |
| No further implications to consider. | | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | | |
| TRIGGER QUESTIONS | | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | | Yes | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | | Yes | | | | | | | |
| Does the change involve direct impact on front line services? | | Yes | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | | |
| Does the change alter who is eligible for the service? | | No | | | | | | | |
| Does the change alter access to the service? | | No | | | | | | | |
| Does the change involve revenue raising? | | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | | No | | | | | | | |
| Does the change involve local suppliers being affected? | | No | | | | | | | |
| Does the change affect the Third Sector? | | Yes | | | | | | | |
| Does the change affect Assets? | | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | | |
| Does the change involve a reduction in staff? | | No | (staffing levels for those affected should be provided as well as equalities data) | | | | | | |
| Does the change involve a redesign of the roles of staff? | | No | | | | | | | |

| | | | | | | | | |
|--|------------------------------------|--|-------------------------------|-------------------------------|--------------------------------|---|------------------------------|----------------------|
| OPP TITLE: | | Reorganisation of Housing Management & Procurement Teams | | | | | | |
| DIR: | D&R | | | | REF: DR006/16-17 | | | |
| SERVICE: | Housing Options | | | | LEAD OFFICER: Lorraine Douglas | | | |
| TEAM: | Housing Management and Procurement | | | | THEMES: | Lean: Service Re-Design and Consolidation | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| | £ 1,976 | £ 145 | | | £ 145 | No | No | Yes |
| FTE Reductions | | 3 | | | 3 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| A restructure of the Housing Management and Income Teams, with a subsequent transfer of the functions and appropriate staff to Tower Hamlets Homes which has experience of managing similar activities in respect of the Council's Housing Revenue Account tenanted stock. NB: Management of the Housing Register will not transfer to Tower Hamlets Homes | | | | | | | | |
| IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| Risks is only if the proposed structure is not implemented by 1st of April 2016. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | Yes | Staffing reorganisation will be undertaken in accordance with the Handling Organisational Change policy and will include a full impact assessment to ensure that equalities groups are not disproportionately affected | | | | | | |
| Does the change involve a redesign of the roles of staff? | Yes | | | | | | | |

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|--|---|--|-------------------------------|-------------------------------|---------------------------|---|------------------------------|----------------------|
| OPP TITLE: | Restructure of Programme Management & Assurance Team | | | | | | | |
| DIR: | D&R | | | | REF: DR007/16-17 | | | |
| SERVICE: | Resources and Economic Development | | | | LEAD OFFICER: Chris Holme | | | |
| TEAM: | PMA | | | | THEMES: | Lean: Service Re-Design and Consolidation | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| | £ 266 | £ 90 | | | £ 90 | | | No |
| FTE Reductions | | 1 | | | 1 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>Restructure of team management and deletion of Head of Service post. Ideally this should be undertaken as part of a wider review of programme management arrangements across the Council.</p> <p>Further details of the role are appended.</p> <p>During the period 2013-15 when the Service Head acted into the post of Corporate Director Resources, the post holder acted as the Service Head Resources for the Directorate . In recognition of the ongoing savings challenge the decision was taken to leave the substantive post vacant and redesign the roles of the remainder of the team. Work within this part of the portfolio was successfully managed, and deletion of the post will mean reinstatement of those arrangements pending a wider review.</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| No further implications to consider. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | Yes | Staffing reorganisation will be undertaken in accordance with the Handling Organisational Change policy and will include a full impact assessment to ensure that equalities groups are not disproportionately affected | | | | | | |
| Does the change involve a redesign of the roles of staff? | Yes | | | | | | | |

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|---|--|---|--|-------------------------------|---|---|------------------------------|----------------------|
| OPP TITLE: | | Generating more income from council assets | | | | | | |
| DIR: | D&R | | | | REF: DR008/16-17 | | | |
| SERVICE: | Asset Management / Resources & Economic Development | | | | LEAD OFFICER: Chris Holme/ Ann Sutcliffe | | | |
| TEAM: | As above | | | | THEMES: | Lean: Service Re-Design and Consolidation | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| | N/A | £ 50 | | | £ 50 | | | no |
| FTE Reductions | | | | | 0 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>There is an ongoing review of opportunities for income to be derived from the utilisation of Council assets for the provision of WiFi and mobile communications - in response to the Fairness Commission. The assumption was always that income derived would support the digital inclusion strategy. The £50k is small at this stage, representing a part-year income generation due to timescales re: development and procurement.</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| No further implications to consider. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | |
| Does the change reduce resources available to address inequality? | | No | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | | No | | | | | | |
| Does the change involve direct Impact on front line services? | | No | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | | No | | | | | | |
| Does the change alter access to the service? | | | | | | | | |
| Does the change involve revenue raising? | | No | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | | No | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | | No | | | | | | |
| Does the change involve local suppliers being affected? | | No | | | | | | |
| Does the change affect the Third Sector? | | No | | | | | | |
| Does the change affect Assets? | | No | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | | NO | | | | | | |
| Does the change involve a redesign of the roles of staff? | | NO | | | | | | |

| | | | | | | | | |
|--|--|---|-------------------------------|-------------------------------|---------------------------|---|------------------------------|----------------------|
| OPP TITLE: | Directorate transformation and efficiency programme | | | | | | | |
| DIR: | D&R | | | | REF: DR009/16-17 | | | |
| SERVICE: | All | | | | LEAD OFFICER: Chris Holme | | | |
| TEAM: | All | | | | THEMES: | Lean: Service Re-Design and Consolidation | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| | | £ 50 | | | £ 50 | | | No |
| FTE Reductions | | | | | 0 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| Targeted review of Directorate functions in conjunction with other Directorates, Agencies and Boroughs to consider alternative methods of service delivery, including consolidation, whole service people centred approaches to welfare / housing and employment interventions. etc. | | | | | | | | |
| IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| No further implications to consider. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | | | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | Yes | The outcome of the review could lead to a reduction in staff in the later part of 2015-16 financial year but is not yet known | | | | | | |
| Does the change involve a redesign of the roles of staff? | Yes | The outcome of the review could involve a redesign of the roles of staff but is not yet known | | | | | | |

Communities , Localities and Culture Savings 2016/17

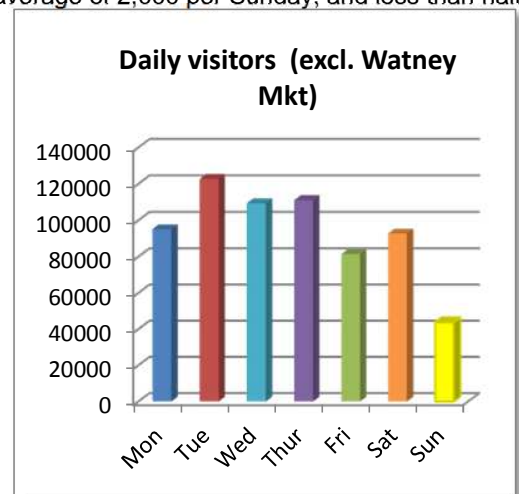
| | | | | | | | | |
|----------------------------|---|-------------------------------|-------------------------------|-------------------------------|------------------------------|-----------------------------|---|----------------------|
| OPP TITLE: | Saving Money by Reducing or Stopping Sunday Idea Store Opening | | | | | | | |
| DIR: | CLC | | | | REF: CLC001/16-17 | | | |
| SERVICE: | Culture, Learning & Leisure | | | | LEAD OFFICER: Shazia Hussain | | | |
| TEAM: | Idea Stores & Idea Store Learning | | | | THEMES: | | Lean: Service Re-Design and Consolidation | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before June 2015 | Is an EA Req? |
| FTE Reductions | | 30-93 | | | 30-93 | N/A | No | Yes |

DETAILS OF SAVINGS OPPORTUNITY

The proposal is to reduce the total number of Idea Stores open or the total number of hours Idea Stores are open on Sundays. Sunday is the day in which the fewest number of people use this service. There are a number of ways this could be achieved and depending on the options chosen it could save up to £93,000. To secure the full saving it would be necessary to close every store on a Sunday. Closing only Canary Wharf and Bow on Sunday would achieve £30k whilst closing Whitechapel and Chrisp Street will achieve £60k savings. Table below provides a summary of running cost by each site. Alternatively reducing the hours of Sunday opening for some or all Idea Stores (avoiding full Sunday closure for any stores) could also be an option although the full saving would not be made.

Analysis of the daily visitors to the Idea Stores (excluding Watney Market which is already closed on Sundays) from April - August 2015 shows that Sundays have the lowest number of visitors each week with an average of 2,000 per Sunday, and less than half the average footfall of the other days:

- Mon 95,155 (14.5%) (relatively low due to bank holiday closures)
- Tue 122,739 (18.7%)
- Wed 109,461 (16.7%)
- Thur 111,086 (16.9%)
- Fri 81,448 (12.4%)
- Sat 92,751 (14.1%)
- Sun 43,834 (6.7%)



Sundays are the least visited day in Idea Stores, varying from 6.1% of all visits to Bow, to 7.2% of visits to Canary Wharf. The cost per hour of opening: Whitechapel £7,300, Chris Street £3,160, Canary Wharf £2,300, Bow £3,600.

| | Whitechapel | Watney Market | Chrip Street | Canary Wharf | Bow | TOTAL |
|---|-------------|---------------|--------------|--------------|---------|---------|
| Total Sunday Visitor numbers (April-Sep 2015) | 18,704 | Closed | 10,558 | 8,037 | 6,535 | 43,834 |
| Total minimum staffing and security spend | £43,789 | Closed | £18,970 | £14,393 | £16,070 | £93,223 |

IMPLICATIONS TO CONSIDER

including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT

The council's Local Plan and the supporting Infrastructure Delivery Plan (informed by the Idea Store Strategy 2009) identify the need to provide additional Idea Store capacity in order to support population growth and meet future demand as well as provide support and training through the Idea Stores for digital inclusion. Sunday closure will run contrary to this. There is anecdotal evidence that many residents who access the Idea Store on Sundays do not do so during the rest of the week. Service data indicates that young people tend to use the store more frequently on Sundays. Also some delivery of the Community Language Service provision occur on Sundays (early GCSE programme).

There is also a risk that reading ages and numbers of children engaged in reading for enjoyment decline within the borough. Visits to the Idea Stores may decline as a result of implementing these proposals.

EQUALITIES SCREENING

| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups |
|---|--------|--|
| Does the change reduce resources available to address inequality? | Yes | There would be an impact on sessions and activities for children and young people. An Equalities Assessment would be undertaken as part of the feasibility study required to develop these opportunities |

| | | |
|--|-----|--|
| Does the change reduce resources available to support vulnerable residents? | Yes | As Above |
| Does the change involve direct Impact on front line services? | Yes | |
| CHANGES TO A SERVICE | | |
| Does the change alter who is eligible for the service? | No | |
| Does the change alter access to the service? | Yes | A reduction in opening hours will affect access to the service |
| Does the change involve revenue raising? | No | |
| Does the change involve a reduction or removal of income transfers to service users? | No | |
| Does the change affect who provides the service, i.e. outside organisations? | No | |
| Does the change involve local suppliers being affected? | Yes | |
| Does the change affect the Third Sector? | No | |
| Does the change affect Assets? | No | |
| CHANGES TO STAFFING | | |
| Does the change involve a reduction in staff? | No | |
| Does the change involve a redesign of the roles of staff? | No | |

| OPP TITLE: | | Renegotiation of Current Leisure Services Contract | | | | | | |
|--|-----------------------------|---|------------------------|------------------------|--------------|------------------------------|------------------------|---------------|
| DIR: | CLC | | | | | REF: CLC002/16-17 | | |
| SERVICE: | Culture, Learning & Leisure | | | | | LEAD OFFICER: Shazia Hussain | | |
| TEAM: | Sports & Physical Activity | | | | | THEMES: Income Optimisation | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before June 2015 | Is an EA Req? |
| | | £ 1,240 | | | £ 1,240 | N/A | No | No |
| FTE Reductions | | | | | | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>The GLL contract is due to end on 2019 for the management of leisure centres. The contract provides that GLL are paid a management fee of just over £2m including indexation. There is also a profit share arrangement for the allocation of the surplus at the end of each financial year. The arrangements are such that the council and GLL receive 25% each of the declared surplus in the GLL accounts and 50% goes towards the Development pot. Development funding has to be agreed by both the Council and GLL and supports major works above the planned preventive maintenance schedule (PPM) and agreed leisure development activities such as 'free swims' and 'Women only activities'.</p> <p>The previous MTFP identified that up to £1M could be generated annually from the surplus being achieved on the contract by GLL up to the contract end date in 2019 to contribute to efficiency targets. The current level of surpluses shown in the GLL accounts for LBTH does not deliver the full savings from the 25% allocation and in order to achieve the full sum there is a yearly negotiated agreement to reduce the Development fund to make up the short fall on the £1M.</p> <p>The proposal sets out that the management fee of £2M paid to GLL and the income received from GLL will both cease for the remainder of the contract period. This achieves a net saving of £1M to the council. GLL would receive 1m less under this arrangement at current levels of turnover. They have indicated that a prerequisite for entering in to negotiations on the above would be the setting aside of a capital sum and a review of fees and charges benchmarked against other London boroughs. The Executive has made it clear that the impact of any proposed changes to fees and charges linked to agreement on this proposal must be brought back to the Executive before any final agreement is reached.</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| <p>GLL are required to take more risks for the remainder of the contract.</p> <p>A joint arrangement on Capital Investment will be required between the council and GLL to facilitate the above.</p> <p>GLL have asked that as part of these discussions the Council will review Fees and Charges.</p> | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | No | (staffing levels for those affected should be provided as well as equalities data) | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |

| | | | | | | | | |
|---|--|--|-------------------------------|-------------------------------|---------------------------|---|------------------------------|----------------------|
| OPP TITLE: | Making the Youth Service More Efficient | | | | | | | |
| DIR: | CLC | | | | REF:CLC003/16-17 | | | |
| SERVICE: | Safer Communities | | | | LEAD OFFICER: Andy Bamber | | | |
| TEAM: | Youth & Community Learning | | | | THEMES: | Lean: Service Re-Design and Consolidation | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 16/17 | Start before Sep 2015 | Is an EA Req? |
| FTE Reductions | | £ 700 | | | £ 700 | No | No | Yes |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| This savings proposal is designed to improve further the efficiency of the service in a way that won't reduce the quality of the service to young people in the borough. | | | | | | | | |
| The Youth Service is already operating in a more efficient way following changes made over the last year. There is now further opportunity to change the way in which we manage our budgets to become more efficient when buying services for young people or organising grant based community youth activities. We do this by using grant programmes such as the Youth Opportunity Fund (YOF) and Positive Activities for Young People (PAYP) as well as through youth support provision purchased directly from specialist providers. | | | | | | | | |
| IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| This highlights opportunities to reduce the costs of the Youth & Community Service. The objective will be to achieve this with no reduction to the quality of frontline service provision. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | Yes | There will be no reduction in grant to the third sector but the council may change the scope and nature of the things that we expect the third sector to deliver in exchange for the grant | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | No | | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |

| | | | | | | | | |
|--|---------------------------------|---|-------------------------------|-------------------------------|---------------------|-----------------------------|---|----------------------|
| OPP TITLE: | | Discontinue the Incontinence Laundry Service | | | | | | |
| DIR: | CLC | | | | | REF:CLC004/16-17 | | |
| SERVICE: | Safer Communities | | | | | LEAD OFFICER: Andy Bamber | | |
| TEAM: | Consumer & Business Regulations | | | | | THEMES: | Lean: Service Re-Design and Consolidation | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| | | £ 41 | | | £ 41 | N/A | No | Yes |
| FTE Reductions | | 2 | | | 2 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>The Incontinence Laundry, a health function, provides free of charge weekly laundry services to residents within the borough. It is located in a basement area beneath York Hall.</p> <p>Laundry services are provided for 20 Tower Hamlets residents and 21 clients in Camden, for which Camden Social Services are charged £26.37 + VAT per person per week. Payments are received quarterly.</p> <p>A laundry service is also provided to London Borough of Hackney; however, following a social services review, only 4 clients remain on this agreement.</p> <p>Two members of staff are permanently based within the laundry service and a vehicle and driver are shared with Pest Control.</p> <p>This is a non-statutory service and could be discontinued. The NHS provides free support to residents based on need. Residents that currently receive the service within the borough now also have direct control of their personal care budgets, which enables them to determine the nature of their care support for themselves.</p> <p>Given that this is a health function and not a statutory requirement of the council and in view of the existence of the above NHS arrangements the discontinuance of the laundry service could be adequately managed as part of the NHS client needs assessment process.</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| No Further implications to consider. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | Yes | However NHS direct provision and personal care budgets mitigate against this change | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | Yes | The NHS will provide direct support that may be supplemented by personal care budgets at the clients discretion. | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | Yes | The Council will no longer be providing this service | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | Yes | The space currently used for this service would be vacated. | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | Yes | A full staffing review will be necessary, which will be undertaken in accordance with the Handling Organisational Change policy and will include a full impact assessment to ensure that equalities groups are not disproportionately affected. | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |

| OPP TITLE: | | Alternative Service Delivery Model for Animal Warden Service | | | | | | |
|---|-------------------------------------|--|------------------------|------------------------|---------------------------|----------------------|------------------------|---------------|
| DIR: | CLC | | | | REF: CLC005/16-17 | | | |
| SERVICE: | Safer Communities | | | | LEAD OFFICER: Andy Bamber | | | |
| TEAM: | Enforcement, Intervention & Markets | | | | THEMES: | | Delivering Differently | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 16/17 | Start before June 2015 | Is an EA Req? |
| | £ 160 | £ 160 | | | £ 160 | N/A | No | no |
| FTE Reductions | | 3 | | | | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>Although the collection and processing of stray dogs is a statutory duty, it is not one which the council is required to deliver directly. Significant efficiencies would be generated by working with an external organisation such as a neighbouring borough or charity (e.g. Battersea Dogs Home) to provide the service. Several such organisations currently undertake other work in the borough or adjoining boroughs, and have the necessary equipment, vehicles, and access to a dog pound. As a result, the council would achieve major savings in premises, transport and staffing costs of providing a 24 hour facility. All services that we provide would be carried out by the partner organisation on a fee per collection basis.</p> <p>The council would therefore only focus on statutory duties such as enforcement activities for animal-related anti-social behaviour, dog fouling, etc.</p> <p>The gross savings would be £196K. Against this would be offset the cost of the service from the partner organisation, at an estimated £250 per animal collected. Based on 2014/5 volumes, this would cost approx. £15K pa, giving a net saving of £181K pa.</p> <p>Savings identified as part of this opportunity are indicative and a feasibility study would be required in order to develop this proposal alongside detailed negotiations with local organisations to identify a potential partner. However the council already has an SLA with Battersea Dogs Home, which could be used as a basis for developing this new model of service delivery.</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| <p>RISKS: It is possible that response times may increase as a result of transferring delivery of the service to a partner, although the contract would include an SLA to limit or mitigate any such negative impact.</p> <p>The annual number of instances of stray dogs within the borough is variable. Current indications are that the number of strays is likely to increase in the future. If this were the case, the cost to the council would increase proportionately if the charging model is based on a fixed cost per collection.</p> <p>There would also be potential redundancy costs, or alternatively HR issues if the existing staff were to be transferred to the partner and TUPE considerations were to apply.</p> | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | Yes | The service itself would not change significantly but would now be carried out by a partner such as a charity rather than the council. | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | Yes | The service would be accessed directly via the partner organisation rather than through the council | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | Yes | Yes, the service would now be provided by an outside organisation (to be determined) | | | | | | |
| Does the Change involve Local Suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | Yes | Possible premises impacts | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | Yes | Possible redundancy implications or TUPE considerations | | | | | | |
| Does the change involve a redesign of the roles of staff? | Yes | The equality study will identify if a redesign of roles is required. | | | | | | |

| OPP TITLE: | | Income Generation Opportunity from CCTV Network | | | | | | |
|--|-------------------------------------|--|------------------------|------------------------|---------------------------|----------------------|------------------------|---------------|
| DIR: | CLC | | | | REF: CLC006/16-17 | | | |
| SERVICE: | Safer Communities | | | | LEAD OFFICER: Andy Bamber | | | |
| TEAM: | Enforcement, Intervention & Markets | | | | THEMES: | Income optimisation | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 16/17 | Start before June 2015 | Is an EA Red? |
| | | £ 400 | £ 100 | | £ 500 | Yes | No | No |
| FTE Reductions | 0 | | | | | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>The council's CCTV network uses fibre-optic cable running around the borough through underground ducts; these ducts and fibres are owned by the council. During the installation of the fibres, the engineers allowed sufficient capacity to expand the system using existing fibres, and also ensured that there was sufficient capacity in the duct routes to put new cables through. This spare capacity allows for annual income to be generated in two ways: (1) Allowing third party Telco (Telecom Operators) providers the option to use our dark fibre to get signals from one place to another and (2) Allow third party Telco providers the option to run cables in our duct routes.</p> <p>(1) USE OF EXISTING FIBRE - The council's extensive fibre network runs across most of the borough. There is a high demand for this fibre and consequently there would be the opportunity to rent our fibre out to allow connectivity to these locations.</p> <p>(2) USE OF DUCT ROUTES - The majority of the council's fibre is carried in our own underground duct routes. Our extensive network serves parts of the borough where there are currently no existing Telco fibre services. Installing more fibre in these ducts would allow Telco providers to get to locations which they currently cannot reach, making the council's network a valuable resource in reaching those hard-to-reach parts. This would also allow businesses in those areas to access much higher speed internet than they would otherwise be able to use, helping the local economy. The CCTV infrastructure lends itself to this type of operation as we can provide both the street furniture to mount the transmitters on and also the fibre network to support this.</p> <p>The annual income streams above are indicative, and depend on negotiations with suitable partners. The CCTV service has engaged with consultants who have started a feasibility study and price-testing exercise to firm-up these figures and are due to report back by the end of October. The current network has been implemented with a view to completing a loop covering the majority of the borough. This loop is substantially complete but the network could be further enhanced by completing the last section of the loop. This may increase the income potential of this infrastructure. Officers are reviewing the possibility of bringing forward an invest to save business case and any contracted or partner option could include the completion of the loop as part of the arrangement accepting that this would impact on income generated. Maintenance of the current fibre opting network and installation of the last section of the loop is at the specification stage with a view to going out to procurement in December 2015. Given the timescales of the consultants' report, the procurement exercise and the option selected, it is anticipated that this income stream may be partially realised in 2016/7.</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| Market based advice and potential market testing is required to better understand the business potential and any risks to the service. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | Yes | Spare capacity allows for income to be generated in allowing third party Telecom Operators providers the option to use Council fibre to get signals from one place to another and allow providers the option to run cables in duct routes. | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |

| | | |
|---|-----|--|
| Does the change affect Assets? | Yes | Potentially increases the council's assets via potential extension of the network. |
| CHANGES TO STAFFING | | |
| Does the change involve a reduction in staff? | No | |
| Does the change involve a redesign of the roles of staff? | No | |

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|---|---|--|-------------------------------|-------------------------------|----------------------------|---|-------------------------------|----------------------|
| OPP TITLE: | Review of Enforcement Function- More Generic Working | | | | | | | |
| DIR: | CLC | | | | REF: CLC007/16-17 | | | |
| SERVICE: | Public Realm | | | | LEAD OFFICER: Simon Baxter | | | |
| TEAM: | Clean, Green & Highways | | | | THEMES: | Lean: Service Re-Design and Consolidation | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 16/17 | Start before June 2015 | Is an EA Req? |
| | | £ 451 | | | £ 451 | N/A | No | Yes |
| FTE Reductions | | 10 | | | 10 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| This proposal intends to delete 10 Commercial Waste THEO posts. The function of this service is to monitor the commercial waste refuse and provide a first contact service to customers for commercial waste enforcement, statutory nuisance activities including: identification, assessment reporting, enforcement and monitoring of anti social behaviour, street cleanliness, street trading etc., carryout investigations and take enforcement action as required. This function can be delivered by the Tower Hamlets Enforcement Officers (THEO's) within existing capacity. This model will accelerate generic working across the Communities | | | | | | | | |
| IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| The team currently produce via Fixed Penalty Notices £90k per annum in revenue. There may be an impact on income generation. It may also increase the amount of money spent on disposal of fly tipped waste. Trade Union implications of redundancies and generic working. Concerns that this might lead to less efficient commercial waste enforcement and increase fly tipping leading to a negative impact on perception of the borough. A review will need to be undertaken as to the impact this proposal has in these areas. The terms and conditions of the current accreditation of the THEO's may need to be revised. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | Yes | More generic working | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | Yes | Staffing reorganisation will be undertaken in accordance with the Handling Organisational Change policy and will include a full impact assessment to ensure that equalities groups are not disproportionately affected | | | | | | |
| Does the change involve a redesign of the roles of staff? | Yes | More generic working within the THEO function | | | | | | |

| OPP TITLE: | | School Crossing Patrols to be delivered by Schools | | | | | | |
|--|--|---|------------------------|------------------------|--------------|----------------------------|---|---------------|
| DIR: | CLC | | | | | REF: CLC008/16-17 | | |
| SERVICE: | Public Realm | | | | | LEAD OFFICER: Simon Baxter | | |
| TEAM: | Parking, Mobility & Transport Services | | | | | THEMES: | Lean: Service Re-Design and Consolidation | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 16/17 | Start before June 2015 | Is an EA Req? |
| FTE Reductions | £ 89 | £ 89 | | | £ 89 | N/A | No | Yes |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>This savings opportunity proposes to transfer responsibility for funding for school crossing patrols from the council's General Fund to the Dedicated Schools Grant (DSG).</p> <p>A number of schools in the borough already directly fund school crossing patrols and this arrangement is in place in other boroughs. A number of schools also operate the Junior Road Safety Officer scheme to champion road safety among their peers and ensure the safe crossing of roads in the vicinity of the school entrance. This arrangement would ensure that the school community is in direct control of the school road safety agenda.</p> <p>Full consultation with the schools will be required before this saving could be implemented. This is not a statutory service. There are currently 21 school crossing patrols, the responsibility for which would transfer to schools. Patrol staff are located at the following sites;</p> <ul style="list-style-type: none"> • Ben Johnson • Bigland Green • Bluegate Fields • Cayley • Cubitt Town • Cyril Jackson • Cyril Jackson2 • Harbinger • Hermitage • John Scurr • Malmesbury • Marner • Mayflower Grundy • Old Palace • Redlands • Sir William Burrough • Smithy • St. Luke's • St. Peter's • St. Edmunds • Bow School <p>Risk reviews would need to be undertaken by the schools under these arrangements.</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| <p>This opportunity would have a financial implication for schools DSG. In order for the cost to be met from the DSG and be de-delegated, a report must be taken to through the School Forum who have the final decision on whether the de-delegation is approved.</p> <p>Road Safety around schools will continue to be monitored by the council and if necessary road safety measures that address any problems introduced.</p> <p>A school by school risk assessment will need to be carried out, as the proposal provides the schools with the discretion to continue with the service or not. This is best undertaken by schools.</p> | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |

| CHANGES TO A SERVICE | | |
|--|-----|--|
| Does the change alter who is eligible for the service? | No | |
| Does the change alter access to the service? | No | |
| Does the change involve revenue raising? | No | |
| Does the change involve a reduction or removal of income transfers to service users? | No | |
| Does the change affect who provides the service, i.e. outside organisations? | Yes | schools will provide the service |
| Does the change involve local suppliers being affected? | No | |
| Does the change affect the Third Sector? | No | |
| Does the change affect Assets? | No | |
| CHANGES TO STAFFING | | |
| Does the change involve a reduction in staff? | Yes | It is possible that schools may commission the council to provide this service or provide it directly themselves. The proposal is likely to reduce the number of staff directly employed by the council. Any reorganisation will be undertaken in accordance with the Handling Organisational Change policy and will include a full impact assessment to ensure that equalities groups are not disproportionately affected |
| Does the change involve a redesign of the roles of staff? | No | |

| | | | | | | | | |
|---|-------------------------|--|-------------------------------|-------------------------------|---------------------|-----------------------------|---|----------------------|
| OPP TITLE: | | Alternative funding arrangement for Toilets | | | | | | |
| DIR: | CLC | | | | | REF: CLC010/16-17 | | |
| SERVICE: | Public Realm | | | | | LEAD OFFICER: Simon Baxter | | |
| TEAM: | Clean, Green & Highways | | | | | THEMES: | Lean: Service Re-Design and Consolidation | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 16/17 | Start before June 2015 | Is an EA Req? |
| | | £ 100 | | | £ 100 | N/A | No | No |
| FTE Reductions | | | | | | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>Temporary mobile toilets are provided in Brick Lane, Galston Street, Columbia Flower Market, and funded from the General Fund. This proposal intends to transfer funding of these temporary mobile toilets from the General Fund to the Street Trading Account as the markets are the primary reason these toilets are required in these locations.</p> <p>The Street Trading account has returned to surplus over the past 3 years and would be able to fund this cost for the toilet provision. It should be noted that section 106 money has been allocated to building a new public toilet facility in Brick Lane.</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| No Further implications to consider. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | No | | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |

| OPP TITLE: | | Reduce funding to local police budgets | | | | | | |
|--|-------------------------------------|--|------------------------|------------------------|--------------|---------------------------|---|---------------|
| DIR: | CLC | | | | | REF: CLC011/16-17 | | |
| SERVICE: | Safer Communities | | | | | LEAD OFFICER: Andy Bamber | | |
| TEAM: | Community Safety Partnership, DV&HC | | | | | THEMES: | Lean: Service Re-Design and Consolidation | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 16/17 | Start before June 2015 | Is an EA Req? |
| FTE Reductions | | £ 270 | | | £ 270 | N/A | No | Yes |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>The council had earmarked funds to pay for an additional 20 Police Officers from December 2015. In recognition that it is not the function of the council to fund the police service, but for regional and national government to do, and in view of the continuation of public sector austerity, it is now being proposed that this funding is reduced. The council will continue to pay for additional police officers and the revised initiative will still deliver a police task force consisting of:</p> <p>1 x Police Sergeant 5 x Police Constables 1 x Business Support</p> <p>The cost of delivering this new provision is estimated at £250k.</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| <p>including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT</p> <p>The actual cost will be subject to clarification and agreement with MOPAC. Police Performance and the quality of the service that they provide to residents will continue to be monitored by the Council.</p> | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | Yes | Police have a role in protecting the vulnerable. However the resource reduction was made by the police authorities when they decided to cut their budget for local police provision. | | | | | | |
| Does the change involve direct Impact on front line services? | Yes | The work of Tower Hamlets Civil Enforcement Officers may increase on matters specific to anti social behaviour. | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | No | | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |

| OPP TITLE: | | Review of Streetcare and Streetworks Team | | | | | | |
|---|-------------------------|--|------------------------|------------------------|--------------|----------------------------|---|---------------|
| DIR: | CLC | | | | | REF: CLC012/16-17 | | |
| SERVICE: | Public Realm | | | | | LEAD OFFICER: Simon Baxter | | |
| TEAM: | Clean, Green & Highways | | | | | THEMES: | Lean: Service Re-Design and Consolidation | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 16/17 | Start before June 2015 | Is an EA Req? |
| FTE Reductions | | £ 90 | | | £ 90 | N/A | No | Yes |
| | | 2 | | | 2 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>The Streetworks Team is made up of 11 Officers (1 manager and 10 officers) is responsible for co-ordinating and monitoring street work activities and policies, to regulate the activities of public utility companies operating on the public highway so as to fulfil the requirements of the New Roads and Street Works Act and Traffic Management Act. This includes supporting proactive and reactive inspection and enforcement of their activities.</p> <p>The Streetcare Team is made up of 10 Officers (1 manager and 9 officers) and provides management of street related services, including monitoring the refuse collection, street cleansing, recycling, parks and open spaces. The team also works closely with the Refuse and Recycling Service to develop, implement and maintain effective contract monitoring procedures, provide visual inspections of the public highway and arranging for remedial works to provide a safe highway for public use. Enforcement activity is also undertaken by this team, to ensure that all public realm problems, including fly posting, littering, graffiti, and highway obstruction are dealt with in a manner that reduces long term financial impact on the council and its partners.</p> <p>Since both teams provide an inspection and enforcement function within the Clean, Green & Highways service portfolio there is an opportunity to become more efficient by amalgamating the two teams and adopting a more generic working model.</p> <p>Savings of £90k can be potentially achieved from a reduction in one vacant post and a management position. A full service review will need to be undertaken to confirm the actual savings attainable and to determine how the future consolidated service will function.</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| Potential but limited risk of redundancies. Generic working needs effective IT support to achieve the best levels of efficiency. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | Yes | More generic working | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | Yes | Staffing reorganisation will be undertaken in accordance with the Handling Organisational Change policy and will include a full impact assessment to ensure that equalities groups are not disproportionately affected | | | | | | |
| Does the change involve a redesign of the roles of staff? | Yes | Greater levels of generic working. Leaner management model. | | | | | | |

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|---|---|--|-------------------------------|-------------------------------|----------------------------|-----------------------------|-------------------------------|----------------------|
| OPP TITLE: | Make more parking services available online and by phone | | | | | | | |
| DIR: | CLC | | | | REF: CLC013/16-17 | | | |
| SERVICE: | PUBLIC REALM | | | | LEAD OFFICER: Simon Baxter | | | |
| TEAM: | Parking, Mobility & Transport Services | | | | THEMES: | Delivering Differently | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 16/17 | Start before June 2015 | Is an EA Req? |
| | | £ 500 | | | £ 500 | N/A | No | Yes |
| FTE Reductions | | | | | | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| Channel shift | | | | | | | | |
| <p>This proposal recognises the savings already gained from the shift to online for new parking applications which went live on 1 April 2015. Based on current online applications, the expectation is to achieve a further 30 per cent for all new applications online. The proposal does not seek to alter how the service is currently provided, but accounts for the number of users continuing to switch to online.</p> <p>It is expected that the number of calls received by the customer contact centre (CCC), as well as face to face contact at the one stop shop will reduce as transactions are completed online. The total savings achievable will be determined by the total reduction in calls received by the CCC and interaction at the one stop shops and subsequent downsizing of the call centre.</p> | | | | | | | | |
| Casual parking | | | | | | | | |
| <p>As a result of the increase in the number of cashless parking bays and ease of access to pay electronically for casual parking and a reduction in pay and display machines, there has been an increase in non-cash payments and reduction in cash collection costs due to fewer machines to collect from.</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| For future years, the Customer Contact Centre will need to secure the efficiencies gained by responding to the changes in the way customers interact with our council services. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | Yes | FTE Impacts of a move to online transactions will need to be reviewed and determined with Resources Directorate as there will be impacts to the Customer Contact Centre. | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |

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|---|---|-------------------------------|---|-------------------------------|------------------------------|-----------------------------|-------------------------------|----------------------|
| OPP TITLE: | Introduction of Car Park at John Orwell Centre | | | | | | | |
| DIR: | CLC | | | | REF: CLC014/16-17 | | | |
| SERVICE: | Culture Learning and Leisure | | | | LEAD OFFICER: Shazia Hussain | | | |
| TEAM: | N/A | | | | THEMES: | Income Optimisation | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving £000 | Invest to Save 15/16 | Start before June 2015 | Is an EA Req? |
| | | £ 48 | | | £ 48 | N/A | No | No |
| FTE Reductions | 0 | | | | | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>A pilot exercise has been undertaken introducing a car park at Lawton Road. This achieved £5K between June - August 2015. A similar opportunity exists for the John Orwell Leisure Centre. The car park could have 4 disabled bays and 29 normal bays. If the same tariff as Lawton Road is charged, it could achieve (pro rata) £4K per month, i.e. £48K per year. There would be a small cost to set up, promote, and maintain the car park which has not been netted off the total savings figure, and additional resources will be required to maintain and enforce payment, but it may be able to do the latter within current workloads.</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| Risk: that the location of the car park at John Orwell Leisure Centre is not as popular as Lawton Road, or that demand is not sufficiently high to deliver the same pro rata level of income. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | | YES/NO | IF YES - please provide further details on how this impacts on each equalities | | | | | |
| Does the change reduce resources available to address inequality? | | No | | | | | | |
| Does the change reduce resources available to support vulnerable | | No | | | | | | |
| Does the change involve direct Impact on front line services? | | No | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | | No | | | | | | |
| Does the change alter access to the service? | | No | | | | | | |
| Does the change involve revenue raising? | | Yes | The car park will have a tariff. | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | | No | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | | No | | | | | | |
| Does the change involve local suppliers being affected? | | No | | | | | | |
| Does the change affect the Third Sector? | | No | | | | | | |
| Does the change affect Assets? | | No | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | | No | | | | | | |
| Does the change involve a redesign of the roles of staff? | | No | | | | | | |

| | | | | | | | | |
|---|---|---|-------------------------------|-------------------------------|----------------------------|-----------------------------|-------------------------------|----------------------|
| OPP TITLE: | Saving from existing underspend of London Taxi Card budget | | | | | | | |
| DIR: | CLC | | | | REF: CLC015/16-17 | | | |
| SERVICE: | PUBLIC REALM | | | | LEAD OFFICER: Simon Baxter | | | |
| TEAM: | Parking, Mobility & Transport Services | | | | THEMES: | | Demand Management | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before June 2015 | Is an EA Req? |
| | £ 270 | £ 100 | | | £ 100 | N/A | No | Yes |
| FTE Reductions | | | | | | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| The council runs a taxi card scheme which offers reduced fares on black cabs for people with severe mobility problems or disabilities which prevent them from using public transport. The scheme is managed by London Councils. | | | | | | | | |
| Historically Tower Hamlets budgeted for circa 4,000 members and assumed a high percentage of active users. In September 2015 London Councils, with the agreement of all 33 London boroughs, stopped the membership of 12,700 taxi card members who have not used their cards for over two years. The purpose of the review is to ensure that the taxi card database is kept up to date and to remove records of members who no longer use the scheme. | | | | | | | | |
| Following the review, the number of Tower Hamlets members is currently 1,961 with 34% actively using the taxi card scheme. The savings proposed correlate to the London Council's changes and the budget has therefore been reduced by £100,000 to reflect this reduction in active users. | | | | | | | | |
| This will not stop eligible residents from accessing and using this scheme; it is merely an adjustment to reflect that fewer residents now use the service than were previously budgeted for. | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| Risk that the numbers of active users could begin to rise again and therefore the cost return to the previous levels. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | No | (staffing levels for those affected should be provided as well as equalities data) | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |

| OPP TITLE: | | Reduction in Blackwall Tunnel Approach Cleansing | | | | | | |
|--|-------------------------|---|------------------------|------------------------|--------------|----------------------|-------------------------------------|---------------|
| DIR: | CLC | REF: CLC016/16-17 | | | | | LEAD OFFICER: Simon Baxter | |
| SERVICE: | Public Realm | | | | | | | |
| TEAM: | Clean, Green & Highways | THEMES: | | | | | De-commissioning, Reducing services | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before June 2015 | Is an EA Req? |
| | | £ 75 | | | £ 75 | N/A | No | No |
| FTE Reductions | | | | | | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| This proposal sets out the savings of £154k removed from the street cleansing budget from streamlining the number of cleaning cycles on the Blackwall tunnel approach. | | | | | | | | |
| The Blackwall tunnel approach is a Transport for London (TfL) managed road. However, cleansing of the approach is the council's responsibility. The council currently pays Veolia to cleanse the Blackwall Tunnel Northern Approach (BTNA) A12 and the slip roads on a four week cycle. The proposal is to reduce the frequency of the cleaning from a four week cycle to a five week cycle. | | | | | | | | |
| In additional it is proposed that the frequency of the litter pick activity on all landscaped areas of the A12 at Blackwall Tunnel/St Leonards Road/Brunswick Road, A13 Junction is also reduced from a four week cycle to a five week cycle. | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| The public perception driving through Tower Hamlets on these major roads could be impacted by the increase in detritus and litter. Resident satisfaction levels may therefore reduce. Performance against Key Performance indicators may be adversely affected. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | Yes | Reduced cleansing on a section of public highway | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | No | | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |

| OPP TITLE: | | Alternative Waste Disposal Solution | | | | | | |
|---|-------------------------|---|------------------------|------------------------|--------------|----------------------|----------------------------|---------------|
| DIR: | CLC | REF: CLC017/16-17 | | | | | LEAD OFFICER: Simon Baxter | |
| SERVICE: | Public Realm | | | | | | | |
| TEAM: | Clean, Green & Highways | THEMES: | | | | | Delivering Differently | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before June 2015 | Is an EA Req? |
| FTE Reductions | | £ 150 | | | £ 150 | N/A | No | Yes |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| This proposal intends to save £150k from waste disposal by exploiting short to medium term differences in waste treatment costs. This will be achieved by diverting 49,400 tonnes of the council's waste away from Mechanical biological treatment to Energy from Waste up to 2017. The council's recycling rate will reduce by 1% as the waste would go to incineration (avoiding landfill). Significant improvements have been made to incineration technology reducing the impact on air quality and energy efficiency but air pollution will still result from this decision. Whilst the incinerator is not in the borough this is still a consideration in making this decision. | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| The council's recycling rate will reduce by 1% as the waste would go to incineration (avoiding landfill). Significant improvements have been made to incineration technology reducing the impact on air quality and energy efficiency, but air pollution will still result from this decision. Whilst the incinerator is not in the borough this is still a consideration in making this decision. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | No | (staffing levels for those affected should be provided as well as equalities data) | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |

Adults Savings 2016/17

| OPP TITLE: | | Review of Day Services for Older People | | | | | | |
|--|-------------------------|--|------------------------|------------------------|--------------|----------------------|---|---------------|
| DIR: | Adult Services | | | | | REF: | ADU001 | |
| SERVICE: | Strategic Commissioning | | | | | LEAD OFFICER: | Barbara Disney | |
| TEAM: | | | | | | THEMES: | Lean: Service Re-Design and Consolidation | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| | £ 2,024 | £ 241 | £ - | £ - | £ 241 | No | No | Yes |
| FTE Reductions | 30 | 5 | 0 | 0 | 5 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>This savings proposal is part of a wider review of day services for older people which is currently under consideration by the Mayor and Cabinet, to be taken for decision in November 2015.</p> <p>The council currently spends £2,024,000 on the in-house and externally provided day services for older people who meet eligibility criteria for social care support.</p> <p>The council needs to modernise day services for older people with eligible social care needs, in order to meet rising demand and help more older people in a way which is more tailored to their care-related and cultural needs. The review and proposed redesign responds to multiple pressures including demographic change, the expectations of service users and the ongoing financial challenges faced by the council as a result of Government spending reductions.</p> <p>The proposed redesign focusses primarily on service improvement and better outcomes for service users, whilst also achieving cost efficiency and value for money.</p> <p>The proposal includes better provision for service users of Mayfield House (which has 30 places and average daily attendance of four) by moving these services to more modern facilities in consultation with service users.</p> <p>Mayfield House is in a poor state of repair, lacks full disability access and does not provide separate prayer, ablution or activity spaces for men and women, resulting in under-occupancy and lack of access for Somali women. This compares to the highly-adapted and culturally-sensitive space at other premises.</p> <p>The low attendance rate (on average four people per day out of 30 spaces) means the service at Mayfield House is very expensive per person, compared to other in-house and externally provided day services in Tower Hamlets, which are also higher quality and more culturally appropriate environments.</p> <p>Re-providing the service currently delivered at Mayfield House will be an opportunity to improve both the experience of current service users and our offer to Somali women, while ensuring value for money.</p> <p>There will inevitably be a need for a transition period, where the council will work closely with service users and carers to alleviate any disruption and fears about changes to or loss of existing services.</p> <p>The council will ensure those people are signposted to alternative day opportunities appropriate to their needs. This would also release a council building for potential alternative use.</p> | | | | | | | | |
| IMPLICATIONS | | | | | | | | |
| <p>including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT</p> <p>Whilst this proposal will improve day services across the borough whilst reducing cost, there will be a period of transition for staff members and service users who may feel uncomfortable with change.</p> | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | The proposal will reduce the budget for older people's day services, by ensuring that needs are met more effectively and efficiently. As part of the strategy current gaps in provision will be addressed, increasing resources for these groups. | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | The proposal will ensure that resources are available for all vulnerable groups, helping to meet identified gaps in existing provision, whilst reducing the overall budget. All service users will have their needs assessed to ensure that individually they will still get the support that they need and are eligible for, although the overall budget will be reduced. | | | | | | |

| | | |
|--|-----|---|
| Does the change involve direct Impact on front line services? | Yes | The location of some services will change but the Council will ensure that there is a geographical spread of service through the procurement process and all service users will be assessed in relation to their transport needs, and provided with support as required, to enable them to access the service which best meets their care-related and cultural needs. |
| CHANGES TO A SERVICE | | |
| Does the change alter who is eligible for the service? | No | |
| Does the change alter access to the service? | Yes | Providing support for Somali Women as they are effectively excluded from current provision and their needs are not yet met at other premises, |
| Does the change involve revenue raising? | No | |
| Does the change involve a reduction or removal of income transfers to service users? | No | |
| Does the change affect who provides the service, i.e. outside organisations? | Yes | We will have to go to the market through formal procurement processes, and this may involve changes in providers. The procurement process will be outcomes-focussed to ensure it delivers high quality of services based on user expectations from the review. |
| Does the change involve local suppliers being affected? | Yes | Contracts suppliers will need to comply to service level standards and pricing standards |
| Does the change affect the Third Sector? | Yes | As above |
| Does the change affect Assets? | Yes | This will release buildings for alternative use. |
| CHANGES TO STAFFING | | |
| Does the change involve a reduction in staff? | Yes | A reduction in staffing will include redeployment of a manager (PO2), three day care staff (SC5), a cook (SC4) and a temporary day care worker (SC5) |
| Does the change involve a redesign of the roles of staff? | Yes | There will be some training provided to support new standards and the practices of the other facilities. |

| OPP TITLE: | | New funding arrangements for new Belvedere House | | | | | | |
|---|-----------------------------------|---|------------------------|------------------------|--------------|----------------------------|-------------------------------------|---------------|
| DIR: | Adult Services | | | | | REF: ADU003/16-17 | | |
| SERVICE: | Supporting People (Commissioning) | | | | | LEAD OFFICER: Karen Sugars | | |
| TEAM: | | | | | | THEMES: | De-commissioning, Reducing services | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| Not Renew Contract with NBH | £ 467 | £ 150 | £ - | £ - | £ 150 | N | No | No |
| FTE Reductions | 0 | 0 | 0 | 0 | 0 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| To end the support Grant to New Belvedere House Ex-service men's hostel at the end of this grant cycle in March 2016. | | | | | | | | |
| New Belvedere House is a 56-bedroom hostel for ex-servicemen and women who are homeless or otherwise in crisis, based in Tower Hamlets. It offers support and advice to ex- service men and women, linking them into appropriate services such as alcohol detox, employment and long term housing. The service has operated in Tower Hamlets at its current site since 1973. | | | | | | | | |
| New Belvedere House currently has a contract with the Supporting People Service based in Adults Commissioning. The contract is specifically for part of the cost of the provision of a support service; it does not fund the accommodation. The annual value of the contract is currently £150,275 and the contract is to be extended to 31st March 2016 as agreed by the Commissioners. The funding is currently administered via the Corporate Grants programme, though the funding is provided by and remains in Adults Commissioning. | | | | | | | | |
| These funding arrangements are due to an historical transfer of funding from Central Government in 2003. The supporting people funding is part of a wider and multi funded package of support, provided by the internal fundraising of Veterans Aid. They have confirmed that they will identify alternative funding options with effect from April 2016, at which point the grant will cease. | | | | | | | | |
| IMPLICATIONS | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| None | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | Veterans' Aid will be securing alternative funding to ensure that they can continue to provide services for their vulnerable clients with no impact | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | Veterans' Aid will be securing alternative funding to ensure that they can continue to provide services for their vulnerable clients with no impact | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | Veterans' Aid will be securing alternative funding to ensure that they can continue to provide services for their vulnerable clients with no impact | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |

CHANGES TO STAFFING

| | | |
|---|----|--|
| Does the change involve a reduction in staff? | No | |
| Does the change involve a redesign of the roles of staff? | No | |

| | | | | | | | | |
|---|--|-------------------------------|-------------------------------|-------------------------------|---------------------|-----------------------------|------------------------------|----------------------|
| OPP TITLE: | Reduction in Social Services early retirement costs | | | | | | | |
| DIR: | Adult Services | | | | | REF: ADU005 | | |
| SERVICE: | HR (ESCW) | | | | | LEAD OFFICER: Mark Keeble | | |
| TEAM: | | | | | | THEMES: | Financial Adjustments | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| Reduction in Social Services early retirement costs (35305) | £ 144 | £ 71 | £ 5 | £ 5 | £ 81 | N | No | No |
| FTE Reductions | 0 | 0 | 0 | 0 | 0 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| There are no new early retirements charged against this cost centre so it reduces year on year. 16/17 reduction reflects reduction in spend in previous years for which budget has not been reduced. Further savings expected to be available for 17/18 and 18/19 but of a far lower value. | | | | | | | | |
| IMPLICATIONS including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| None. | | | | | | | | |

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|--|--|-------------------------------|-------------------------------|-------------------------------|---------------------|-----------------------------------|------------------------------|----------------------|
| TITLE: | Review of high cost Learning Disability care packages | | | | | | | |
| DIR: | Adult Services | | | | | | | |
| SERVICE: | Learning disability | | | | | REF: ESCW054 | | |
| TEAM: | | | | | | LEAD OFFICER: Giuseppe di Martino | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| Efficiency Review of Learning Disability Service | £ 2,262 | £ 50 | £ - | £ - | £ 50 | Delivering Differently | | Yes |
| FTE Reductions | 0 | 0 | 0 | 0 | 0 | | | |

DETAILS OF SAVINGS OPPORTUNITY

The council has legal duties to meet the needs of people who are eligible for social care support. In Tower Hamlets. Our social care budgets are under significant pressure due to rising demand for services and high levels of complex needs, coupled with continued reductions in funding from central government.

As a result, it is crucial we review care and support to ensure we can continue to meet the needs of everyone eligible for social care, in the most cost effective way.

The Community Learning Disability Service is integrated with community health services and jointly provided by Barts Health NHS Trust and the council.

The council aims to achieve savings whilst benefiting service users. This will be achieved by reviewing care packages to ensure that they are meeting the needs of eligible service users in the most appropriate and cost effective way.

For example, we will review expensive residential and community care packages to help people to be more independent where appropriate and move to be closer to family and friends.

Potential savings may also be made to the council through increased support from health workers in the NHS. It is assumed that the reduction in expenditure can be achieved whilst maintaining appropriate support to meet the needs of eligible service users. This proposal will not alter who is eligible for services.

The council will carry out reviews of care packages in close consultation with service users and their families or carers, to ensure eligible needs for support continue to be met, provide reassurance in relation to fears or disruption, and make sure the most vulnerable adults have a seamless experience in accessing specialist or targeted support.

IMPLICATIONS

including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT

Reviews of care packages will need to be robust with effective oversight to ensure that service users' needs continue to be met whilst meeting the aim of maximising independence. The saving to be generated is an estimate based on work to date in reviewing high cost care packages, but the final saving delivered will depend on the individual needs of service users and may therefore differ from the estimate.

EQUALITIES SCREENING

| | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups |
|---|--------|--|
| Does the change reduce resources available to address inequality? | Yes | The proposal would reduce the overall financial envelope by meeting needs more efficiently. Eligible service users will still have their needs met. |
| Does the change reduce resources available to support vulnerable residents? | Yes | The financial envelope, but not the services that develop the required outcomes, in themselves. However it may impact on the times for reviews |
| Does the change involve direct Impact on front line services? | Yes | There will be better outcomes for some existing service users. Our guidance and availability of options will change for Service Users with special educational needs and learning disabilities coming from Children's Services. Work is ongoing to improve transition planning for these service users which will ensure there is a smooth transition to adulthood for service users and their families. |

CHANGES TO A SERVICE

| | | |
|--|-----|---|
| Does the change alter who is eligible for the service? | No | |
| Does the change alter access to the service? | No | |
| Does the change involve revenue raising? | No | |
| Does the change involve a reduction or removal of income transfers to service users? | Yes | Some services users will have their personal budgets revised in line with the new providers terms and costs. Eligible service users would still have their needs met. |

| | | |
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| Does the change affect who provides the service, i.e. outside organisations? | Yes | There is a potential for some external organisations to be affected if service user needs indicate a change of provider is appropriate or where there is a move to a personal budget. Therefore outside organisations may find the number of service users varying, as review outcomes are implemented with service users. |
| Does the change involve local suppliers being affected? | Yes | There is a potential for some service users to have their services delivered by a different provider after review, if their needs have changed and/or they have moved to a personal budget. Therefore if a local supplier is concerned, they may find the number of service users varying, as review outcomes are implemented with service users choice. |
| Does the change affect the Third Sector? | Yes | There is a potential effect on the Third Sector, if the if a service users needs indicate a more appropriate service and/or service users move to a personal budget. The effect on the Third Sector will therefore vary according to review outcomes implemented with service users. |
| Does the change affect Assets? | No | |
| CHANGES TO STAFFING | | |
| Does the change involve a reduction in staff? | No | |
| Does the change involve a redesign of the roles of staff? | Yes | Changes in process and performance management processes will be required. This will be supported with training to provide a better service. |

| | | | | | | | | |
|---|--|-------------------------------|-------------------------------|-------------------------------|---------------------|-----------------------------|------------------------------|----------------------|
| TITLE: | Charging for community Social Care services | | | | | | | |
| DIR: | Adult Services | | | | | | | |
| SERVICE: | Adults | | | | | REF: ADU006 | | |
| TEAM: | Adult Social Care | | | | | LEAD OFFICER: Luke Addams | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| Introducing charging for community based services | £ 73,504 | £ 540 | £ 540 | £ - | £ 1,080 | Yes | | Yes |
| FTE Reductions | | 0 | 0 | 0 | 0 | | | |

DETAILS OF SAVINGS OPPORTUNITY

The council has legal duties to meet the needs of people who are eligible for social care support. In Tower Hamlets, our social care budgets are under significant pressure due to rising demand for services and high levels of complex needs, coupled with continued reductions in funding from central government.

We are considering the introduction of a charging policy so that people who can afford to pay are charged for services that are currently provided free of charge. This would be in line with most other councils in England who introduced charging some time ago. Nationally, social care and support services have never been universally free at the point of use.

The new policy would enable us to save money now and particularly in the future as the need for social care services is predicted to rise significantly, whilst ensuring that services continue to be provided and that appropriate financial support is available for those who need it.

This change would also ensure that our charging policy is more equitable towards those receiving services who currently contribute towards the cost, since those receiving some other services do not.

The following services are currently charged for:

- Residential and nursing care
- Residential respite care
- The personal care provided to tenants in Extra Care Sheltered Housing
- Telecare services to tenants of sheltered housing and Extra Care Sheltered Housing
- Delivered meals (meals on wheels)
- Meals and refreshments in council run day centres, for which a flat rate is charged.

The following services, where the council has discretion to charge, are not currently charged for:

- Home care
- Day care services
- Employment support services
- Telecare outside of sheltered and Extra Care Sheltered Housing
- Other community based support services

If this proposal is agreed, the council would conduct a full review and public consultation before determining which community services would be charged for in future.

Charging would be based on ability to pay following an assessment of a person's disposable income after reasonable living costs- a 'means test'. For example, people currently in residential care with an annual income of less than £14,250 above reasonable living costs pay nothing. Those with between £14,250 and £23,250 pay £1 of every £250 of income towards their care costs, and those with over £23,250 pay the full cost of care. As part of any consultation on a new charging policy, the council would explore means- test thresholds to ensure that they are set at a fair and appropriate level.

Based on numbers currently being charged for residential care, we estimate that this would affect 500 out of 3,400 users of community based services, who would be required to pay a contribution to the cost of their care. Based on the average income of clients being charged for residential care, the average weekly contribution would be £46.15. Based on these assumptions, the additional income generated would be £1.2m. Additional resources of £120k per annum would be required to carry out financial assessments of service users' ability to pay.

The net saving is therefore £1.080 million. This is in line with the additional income that has been raised in other boroughs introducing similar charging policies- Hackney for example raised between £1m and £1.5m income. We estimate that the policy could be introduced from the second half of 2016-17.

DETAILS OF SAVINGS OPPORTUNITY CONTINUED

If the council proceeds with charging for community services, this would be introduced alongside a proactive approach to support service users with high quality financial advice, so they can maximise their income- for example through benefits and other sources of support- to help meet the costs of care.

Following the budget consultation, if there is a decision to implement a charging policy, we will consult in more detail with service users to ensure that any impacts are understood and mitigated against.

IMPLICATIONS TO CONSIDER

including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT

Since this is a change to the current policy on charging a public consultation will be required if it is decided to progress this proposal, to inform any final policy. The savings figure suggested in this proforma is an estimate based on the assumption that a similar charging policy to that already in place for residential care would be applied to community based services. The actual income generated will depend on the final policy that is adopted, and may vary from the estimate in this proposal.

EQUALITIES SCREENING

| | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups |
|---|--------|---|
| Does the change reduce resources available to address inequality? | No | |
| Does the change reduce resources available to support vulnerable residents? | No | |
| Does the change involve direct Impact on front line services? | No | |

CHANGES TO A SERVICE

| | | |
|--|-----|---|
| Does the change alter who is eligible for the service? | No | |
| Does the change alter access to the service? | No | |
| Does the change involve revenue raising? | Yes | The change will bring c£1m extra revenue in client contributions. A policy will need to be adopted, which will aim to ensure the fairness of charging and ensure that ability to pay is considered. An equalities assessments will be required to inform whether the policy is adopted. |
| Does the change involve a reduction or removal of income transfers to service users? | No | |
| Does the change affect who provides the service, i.e. outside organisations? | No | |
| Does the change involve local suppliers being affected? | No | |
| Does the change affect the Third Sector? | No | |
| Does the change affect Assets? | No | |

CHANGES TO STAFFING

| | | |
|---|----|--|
| Does the change involve a reduction in staff? | No | |
| Does the change involve a redesign of the roles of staff? | No | |

| OPP TITLE: | | Sharing Services with NHS Partners | | | | | | |
|---|------------------|---|------------------------|------------------------|--------------|----------------------------|-----------------------|---------------|
| DIR: | | Adult Services | | | | REF: ADU007 | | |
| SERVICE: | | Commissioning and Health | | | | LEAD OFFICER: Karen Sugars | | |
| TEAM: | | THEMES: | | | | | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| | £ 8,540 | £ 800 | £ - | £ - | £ 800 | | No | Yes |
| FTE Reductions | 174 | 8 | 0 | 0 | 0 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>The council is committed to integrating services better with the NHS, to make services more joined up for people who use them, and ensure value for money. The council is due to undertake a commissioning review alongside the NHS in the next 6 months. This proposal estimates savings can be achieved as part of the review through reducing duplication by setting joint outcomes and commissioning services together, as well as sharing posts with the NHS.</p> <p>The council currently spends £8.540m on staffing across a range of functions identified within the scope of the commissioning review. These are:</p> <ul style="list-style-type: none"> • Access to Resources Team who broker support packages for vulnerable people and monitor contracts (£1,082,231) • Commissioning strategy (senior management costs £791,578) • Strategic commissioning of homecare, day care, residential and preventive services (£474,761) • Vulnerable Adults Commissioning for floating tenancy support and accommodation options (£662,820) and Public Health (£2,356,696) <p>At this stage the level of saving is yet to be determined, but we estimate that a saving of £800k should be achievable as follows:</p> <ul style="list-style-type: none"> • Joint commissioning activities and shared posts to reduce our commissioning staff cost • Review the senior staffing structure to integrate commissioning across social care and the CCG under one post to further the integration agenda whilst achieving a saving in senior management posts • Recommission specific integrated service models with the CCG in relation to: <ul style="list-style-type: none"> o Mental Health Area Teams (staffing costs of £1,915,086) o Learning Disability (staffing costs of £887,608) o Sensory Sight and Hearing Service (£368,815) <p>The overall saving is approximately 7% of total staffing costs in affected service areas.</p> <p>The reduction in staffing will be achieved through vacancy deletion or support for any remaining staff to gain on-going employment with the council through the redeployment process.</p> | | | | | | | | |
| IMPLICATIONS | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| This savings proposal is an estimate as set out above. The actual level of savings generated will depend on the outcome of activity to identify and implement shared services. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | Yes | Depending on the outcome of the review, the service and support provided through the sensory sight and hearing team could be integrated with other long term social care provision or NHS services. Eligible service users will continue to receive support, but this may not be from a separate specialist team. | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |

| | | |
|--|-----|--|
| Does the change alter access to the service? | No | |
| Does the change involve revenue raising? | No | |
| Does the change involve a reduction or removal of income transfers to service users? | No | |
| Does the change affect who provides the service, i.e. outside organisations? | Yes | In seeking better integrated arrangements there is potential to negotiate who delivers these functions, but this is to be determined |
| Does the change involve local suppliers being affected? | Yes | Our partnership arrangements with East London Foundation Trust (Mental Health) and Barts Health (Learning Disability) will need to be redefined and a new arrangement will need to be negotiated for sight and hearing |
| Does the change affect the Third Sector? | No | |
| Does the change affect Assets? | No | |
| CHANGES TO STAFFING | | |
| Does the change involve a reduction in staff? | Yes | The proposal seeks to potentially reduce the relevant staffing establishment by up to 8FTE, some of whom are front line. The aim is to secure this via any current vacancies |
| Does the change involve a redesign of the roles of staff? | No | |

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|--|--|--|-------------------------------|-------------------------------|---------------------|--------------------------------|------------------------------|----------------------|
| OPP TITLE: | Improving focus on reablement for social care users | | | | | | | |
| DIR: | Adult Services | | | | | REF: ADU008 | | |
| SERVICE: | Social Reablement | | | | | LEAD OFFICER: Cath Scholefield | | |
| TEAM: | NA | | | | | THEMES: | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| A42 | £ 23,225 | £ 800 | £ - | £ - | £ 800 | Yes | No | Yes |
| FTE Reductions | 0 | 0 | 0 | 0 | 0 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>The Reablement Service provides intensive support for up to six weeks which aims to ensure that people are able to live independently following events which have caused them to need support - for example an accident or hospital operation.</p> <p>Independence planning and service delivery may include the prescription or provision of disability related equipment and/or minor adaptations. Evidence suggests that maximising reablement opportunities immediately after a crisis or period of deterioration increases the likelihood of the person regaining their independence and so reduces their need for ongoing statutory support in line with the Care Act 2014.</p> <p>Reablement therefore enables service users to recover more quickly and remain living independently, while reducing reliance on more expensive social care or health services.</p> <p>The council currently spends £23.225m on care packages for older people. There were 962 older people who were referred to Reablement Services in 2014-15.</p> <p>One element of reablement relates to supporting people and their formal/informal carers to move from care requiring two people because of the complexity of need and/ or requirement to move the service user from place to place (double handed care), to care requiring one person (single handed care) once their situation has stabilised. The aim is to review 50 double handed care packages to update the moving and handling practices of formal and informal carers and support this with appropriate assistive technology.</p> <p>Evidence from other councils indicates that the benefits of this approach include service users' increased confidence in the carers' ability, increased feelings of safety and wellbeing, improved practice of home care providers and reduced statutory support from the council.</p> <p>This will require investment in support for staff and providers to change their practice, as well as additional equipment for service users.</p> | | | | | | | | |
| IMPLICATIONS | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| <p>The proposed saving is an estimate based on experience in other councils. It is a conservative estimate at 3.5% of the relevant care package commissioning budget. However the actual savings delivered will depend on our ability to meet individual care needs in a more effective and efficient way and therefore may vary from the estimate in this proposal.</p> | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | Yes | The proposal will reduce the budget by ensuring that people's needs are met more effectively and with greater dignity and respect. Therefore we do not anticipate any adverse impact, but a full equalities assessment will be required to establish this. | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | Yes | As above | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |

| | | |
|--|-----|---|
| Does the change involve a reduction or removal of income transfers to service users? | No | |
| Does the change affect who provides the service, i.e. outside organisations? | No | |
| Does the change involve local suppliers being affected? | Yes | Local contracted home care providers will need to comply with revised moving and handling practice and enable staff to attend associated training |
| Does the change affect the Third Sector? | No | |
| Does the change affect Assets? | No | |
| CHANGES TO STAFFING | | |
| Does the change involve a reduction in staff? | No | |
| Does the change involve a redesign of the roles of staff? | Yes | There will be training to support revised standards and practice |

| | | | | | | | | |
|---|--|---|-------------------------------|-------------------------------|--------------------------------|-----------------------------|------------------------------|----------------------|
| OPP TITLE: | Improving focus on maintaining independence for social care users | | | | | | | |
| DIR: | Adult Services | | | | REF: ADU009 | | | |
| SERVICE: | Adults Social Care | | | | LEAD OFFICER: Cath Scholefield | | | |
| TEAM: | | | | | THEMES: | | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| | £ 24,486 | £ 918 | £ 1,763 | £ 992 | £ 3,673 | No | No | Yes |
| FTE Reductions | 0 | 0 | 0 | 0 | 0 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>Social Care provides support for vulnerable adults to assist them in day to day living. This can include services such as home care, day care and residential care homes. The government statistics for 2013/14 show that Tower Hamlets expenditure per person on social care services is 20% higher than the London average.</p> <p>Our new adult social care practice framework, which has been in place since April 2015, seeks to build resilience within a person's family networks to maintain their independence, reducing their reliance on statutory services in line with the Care Act 2014. This is in line with the national policy direction supporting a move towards promoting independence and resilience, as it is better for service users. The framework is being rolled out through new business processes, a comprehensive package of training and support for staff, and information for service users.</p> <p>The new ethos seeks to put the user and their carer in control over the needs that are identified and supported in ways that minimise the involvement of outside agencies. The expectation is that users and carers will choose more creative and flexible support from a wider range of family, friends and community groups to better meet their needs. This approach has been adopted in other local authorities resulting in improved satisfaction from service users with their care, alongside lower expenditure and more efficient use of resources. This will bring expenditure per head for Tower Hamlets closer to the London average.</p> <p>Support is being provided through this process including independent advocacy for those that need it, enhanced information and advice through the internet, printed materials and our commissioned advice services.</p> <p>The council currently spends £24.5m on support for people with learning and physical disabilities in the community. This relates to 309 adults split by age: 32 aged 18-64, and 277 who are 65 plus.</p> | | | | | | | | |
| IMPLICATIONS | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| <p>This saving is based on an estimated 15% reduction in the budgets for care packages for physically and learning disabled service users. This is based on external advice on how this has been implemented elsewhere. However, implementation will require sustained behaviour change for staff in social care, external service providers and services users. There is therefore some risk that savings will not be delivered if this assumption is incorrect. Implementation will need to be closely tracked to ensure that these savings are effectively delivered.</p> | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | Yes | The proposal will reduce the budget, however the approach aims to improve equality through greater personalisation and independence for service users and carers. We do not anticipate any adverse impact but a full equalities assessment will be carried out to assess this more fully. | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | Yes | as above | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |

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| Does the change affect who provides the service, i.e. outside organisations? | No | |
| Does the change involve local suppliers being affected? | Yes | This proposal would result in a change in the type of care services provided, with an increase in the use of more informal community based resources, and a reduction in more traditional care services (for example, home care.) This is likely to reduce demand for some local suppliers, but increase demand for other types of service. The Council will work with suppliers to support them in developing new services as our needs change. |
| Does the change affect the Third Sector? | Yes | As above- the third sector supplies a significant proportion of current services. |
| Does the change affect Assets? | No | |
| CHANGES TO STAFFING | | |
| Does the change involve a reduction in staff? | No | |
| Does the change involve a redesign of the roles of staff? | No | |

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|--|-------------------------|---|-------------------------------|-------------------------------|---------------------|--------------------------------|------------------------------|----------------------|
| OPP TITLE: | | Improving the efficiency of the community equipment service | | | | | | |
| DIR: | | Adult Services | | | | REF: ADU010 | | |
| SERVICE: | | Adults Social Care | | | | LEAD OFFICER: Cath Scholefield | | |
| TEAM: | | | | | | THEMES: | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| A16 | £ 852 | £ 60 | £ 60 | £ 60 | £ 180 | No | No | No |
| FTE Reductions | 12 | 0 | 0 | 0 | 0 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>The Community Equipment Service provides assistive technology to support children and adults with disabilities to remain independent in their own homes. The service is funded in partnership with Barts Health and the Clinical Commissioning Group.</p> <p>It is proposed to improve the practice of recycling equipment in order to provide a more cost effective service, and to review the current, privately leased, accommodation of the service to determine whether efficiencies are possible, reducing outgoings from the Council in rental payments. This will achieve a more cost effective service whilst continuing to deliver equipment to those that need it.</p> <p>The council contributes £852k to the overall community equipment service budget. The Council has contracts totalling £710K for the procurement of equipment and the associated maintenance and repair of items.</p> <p>The council and health partners have just commissioned the Institute of Public Care to undertake a service review to consider the future operating models for the service and associated efficiencies. This work is likely to feed into future years savings plans.</p> | | | | | | | | |
| IMPLICATIONS including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| None. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | The proposal aims to achieve financial savings through managing the service more efficiently with no impact on the provision of equipment | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | As above | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | Yes | There may be efficiencies in accommodation costs by reducing rental payments to private landlords | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | No | | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |

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|--|--|---|-------------------------------|-------------------------------|---------------------|-----------------------------|------------------------------|----------------------|
| TITLE: | Commissioning and procuring efficient adult social care | | | | | | | |
| DIR: | Adult Services | | | | | | | |
| SERVICE: | Commissioning and Health | | | | | REF: ADU011 | | |
| TEAM: | Strategic Commissioning / Vulnerable Adults Commissioning | | | | | LEAD OFFICER: Karen Sugars | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| Various procurement related efficiencies | £ 86,815 | £ 1,373 | £ 1,077 | £ - | £ 2,450 | | | Yes |
| FTE Reductions | 0 | 0 | 0 | 0 | 0 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>The council has legal duties to meet the needs of people who are eligible for social care support. In Tower Hamlets, our social care budgets are under significant pressure due to rising demand for services and high levels of complex needs, coupled with continued reductions in funding from central government. As a result, it is crucial we review our contracts with providers of social care to ensure we can continue to meet the needs of everyone eligible for support in the most cost effective way.</p> <p>This savings opportunity involves reviewing services that are currently provided by external providers through contracts with the council. Savings will be achieved by a combination of negotiated reductions in contract values, reprocurement to achieve lower prices and ending contracts for services where the required outcomes for services users are not being achieved.</p> <p>The council currently spends £73,342,169 on adult social care and a further £13,491,012 on services for vulnerable adults (formerly Supporting People). We estimate that a saving of 10% on contracts excluding home care will be achievable. For home care services, our commitment to the ethical care charter means that further cost reduction will not be possible.</p> <p>All contracts will be reviewed individually to ensure that the services being provided are effective in delivering for service users at a reasonable cost. This is part of a broader review of commissioning to secure a focus on high quality and value for money.</p> <p>Providers will be supported appropriately to change their business model where it is identified that changes in service provision are required.</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| The proposed saving is based on an estimated reduction of 10% on current contracts excluding home care. The actual savings delivered will depend on a detailed review of services as part of our ongoing commissioning programme, and may differ from the estimate in this proposal. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | Yes | The services for which termination / non-renewal or negotiated reductions in contract value are proposed, may have a wider impact in terms of addressing inequality. Changes will be fully assessed for any equalities impact as this proposal is implemented. | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | Yes | This will be achieved without adverse impact by ensuring that services are effectively meeting the needs of service users by removing duplication and working with suppliers to improve efficiency. Changes will be fully assessed for any equalities impact as this proposal is implemented. | | | | | | |
| Does the change involve direct Impact on front line services? | Yes | This will be achieved without adverse impact by ensuring that services are effectively meeting the needs of service users by removing duplication and working with suppliers to improve efficiency. Changes will be fully assessed for any equalities impact as this proposal is implemented. | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | Yes | Although this proposal will not change our eligibility criteria and access to social care, some services will cease to be available or may need to reduce access in order to continue to operate at a lower cost. Any changes will be fully assessed for equalities impact to ensure that where any adverse impact is identified this is mitigated. | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |

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| Does the change affect who provides the service, i.e. outside organisations? | No | |
| Does the change involve local suppliers being affected? | Yes | All of the individual proposals relate to services provided by external organisations in the private or voluntary sector, including a number which are locally based. The Council will work with providers to ensure that they understand and are supported in adapting to changing needs for services. |
| Does the change affect the Third Sector? | Yes | A number of the proposals relate to services currently provided by third sector organisations. The Council will work with providers to ensure that they understand and are supported in adapting to changing needs for services. |
| Does the change affect Assets? | No | |
| CHANGES TO STAFFING | | |
| Does the change involve a reduction in staff? | No | |
| Does the change involve a redesign of the roles of staff? | No | |

| TITLE: | | Working with the NHS to deliver jointly funded care packages | | | | | | |
|---|-------------------------|---|-------------------------------|-------------------------------|---------------------|-----------------------------|------------------------------|----------------------|
| DIR: | | Adult Services | | | | | | |
| SERVICE: | | Adults Social Care | | | | REF: ADU012 | | |
| TEAM: | | Adults Social Care | | | | LEAD OFFICER: Luke Addams | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| Joint Funding Opportunities | £ 73,504 | £ 1,000 | £ - | £ - | £ 1,000 | No | No | |
| FTE Reductions | 0 | 0 | 0 | 0 | 0 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>The council and the NHS jointly fund care packages where people have both health and social care needs. This proposal is about renegotiating with our NHS partners, to ensure both parties are making an appropriate contribution and splitting the costs fairly.</p> <p>This proposal will involve agreeing a process with health partners which will involve a robust assessment clearly identifying the Council's duty and the NHS duty. A joint panel will enhance good practice through reviewing cases to assess contributions from health partners and correctly attribute costs between health and social care. The savings which are expected as a result of agreeing this new process with health partners are expected to be circa £1m. Savings to the Council will be achieved through reallocating costs between the Council and the NHS. The services that people need will not be changed or stopped.</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| <p>including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT</p> <p>The process will require consultation with the CCG. The proposed savings are based on an estimate of the extent to which negotiation with the CCG will result in a reduction in the Council's contribution to the cost of care packages. The actual savings delivered will depend on the outcome of negotiation in relation to individual cases and may therefore differ from the estimate in this proposal.</p> | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | Yes | Revenue will be raised from NHS partners, with no impact on the care provided to service users. | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | No | | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |
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Children's Savings 2016/17

| OPP TITLE: | | Undergraduate & PGCE bursaries | | | | | | |
|---|------------------------|---|------------------------|------------------------|--------------|--|-------------------------------------|---------------|
| DIR: | Children's Services | | | | | REF: CHI003/16-17 - formerly ESCW062/15-16 | | |
| SERVICE: | Learning & Achievement | | | | | LEAD OFFICER: Terry Parkin | | |
| TEAM: | | | | | | THEMES: | De-commissioning, Reducing services | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| Review student support (Teacher) | £ 307 | £ 161 | £ 54 | £ 15 | £ 230 | N | No | Yes |
| FTE Reductions | 0 | 0 | 0 | 0 | 0 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>This opportunity suggests ceasing any new awards of our teacher training bursary. The current teacher training bursary schemes consist of an award of £3,000 that is paid to up to 10 residents each year completing a PGCE primary course taking up employment in a Tower Hamlets school, and £6,000 to up to 5 residents a year completing undergraduate studies. The bursary scheme was developed in 1998 to address teacher shortages and the underrepresentation of Black and Minority Ethnic (BME) teachers in Tower Hamlets schools. Prior to the setting up of the schemes, the proportion of BME teachers in Tower Hamlets schools was 14% (April 2000) compared with a BME pupil population of 71%.</p> <p>Over the last 12 years 153 local people have benefited from the bursary, 71% of whom have been BME and 74% women. This bursary, alongside other initiatives, has helped to increase the proportion of BME teachers in the borough to 30% (Nov 2010) and in particular teachers of Bangladeshi heritage (12%). 59% of the recipients of the bursary have been PGCE primary students.</p> <p>There is no longer a shortage of people taking up teacher training courses. We are not aware of any other local authorities that offer this support.</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| None | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | Yes | The Council's contribution to the costs for students completing PGCE courses will cease, although all existing awards will continue to be met. A full EA will be required to assess any impact. | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | Yes | No new bursaries will be granted. A full EA will be required to assess any impact. | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | No | | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |

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|---|-------------------------|---|-------------------------------|-------------------------------|---------------------|--------------------------------|------------------------------|----------------------|
| OPP TITLE: | | Realignment and funding of efficiencies in early years provision | | | | | | |
| DIR: | | Children's Services | | | | REF: CHI004 | | |
| SERVICE: | | Children's Services | | | | LEAD OFFICER: Terry Parkin | | |
| TEAM: | | Learning & Achievement - Early Years | | | | THEMES: Delivering Differently | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| H82/G13 | £ 13,678 | £ 4,368 | £ - | £ - | £ 4,368 | N | No | Yes |
| FTE Reductions | 261 | 2 | 0 | 0 | 2 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>The council currently organises its children's centres and early years work through two separate teams. The intention is to bring these two teams together to make savings in the management and administration of early years services, and at the same time, end the General Fund subsidy of £3,818k to the Dedicated Schools Grant (DSG), provided to support early years services.</p> <p>Expenditure on central early years services and children's centres is high when compared to similar local authorities and outcomes from this expenditure are mixed. Performance on meeting government targets for 2 year old places is significantly lower than our statistical neighbours when measured by a percentage: around two-thirds of our two years olds are not engaged with our children's centres. Outcomes at the end of reception for the Early Years Foundation Stage Profile (EYFSP) for lower income families are very good compared to statistical neighbours, but for other children they are disappointing when compared to the outcomes being achieved by older children in primary schools. Ofsted outcomes for schools are unusually high: one school out of 80 is in special measures for EYFS. The rest are good or better. 82% of our private and voluntary settings are good or better according to Ofsted. However, at present nine out of twelve children's centres, and all inspected over the last two years, have been judged to require improvement. We are determined to improve our early years services, including children's centres, ensuring that they better meet local need.</p> <p>Many high performing boroughs have integrated 0-5 provision as part of a clear early help offer: we do not. As a consequence, our teams sit alongside each other but with significant duplication in 'back office' functions. As a result of this proposal, all non-children's centres and early years services will be funded from the DSG in line with its core purpose to provide childcare and education to very young children. We will use our buildings better to ensure that parents are able to easily access a full range of services with children's centres operating as the main delivery buildings. We will also take the opportunity of recommissioning the health visitors' contract to embed health staff in our children's centres giving parents a reason to visit where they can then be provided with a wide range of supportive opportunities. As we increase uptake, unit costs will be reduced. Any specific changes to services will be consulted on with service users as the proposal is implemented.</p> <p>Increasing the take up of 2 year old places will also ensure that DSG funding is maximised, by enabling us to claim government funding for 2 year old places that we cannot currently claim. This will enable us to reduce the subsidy whilst improving services.</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| This would generate significant financial savings, but would require the agreement of the Schools Forum in order to transfer services into DSG funding. Discussions have already taken place indicating that the Forum will agree to this change. The move to a wider integration will also bring efficiencies and ensure more provision is specialist led. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | Yes | Overall expenditure on Early Years services may decrease as a result of this review, however we are confident that a better service can be delivered with less subsidy from the General Fund. An EA will be required to fully assess any changes. | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | Yes | As above | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |

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| Does the change involve a reduction or removal of income transfers to service users? | No | |
| Does the change affect who provides the service, i.e. outside organisations? | No | |
| Does the change involve local suppliers being affected? | No | |
| Does the change affect the Third Sector? | No | |
| Does the change affect Assets? | No | |
| CHANGES TO STAFFING | | |
| Does the change involve a reduction in staff? | Yes | We estimate 2 fte posts are at risk |
| Does the change involve a redesign of the roles of staff? | Yes | Some staff would see changes in the nature of their roles. Staff would be involved in service redesign where necessary. |

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|----------------------------|---|-------------------------------|-------------------------------|-------------------------------|--------------------------------|---|------------------------------|----------------------|
| OPP TITLE: | Directorate support services- More efficient working | | | | | | | |
| DIR: | ESCW | | | | REF: CHI005 - formerly ESCW031 | | | |
| SERVICE: | SPP/Transformation/PMO | | | | LEAD OFFICER: Kate Bingham | | | |
| TEAM: | | | | | THEMES: | Lean: Service Re-Design and Consolidation | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| More efficient working | £ 1,753 | £ 160 | £ 160 | £ - | £ 320 | N | No | Yes |
| FTE Reductions | Not known | 4.5 | 4.5 | 0 | 9 | | | |

DETAILS OF SAVINGS OPPORTUNITY

There is an opportunity to consolidate strategy, policy and programme management related work across the rest of the directorate and move towards more generic and flexible staff to support this work.

An exercise carried out in 2013 to identify the support services needs for the ESCW directorate (now Children and Adults Directorates) identified a large amount of support services related activity, worth approximately £3.2m, being carried out across the directorate outside the central support teams. This support includes strategy support, programme management and finance work.

There may be some opportunities to carry out further consolidation and streamlining of this activity, releasing efficiencies whilst maintaining or improving support by making better use of our expert directorate level resources. However this would need to be subject to a much more detailed analysis and at this stage a cautious estimate of a 10% reduction in existing activity is being used. This would have to be realised by reductions in posts elsewhere in the 2 directorates. Given the complexity of this work, it is anticipated that the savings would be released over a 2 year period.

IMPLICATIONS TO CONSIDER

including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT

This opportunity is based on a very basic analysis of data about the extent to which these functions are being carried out across the directorate. Any decision to consolidate/ streamline these functions across the directorate would need to be based on a much more detailed analysis.

Although this opportunity is based on a conservative estimate of the savings that might be delivered through consolidation and streamlining, there is a strong possibility that the actual savings from such an exercise could be impacted by:

- The extent to which the amount of time spent on the functions has been accurately recorded
- The number of actual posts that could be deleted after accounting for the fact that in many cases time spent on SPP/ PMO functions is only a fraction of individual posts

EQUALITIES SCREENING

| | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups |
|---|--------|---|
| Does the change reduce resources available to address inequality? | No | |
| Does the change reduce resources available to support vulnerable residents? | No | |
| Does the change involve direct Impact on front line services? | No | |

CHANGES TO A SERVICE

| | | |
|--|----|--|
| Does the change alter who is eligible for the service? | No | |
| Does the change alter access to the service? | No | |
| Does the change involve revenue raising? | No | |
| Does the change involve a reduction or removal of income transfers to service users? | No | |
| Does the change affect who provides the service, i.e. outside organisations? | No | |

| | | |
|---|-----|--|
| Does the change involve local suppliers being affected? | No | |
| Does the change affect the Third Sector? | No | |
| Does the change affect Assets? | No | |
| CHANGES TO STAFFING | | |
| Does the change involve a reduction in staff? | Yes | The number of staff that would be affected is estimated at 4.5FTE across the two directorates although the actual number would be determined through the review. If it is decided to proceed with this opportunity a full equality analysis would need to be carried out as part of the process. |
| Does the change involve a redesign of the roles of staff? | Yes | The number of staff that would be affected is not currently known. If it is decided to proceed with this opportunity a full equality analysis would need to be carried out as part of the process. |

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|--|--|--|-------------------------------|-------------------------------|---------------------|---|------------------------------|----------------------|
| TITLE: | Directorate administration review | | | | | | | |
| DIR: | ESCW | | | | | | | |
| SERVICE: | Directorate Services | | | | | REF: ESCW034 | | |
| TEAM: | | | | | | LEAD OFFICER: Kate Bingham | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| Directorate administration review | £ 7,500 | £ 317 | £ - | £ - | £ 317 | Lean: Service Re-Design and Consolidation | | Yes |
| FTE Reductions | 150 | 10 | 0 | 0 | 10 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| Analysis for the 2015-16 savings programme identified £8m of administrative activity across the directorate, £4m of which related to 177 specific administrative roles. Most teams have now completed the 2015-16 changes with £500k of savings delivered, although the Learning & Achievement (L&A) Service was excluded. Savings are expected from L&A and from further refining admin provision across the rest of Adults' and Children's services. Savings will be achieved through further streamlining of functions, avoiding duplicating and multi-handling administrative tasks. | | | | | | | | |
| IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| This proposal is based on an estimate of savings that could be made based on previous reviews. The actual savings delivered will be subject to a full review, ensuring that effective administrative support is provided within a reduced budget. The actual savings delivered may therefore differ from the estimate in this proposal. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | Yes | A full review will be carried out to ascertain the level of staffing reduction that may take place. It is estimated that this will be in the region of 10 FTE. An Equalities Assessment will be produced and updated to assess the impact of these phased changes and put in place appropriate mitigation. | | | | | | |
| Does the change involve a redesign of the roles of staff? | Yes | Redesign of the roles for staff and commonality of post roles across areas will be involved in the change, but no change in working patterns is anticipated. This is unlikely to have an equality impact. | | | | | | |

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|---|--|---|--|-------------------------------|-------------------------------|--------------------------|---|------------------------------|----------------------|
| OPP TITLE: | | Healthy Lives service - reduction in non staff spend | | | | | | | |
| DIR: | | Children's Services | | | | REF: ESCW042 | | | |
| SERVICE: | | Learning and Achievement, Birth to 11 Primary School | | | | LEAD OFFICER: Kate Smith | | | |
| TEAM: | | | | | | THEMES: | Lean: Service Re-Design and Consolidation | | |
| SAVINGS OPPORTUNITY | | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| Healthy Lives service G41 | | £ 100 | £ 15 | £ 8 | £ 13 | £ 35 | No | No | No |
| FTE Reductions | | 7 | 0 | 0 | 0 | 0 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | | |
| Savings will be achieved by reviewing our training offer, ceasing central training for school staff and instead will provide school based training based on the individual needs of the school. This will save £10,000 over 3 years as we will not have to pay for training rooms and facilities. We will also no longer provide any catering saving £3,000 over three years. We have provided some catering previously using Council caterers in order to model best practice healthy food and give examples of healthy breakfast clubs and packed lunches. In addition we will make savings of £10,000 for team and individual training over the next three years. In total this will save us £35,000 over three years. These savings will still enable us to continue providing effective health and well being support to schools, pupils and parents, but on a reduced budget. | | | | | | | | | |
| IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | | |
| The service use council training rooms and catering services and so this may impact upon income expectations of those services if rooms cannot be used for other bookings . | | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | | |
| TRIGGER QUESTIONS | | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | | No | | | | | | | |
| Does the change involve direct Impact on front line services? | | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | | |
| Does the change alter who is eligible for the service? | | No | | | | | | | |
| Does the change alter access to the service? | | No | | | | | | | |
| Does the change involve revenue raising? | | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | | No | | | | | | | |
| Does the change involve local suppliers being affected? | | No | | | | | | | |
| Does the change affect the Third Sector? | | No | | | | | | | |
| Does the change affect Assets? | | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | | |
| Does the change involve a reduction in staff? | | No | | | | | | | |
| Does the change involve a redesign of the roles of staff? | | No | | | | | | | |

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|--|--|-------------------------------|-------------------------------|-------------------------------|---------------------|----------------------------------|------------------------------|----------------------|
| OPP TITLE: | Reduction in Schools early retirement costs | | | | | | | |
| DIR: | Children's Services | | | | | REF: ESCW045 | | |
| SERVICE: | HR (ESCW) | | | | | LEAD OFFICER: Mark Keeble | | |
| TEAM: | | | | | | THEMES: | Financial Adjustments | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| Reduction in Schools early retirement costs | £ 1,541 | £ 30 | £ 30 | £ 30 | £ 90 | N | No | No |
| FTE Reductions | 0 | 0 | 0 | 0 | 0 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| Since 1 April 2005, Schools are responsible for funding costs of early retirement from their own budgets. Over time, the number of pensions in payment that commenced prior to this date will reduce providing a saving. | | | | | | | | |
| IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| None | | | | | | | | |

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|--|-------------------------|--|-------------------------------|-------------------------------|---------------------|---------------------------------------|------------------------------|----------------------|
| OPP TITLE: | | Review of Child and Adolescent Mental Health (CAMHS) services | | | | | | |
| DIR: | | Children's Services | | | | REF: CHI006 | | |
| SERVICE: | | Children's Services | | | | LEAD OFFICER: Nasima Patel | | |
| TEAM: | | Children's Social Care- CAMHS | | | | THEMES: Delivering Differently | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| G61 | £ 1,343 | £ 200 | £ - | £ - | £ 200 | N | No | Yes |
| FTE Reductions | NA | 0 | 0 | 0 | 0 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>We currently contribute £1.3m to the CAMHS budget, which includes approximately £540k to the NHS for the contract with East London Foundation Trust (ELFT), and an additional team of directly employed staff who are managed by ELFT. We know that access to the service is not as good as it could be, and that this is a particular issue for our most vulnerable children including those who are looked after.</p> <p>This opportunity proposes a review of CAMHS funding to ELFT, working with ELFT as providers and the CCG as co-commissioners to improve access, particularly for our most vulnerable children. ELFT will consult with service users as they develop their response to this reduction in funding. By better targeting resources to those that most need them, we will reduce council expenditure on CAMHS whilst improving services.</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| CAMHS is jointly commissioned with Tower Hamlets CCG and jointly provided with East London Foundation Trust. Delivery of these savings will need to be negotiated with both partners. Negotiations have started and East London Foundation Trust have been asked to confirm how these savings would be delivered if this proposal is agreed. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | Yes | Overall expenditure on CAMHS from the Council would reduce but we are confident that this can be achieved without detrimental impact on outcomes, particularly as the majority of CAMHS funding is from the NHS which will be unaffected. We will work with ELFT to ensure a full equalities analysis of any proposals is carried out. | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | Yes | As above | | | | | | |
| Does the change involve direct Impact on front line services? | Yes | Savings will be targeted to non-front line costs although there may be an impact. | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | No | | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |

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|---|---|--|-------------------------------|-------------------------------|---------------------|-----------------------------|------------------------------|----------------------|
| OPP TITLE: | Review of Attendance and Welfare service | | | | | | | |
| DIR: | Children's Services | | | | | REF: CHI007 | | |
| SERVICE: | Children's Services | | | | | LEAD OFFICER: Nasima Patel | | |
| TEAM: | Children's Social Care- Attendance and welfare | | | | | THEMES: | Delivering Differently | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| G62 | £ 1,287 | £ 100 | £ - | £ - | £ 100 | N | No | No |
| FTE Reductions | 40 | 0 | 0 | 0 | 0 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| The Council's net expenditure on attendance and welfare is the second highest in London at £32 per pupil. In addition, the service generates approximately £800k a year income from schools for additional work. Our outcomes for attendance are in line with the London average for unauthorised absence and better than average for persistent absence. This proposal is to reduce costs by maximising income from schools, and vacancy management within the service. There will be no impact on delivery of the frontline service and outcomes delivered. | | | | | | | | |
| IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| None | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | No | | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |

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|--|-------------------------|--|-------------------------------|-------------------------------|---------------------|-----------------------------|------------------------------|----------------------|
| OPP TITLE: | | Reduction of general fund subsidy for Gorsefield Rural studies Centre | | | | | | |
| DIR: | | Children's Services | | | | REF: CHI008 | | |
| SERVICE: | | Children's Services | | | | LEAD OFFICER: Terry Parkin | | |
| TEAM: | | Learning & Achievement - Early Years | | | | THEMES: | Delivering Differently | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| G26 CC86305 | £ 194 | £ 50 | £ - | £ - | £ 50 | N | No | Yes |
| FTE Reductions | 11 | 0 | 0 | 0 | 0 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| Gorsefield is a council owned and run rural studies centre based in Essex. It provides valuable residential experiences for pupils and generates in the region of £240k income per annum from schools. The service is currently subsidised from the General Fund and our proposal is to reduce this subsidy by a combination of revenue increase and reduction in running costs, whilst maintaining the service. | | | | | | | | |
| IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| The saving to the general fund will be realised by increasing revenue from schools. There is a risk that this income will not be generated. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | The services provided at Gorsefield will continue with a reduced general fund subsidy, by increasing revenue and reducing running costs. | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | As above | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | Yes | Additional revenue to support the service will be generated through charges to schools using it. | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | No | | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |

Resources Savings 2016/17

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|--|------------------------------|--|-------------------------------|-------------------------------|----------------------------|-----------------------------|------------------------------|----------------------|
| OPP TITLE: | | Downsizing of Contact Centre Management Team | | | | | | |
| DIR: | RES | | | | REF: RES001/16-17 | | | |
| SERVICE: | Customer Access | | | | LEAD OFFICER: Keith Paulin | | | |
| TEAM: | Tower Hamlets Contact Centre | | | | THEMES: | Lean: Downsizing Teams | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| Flexible Retirement (Post number F030500003) | £ 48 | £ 19 | £ - | £ - | £ 19 | N | No | No |
| FTE Reductions | | 0.4 | | | 0.4 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>Reductions in Tower Hamlets Contact Centre staffing as part of 15/16 savings have reduced the workload for the Contact Centre Management Team. One of the four Team Leaders has requested Flexible Retirement and a reduction in hours from 35 to 21. This was agreed by People Board on 12/8/15.</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| No further implications to consider. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | No | Staffng numbers including staff/manager ratios will be unaffected. | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |

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|---|-------------------------|---|--|-------------------------------|---------------------|-----------------------------|------------------------------|------------------------|
| OPP TITLE: | | Corporate Finance Staffing - process savings | | | | | | |
| DIR: | | RES | | | | REF: RES002/16-17 | | |
| SERVICE: | | Finance and Procurement | | | | LEAD OFFICER: Barry Scarr | | |
| TEAM: | | Central Accounting and Systems | | | | THEMES: | | Lean: Downsizing Teams |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| | £ 3,000 | £ 100 | | | £ 100 | N | No | Yes |
| FTE Reductions | | 2 | | | 2 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>As the Systems Team has bedded in and process efficiencies are now being achieved, fewer staff are needed to deliver the service. The Team can cope with one less member of staff from 1 April onwards. Similarly the amalgamation of the Operations Team with the Central Accounting Team has created opportunities for efficiency and staff progression that will allow a member of staff to be released via voluntary redundancy.</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| No further implications to consider. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | |
| Does the change reduce resources available to address inequality? | | No | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | | No | | | | | | |
| Does the change involve direct Impact on front line services? | | No | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | | No | | | | | | |
| Does the change alter access to the service? | | No | | | | | | |
| Does the change involve revenue raising? | | No | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | | No | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | | No | | | | | | |
| Does the change involve local suppliers being affected? | | No | | | | | | |
| Does the change affect the Third Sector? | | No | | | | | | |
| Does the change affect Assets? | | No | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | | Yes | (staffing levels for those affected should be provided as well as equalities data) | | | | | |
| Does the change involve a redesign of the roles of staff? | | Yes | | | | | | |

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|----------------------------|--|-------------------------------|-------------------------------|-------------------------------|----------------------------|-----------------------------|------------------------------|----------------------|
| OPP TITLE: | Partnership delivery of employment programmes | | | | | | | |
| DIR: | RES | | | | REF: RES003/16-17 | | | |
| SERVICE: | HR and WD | | | | LEAD OFFICER: Simon Kilbey | | | |
| TEAM: | Strategy | | | | THEMES: | | Delivering Differently | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| | £ 737 | £ 150 | | | £ 150 | N | No | Yes |
| FTE Reductions | 0 | | | | 0 | | | |

DETAILS OF SAVINGS OPPORTUNITY

The central workforce to reflect the community budget is currently used to fund the following 4 entry level programmes which provide Tower Hamlets residents with training and work experience opportunities within the council.

1. Leaving care traineeship (£41k for 10 people)
2. Leaving care internship (£38k for 10 people)
3. Pre-apprenticeship programme for disabled people (£75k for 20 people) and
4. Corporately funded apprenticeship programme (£498k for 30 people).

A further 20 apprenticeship placements are recruited and funded through directorate budgets (totalling £356k).

Currently all trainees are paid through council budgets and all placements are within council departments. This proposal will develop a partnership arrangement with local private businesses and third sector organisations where trainees will spend part of their work placement within these organisations and costs will be shared. The saving would be generated from a reduction in the council's contribution to the total salary cost of each apprentice and will still allow us to continue to provide opportunities to the same number of participants each year.

A number of recruitment agencies with current working arrangements with the council have already indicated that they would consider employing an apprentice through a partnership scheme. The council's key contractors would also be approached to discuss apprenticeship options along with schools and Tower Hamlets Homes. The proposal will be developed in conjunction with Skillsmatch and will include the local business forum and voluntary organisations to gain access to a wider network of local business and third sector groups.

In addition to grants already offered to small businesses from the National Apprenticeship Service to support apprenticeship schemes, partner organisations will be supported through training resources already in place within the council. This should help to secure the buy-in of a number of local businesses and enable the development of the scheme as a partnership approach.

IMPLICATIONS TO CONSIDER

including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT

The development of the future programme will be in conjunction with Skillsmatch, Jobcentre Plus and the Skills Funding Agency in order to maximise the level of external funding available in this area. Development will also need to take account of the Mayor's manifesto pledge to provide more local jobs and apprenticeships and to working with the City to create a Mayor's apprenticeship grant. Consideration will need to be given to the commitment to pay London Living Wage and a salary top up contribution may be required as part of the programme for the period of employment with partner organisations. This would require Legal and Finance consideration to ensure a robust model of programme delivery.

EQUALITIES SCREENING

| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups |
|---|--------|---|
| Does the change reduce resources available to address inequality? | No | |
| Does the change reduce resources available to support vulnerable residents? | Yes | The leaving care traineeship and internship and the pre-apprenticeship programme provide pre-employment support for vulnerable residents. These schemes would not be stopped, rather they would be updated to provide additional support and employment options within a range of sectors, increasing the skills, experience and opportunities of the participants. |
| Does the change involve direct Impact on front line services? | No | |

CHANGES TO A SERVICE

| | | |
|--|----|--|
| Does the change alter who is eligible for the service? | No | |
| Does the change alter access to the service? | No | |

| | | |
|--|-----|--|
| Does the change involve revenue raising? | No | |
| Does the change involve a reduction or removal of income transfers to service users? | No | |
| Does the change affect who provides the service, i.e. outside organisations? | Yes | The programme would be delivered in partnership with local businesses and third sector organisations within the borough |
| Does the change involve local suppliers being affected? | No | |
| Does the change affect the Third Sector? | Yes | This would benefit the third sector as the programme would include work placement opportunities and apprenticeship schemes within this sector. |
| Does the change affect Assets? | No | |
| CHANGES TO STAFFING | | |
| Does the change involve a reduction in staff? | No | (staffing levels for those affected should be provided as well as equalities data) |
| Does the change involve a redesign of the roles of staff? | No | |

| OPP TITLE: | | Benefits Service Assessment | | | | | | |
|--|-----------------------|---|------------------------|------------------------|--------------|----------------------|-----------------------|---------------|
| DIR: | RES | REF: RES004/16-17 | | | | | | |
| SERVICE: | Benefits Service | LEAD OFFICER: Steve Hill | | | | | | |
| TEAM: | Benefits - Assessment | THEMES: | | Lean: Downsizing Teams | | | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| | £ 30 | £ 30 | | | £ 30 | N | No | No |
| FTE Reductions | 1 | 1 | | | 1 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| Reduction of one Senior Benefits Assessment Officer through voluntary redundancy with the workload picked up by utilising our existing Benefits Resilience Framework contract. | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| There should be no impact on the workload of other members of the team as the work will be delivered through the benefits resilience framework contract. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | Yes | (staffing levels for those affected should be provided as well as equalities data) | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |

| | | | | | | | | |
|---|-------------------------|--|-------------------------------|-------------------------------|---------------------|-----------------------------|--|----------------------|
| OPP TITLE: | | ICT reduction through down-sizing of user base | | | | | | |
| DIR: | RES | REF: RES005/16-17 | | | | | LEAD OFFICER: LEAD OFFICER: Sean Green | |
| SERVICE: | ICT | THEMES: | | | | | Better contract supplier management | |
| TEAM: | ICT | | | | | | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| | | £ 150 | | | £ 150 | N | No | No |
| FTE Reductions | | | | | 0 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>Agilisys charge reduction through down-sizing of user base support. The Operational Service Agreement with Agilisys defined the number of ICT users covered by the annual support charges. The baseline number of users started at 5,250 in 2012. Our current ICT users number 4,482 (as at June 2015). The above sum of £150 k p.a. reduction is in addition to that already achieved in 15/16 (£21k p.a.).</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| This level of savings is deliverable as long as LBTH maintains current staff levels (or lower). | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | No | It is based on staff reductions already achieved in LBTH and if these are maintained as described above. | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |

| OPP TITLE: | | Better recovery of Court Costs | | | | | | |
|--|------------------|---|------------------------|------------------------|--------------|----------------------|---------------------------|---------------|
| DIR: | RES | REF: RES006/16-17 | | | | | LEAD OFFICER: Roger Jones | |
| SERVICE: | Revenue Services | | | | | | | |
| TEAM: | Revenue Services | THEMES: | | | | | Income Optimisation | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| | | £ 50 | | | £ 50 | N | No | Yes |
| FTE Reductions | | | | | 0 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>The increase in income from court costs is a result of better collection. The court costs actual income has exceeded budgeted levels for 2015/16 due to better collection and increased volume.</p> <p>This is a budget adjustment rather than an increase in costs applied and the 2016/17 budget is being increased to reflect this.</p> <p>Court costs are payable by all council tax payers and ratepayers where payment has not been made as requested and the account has progressed through the enforcement process.</p> <p>The local council tax support scheme in place already protects vulnerable taxpayers who receive up to a 100% local discount. These cases will not be affected by the improved collection of court costs.</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| No Further implications to consider. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | Yes | The amount of costs collected in year is increasing | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | No | (staffing levels for those affected should be provided as well as equalities data) | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |

| | | | | | | | | |
|---|-------------------------|---|--|-------------------------------|---------------------|-----------------------------|------------------------------|----------------------|
| OPP TITLE: | | Housing Benefit Overpayment Recovery | | | | | | |
| DIR: | | RES | | | | REF: RES007/16-17 | | |
| SERVICE: | | Benefits Service | | | | LEAD OFFICER: Steve Hill | | |
| TEAM: | | Housing Benefits | | | | THEMES: | | Income Optimisation |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| | | £ 126 | | | £ 126 | N | No | No |
| FTE Reductions | | | | | | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| Improved processes within the council mean that recovery of housing benefits overpayments is being carried out more effectively. | | | | | | | | |
| Residents that have been overpaid have a legal duty to pay back any overpayments. This will not affect their statutory entitlements. Repayment plans will take into consideration their ability to repay and there should be no adverse impact on vulnerable residents. | | | | | | | | |
| This will allow the council to reduce its level of bad debt provision and a review is being carried out to ascertain the correct level of provision required. | | | | | | | | |
| It is anticipated that through better recovery and a reduction in bad debt provision a minimum saving of £126,000 is achievable. The review will confirm whether additional amounts can be realised. | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| No further implications to consider. | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | |
| Does the change reduce resources available to address inequality? | | No | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | | No | | | | | | |
| Does the change involve direct Impact on front line services? | | No | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | | No | | | | | | |
| Does the change alter access to the service? | | No | | | | | | |
| Does the change involve revenue raising? | | No | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | | No | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | | No | | | | | | |
| Does the change involve local suppliers being affected? | | No | | | | | | |
| Does the change affect the Third Sector? | | No | | | | | | |
| Does the change affect Assets? | | No | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | | No | | | | | | |
| Does the change involve a redesign of the roles of staff? | | No | | | | | | |

Law, Probity and Governance Savings 2016/17

| | | | | | | | | |
|---|--|--|-------------------------------|-------------------------------|----------------------------|---|------------------------------|----------------------|
| OPP TITLE: | Service Efficiency: Deletion of Vacant Post | | | | | | | |
| DIR: | LPG | | | | REF: LPG001/16-17 | | | |
| SERVICE: | Communications | | | | LEAD OFFICER: Kelly Powell | | | |
| TEAM: | Communications | | | | THEMES: | Lean: Service Re-Design and Consolidation | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| | £ 775 | £ 45 | £ - | £ - | £ 45 | N/A | Yes | No |
| FTE Reductions 0 | | | | | 0 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>Through closer working between Communications and Corporate Strategy and Equality and the establishment of a Service Manager post within Corporate Strategy and Equality with particular responsibility for engagement, we have identified efficiency savings which enable this vacant post to be deleted as a saving.</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | No | The post has been vacant since it was established as part of a previous communications service restructure | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |

| OPP TITLE: | | Review of external spend | | | | | | |
|---|---------------------------------|---|------------------------|------------------------|------------------------------|---|-----------------------|---------------|
| DIR: | LPG | REF: LPG002/16-17 | | | | | | |
| SERVICE: | Corporate Strategy and Equality | | | | LEAD OFFICER: Louise Russell | | | |
| TEAM: | One Tower Hamlets | | | | THEMES: | Lean: Service Re-Design and Consolidation | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| | £ 360 | £ 50 | | | £ 50 | | | Yes |
| FTE Reductions | | | | | 0 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>The One Tower Hamlets service budget of approximately £360,000 is predominantly made up of third party payments to fund various projects, research, evaluation and events broadly around the One Tower Hamlets objectives.</p> <p>A number of contracts will be expiring during 2016/17 allowing us the opportunity to review existing spend and identify efficiencies. We envisage being able to identify £50k of savings for 16/17 from this budget.</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | Yes | The funding does fund some elements of support to promote groups with protected characteristics in relation to disability, sexuality, faith and race. A full equality impact will be required as part of the review to ensure that these groups are where possible protected. | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | Yes | Please see above | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | Yes | These are mainly third party payments. In re-specifying and re-commissioning we would have regard to this and to protected characteristics. | | | | | | |
| Does the change involve local suppliers being affected? | Yes | Please see above - the reduction may impact on local suppliers | | | | | | |
| Does the change affect the Third Sector? | Yes | Please see above - the reduction may impact on local suppliers | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | No | (staffing levels for those affected should be provided as well as equalities data) | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |

| | | | | | | | | |
|---|--|---|-------------------------------|-------------------------------|---------------------|-----------------------------|---|----------------------|
| OPP TITLE: | Reduction in children's court fees budget | | | | | | | |
| DIR: | LPG | | | | | REF: LPG003/16-17 | | |
| SERVICE: | Legal Services | | | | | LEAD OFFICER: David Galpin | | |
| TEAM: | Social Care | | | | | THEMES: | Lean: Service Re-Design and Consolidation | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| | £ 225 | £ 40 | | | £ 40 | | | |
| FTE Reductions | Nil | | | | | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>A reduction in court fees and tighter budget control should permit the budget for court fees in care proceedings cases to be reduced. The proposed saving of £40k is from the Children's Court Fees budget of £225k that sits within the Legal Services budget and covers the cost of issuing proceedings at court.</p> <p>In April 2014 the core court fees for care proceedings dropped from around £6k per case to £2,055 (plus incidental applications) and our numbers have also dropped slightly. The budget underspent last year and is on track to underspend in the current year.</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | Yes | There will be a lower amount available to enable care proceedings to be brought to safeguard children, but the reduced amount should be adequate. | | | | | | |
| Does the change involve direct Impact on front line services? | Yes | There will be a lower amount available to enable care proceedings to be brought to safeguard children, but the reduced amount should be adequate. | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | No | | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |

| | | | | | | | | |
|---|---|--|-------------------------------|-------------------------------|----------------------------|---|------------------------------|----------------------|
| OPP TITLE: | Increase external income from Legal Services | | | | | | | |
| DIR: | LPG | | | | REF: LPG004/16-17 | | | |
| SERVICE: | Legal Services | | | | LEAD OFFICER: David Galpin | | | |
| TEAM: | All | | | | THEMES: | Lean: Service Re-Design and Consolidation | | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| | £ 1,425 | £ 25 | | | £ 25 | | | |
| FTE Reductions | Nil | | | | 0 | | | |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| The legal service has a stretched income target of £225K, in addition to the £1.2million of other income that it earns. The service has been pursuing efficiencies through better use of technology and should be able to add £25,000 to the existing stretch target. | | | | | | | | |
| IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | No | | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | No | | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | No | | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |

| OPP TITLE: | | Deletion of Burial Subsidy Scheme | | | | | | |
|---|----------------------|---|------------------------|------------------------|--------------|-----------------------------|---|---------------|
| DIR: | LPG | | | | | REF: LPG005/16-17 | | |
| SERVICE: | Democratic Services | | | | | LEAD OFFICER: John Williams | | |
| TEAM: | Registration Service | | | | | THEMES: | Lean: Service Re-Design and Consolidation | |
| SAVINGS OPPORTUNITY | BASE BUDGET £000 | Net Savings 16/17 £000 | Net Savings 17/18 £000 | Net Savings 18/19 £000 | Total Saving | Invest to Save 15/16 | Start before Sep 2015 | Is an EA Req? |
| Deletion of Burial Subsidy Scheme | £ 20 | £ 20 | | | £ 20 | | | No |
| DETAILS OF SAVINGS OPPORTUNITY | | | | | | | | |
| <p>The council established a burial subsidy scheme which provides for a payment of £225 to be made to a person responsible for arranging the burial of a deceased Tower Hamlets resident at one of three specified cemeteries. The scheme compensated residents for potential additional costs arising from the lack of any burial facility offered by the borough. Tower Hamlets has now leased a burial ground at Kemnal Park where it offers a subsidised burial facility to local residents. This has provided an opportunity to reconsider what financial support is provided to residents and to discontinue this additional subsidy as there is now alternative subsidised provision.</p> <p>There are also other schemes in place to support those less well-off with burial costs, specifically the government's funeral payment scheme for people on certain benefits which helps with funeral costs, including the cost of burial fees and rights to burial in a particular plot, cremation fees and other related funeral expenses. These schemes will be promoted to our residents to ensure they are aware of them.</p> | | | | | | | | |
| IMPLICATIONS TO CONSIDER | | | | | | | | |
| including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT | | | | | | | | |
| EQUALITIES SCREENING | | | | | | | | |
| TRIGGER QUESTIONS | YES/NO | IF YES - please provide further details on how this impacts on each equalities groups | | | | | | |
| Does the change reduce resources available to address inequality? | No | | | | | | | |
| Does the change reduce resources available to support vulnerable residents? | No | | | | | | | |
| Does the change involve direct Impact on front line services? | Yes | Yes, but service/subsidy will continue to be delivered via the new burial facility. | | | | | | |
| CHANGES TO A SERVICE | | | | | | | | |
| Does the change alter who is eligible for the service? | No | | | | | | | |
| Does the change alter access to the service? | No | | | | | | | |
| Does the change involve revenue raising? | No | | | | | | | |
| Does the change involve a reduction or removal of income transfers to service users? | No | | | | | | | |
| Does the change affect who provides the service, i.e. outside organisations? | Yes | New burial facility is managed by a contractor. | | | | | | |
| Does the change involve local suppliers being affected? | No | | | | | | | |
| Does the change affect the Third Sector? | No | | | | | | | |
| Does the change affect Assets? | No | | | | | | | |
| CHANGES TO STAFFING | | | | | | | | |
| Does the change involve a reduction in staff? | No | | | | | | | |
| Does the change involve a redesign of the roles of staff? | No | | | | | | | |

BUDGET PROCESS AND TIMETABLE 2016 – PROCEDURE NOTE

1. INTRODUCTION

- 1.1 The budget making process is governed by statute. The Local Government Act 2000 (section 9D) and the Functions and Responsibilities Regulations 2000 establish a division of functions between the Council and the Mayor. The Mayor is responsible for preparing and proposing to the Council a draft budget; and the Council is responsible for agreeing the final budget.
- 1.2 In the event of disagreement - i.e. if the Council wishes to amend the Mayor's proposals – a statutory dispute resolution process is set out in the Local Authorities (Standing Orders) Regulations 2001. This requires the Council to meet a second time to consider again the Mayor's proposals including any revisions he may have made in response to the Council's initial decision. The requirements of the 2001 regulations have been incorporated into the Budget and Policy Framework Procedure Rules at Part 4.3 of the Council's constitution.

2. CABINET AND OVERVIEW & SCRUTINY CONSIDERATION

18th December 2015: Initial despatch of budget papers (in line with the normal timetable for the Cabinet agenda). The Executive publishes draft budget proposals for consultation with the public, business and Overview & Scrutiny. The budget papers will be circulated to all Members.

Overview and Scrutiny, 4th January 2016: OSC will have initial discussions around budget issues (in addition to the planned meeting on 18 January – see below)

Cabinet, 5th January 2016: Cabinet formally proposes the draft Budget. Mayor may move amendments/ additions to the published report on the evening.

6th January 2016 – Formal notification to Overview & Scrutiny: Democratic Services write to Chair of Overview & Scrutiny Committee confirming that the Mayor's initial budget proposals have been circulated to all Members, and that any response of the Overview and Scrutiny Committee to these must be submitted to the Mayor by noon on Friday 22nd January 2016 (this is in excess of the 10 clear working days required by the Constitution).

18th January 2016 – Meeting of the Overview and Scrutiny Committee specifically to discuss the Mayor's proposals and formally consider O&S comments to be reported to the Mayor by the deadline above.

25th January 2016: Agenda despatch for Cabinet on 2nd February, including (if available) O&S comments and Mayor's revised budget proposals.

Cabinet, 2nd February 2016: To consider the feedback from O&S, public and business consultation and to formally propose the budget to Council. If there are any new matters included that were not consulted upon with O&S, these will need to be the subject of a further consultation exercise as below.

3rd February 2016: Democratic Services will formally notify the O&S Members of any material changes to the Mayor's proposals. Any comments of the O&S Committee on these must be notified to the Mayor by Friday 12th February 2016. Overview and Scrutiny Committee may need to hold an urgent extraordinary meeting to agree these.

8th February 2016 – Meeting of the Overview and Scrutiny Committee (Provisional) specifically to discuss any material changes to the Mayor's proposals that were announced at Cabinet on 3rd February. If there are no material changes then this meeting will not be held. The meeting will formally consider O&S comments to be reported to the Mayor by the deadline above.

Mayor's Final Proposals: 15th/16th February 2016

The Mayor will then receive any further O&S Committee comments and confirm his final budget proposals.

3. FIRST (OR ONLY) BUDGET COUNCIL MEETING – 24th FEBRUARY 2016

Agenda

- 3.1 The agenda for the Budget Council Meeting will be published on 16th February. Ideally this will include the Mayor's budget proposals. However if the Mayor varies those proposals at the Cabinet meeting on 3th February, it may be necessary to consult further with O&S before the proposals are circulated. In that case if necessary, the agenda will show the budget papers as 'to follow' and the Mayor will circulate his proposals following receipt of O&S comments.
- 3.2 The purpose of the first Budget Meeting is to consider the Mayor's proposals and any amendments. It is important that there is full discussion and at this stage amendments may be debated on any matters related to the budget.
- 3.3 There are no Public Questions, Members' Questions or Motions on Notice at the Budget Meeting. Petitions are taken (a maximum of three as normal) but only if they relate to the Budget. Apart from the budget proposals and associated business, no other business is normally taken at the Budget Council meeting although the Procedure Rules do provide for the inclusion of other business 'which by statute or in the opinion of the Chief Executive, after consultation with the Speaker of the Council, requires to be transacted'.

Amendments

- 3.4 Any councillor may propose an amendment to the Mayor's budget. Normally each political group proposes just one composite amendment - effectively their alternative budget - including all of their proposed changes.
- 3.5 **All amendments for consideration at the Budget Meeting must be sent to the Committee Services Manager by 9.15 a.m. on the working day prior to the Budget Meeting (i.e. Tuesday 23rd February).** The advice of the Chief Finance Officer will then be prepared for each of the amendments.
- 3.6 The amendments received will then be circulated to the Mayor & all Councillors at least 24 hours before the Budget Meeting – **i.e. by 7.30 p.m. on Tuesday 23rd February.** Officer comments on the amendments will be circulated with those amendments if possible or otherwise as soon as they are available.

- 3.7 Other than amendments notified in advance as above, no further amendment will normally be taken at the budget meeting. However, there must be some provision for Members to move new amendments at the first meeting to ensure that the final outcome of the debate reflects the wishes of the majority of Members - for example by omitting, or agreeing a different combination of, elements of any amendments that are already on the table. The rules therefore enable the Council to agree (by a majority vote and having heard the advice of the Monitoring Officer, Section 151 Officer and Head of Paid Service) that an amendment without notice can be debated. [Note: (i) If any attempt is made to move a new amendment without notice the meeting will adjourn for officers to confer before providing their advice; (ii) amendments proposed once the vote has commenced will be too late.]
- 3.8 At the end of the debate there is a vote on each amendment in turn, followed by a final vote on the overall budget as amended.
- 3.9 A detailed procedure note for the budget debate will be circulated . At the end of the debate, if the Mayor's budget proposals are passed, the Council's budget is set. If not, there will inevitably be a second Budget Council Meeting.
- 4. SECOND BUDGET COUNCIL MEETING (IF REQUIRED): PROVISIONAL DATE 3rd MARCH 2016**
- 4.1 Following the first budget meeting the Mayor has a period of at least 5 working days to reconsider his proposals in light of the amendment(s) agreed by the Council. By the end of that period (i.e. by 5pm 3rd March), the Mayor must re-publish his proposals for consideration at a second Budget Council meeting. **He may revise his proposals by including some or all of the Council's amendments agreed at the first meeting**, and must give reasons for the amendments included and those not included. He may not propose new amendments at this stage.
- 4.2 Unlike the first budget meeting, the tone and feel of the second meeting is about closure and resolution, rather than opening up the debate. **At the second budget meeting the only matters that are in scope for debate are (i) the substantive budget agreed by the Council at the first meeting; and (ii) the Mayor's revised budget proposals.**
- 4.3 **The second budget meeting will determine which of these is adopted. No new amendments may be introduced at the meeting.**
- 4.4 At the meeting, the Mayor may accept the Council's amended budget. If he does not, the debate proceeds (with the same order of speakers as at the first meeting), culminating in a vote on the Council's amended budget. For the Council's amended budget to succeed, at least two-thirds of the Members present and voting must vote in favour (abstentions do not count as a vote).
- 4.5 The purpose of these statutory rules is to guarantee that there will be a decision at the end of the process - either the Council's amended budget will receive two-thirds support, in which case it will be adopted; or it will not, in which case the Mayor's revised budget is **deemed** adopted in accordance with the regulations.

4.6 **No suspension of procedure rules:** At both Budget Council meetings, the provision allowing Council to suspend certain procedure rules does not apply.

Matthew Mannion
Committee Services Manager, Democratic Services
22.10.2015

BUDGET 2016-17 Stakeholder Engagement & Communications Plan

| Date | Communications Milestones (External) | Communications Milestones (Internal) |
|------------------------------|--|--|
| Friday, 09 October, 2015 | | FAQs and advice issued to managers |
| Monday, 12 October, 2015 | Savings published to internet; web banner in situ Savings story published in EEL; Savings story distributed to local and BME media on | Savings published to intranet; web banner in situ HoPS meeting with Trade Unions |
| Tuesday, 13 October, 2015 | Savings story Tweeted out Regular promotion of savings story in social media (until 18th Oct) Savings story in EEL; distributed to local and BME media | Directorates to meet Trade Unions to provide detailed briefing on proposals Managers to meet with staff in services impacted by proposals |
| Friday, 16 October, 2015 | | savings package sent to members HoPS follow-up meeting with Trade Unions |
| Monday, 19 October, 2015 | Regular promotion of savings story in social media (until 25 Oct) | savings package issued to TUs Ongoing promotion of the savings on the intranet |
| Monday, 02 November, 2015 | Publish savings proposals online for O&S meeting Urge participation in consultation: last week across all channels | issue managers' guidance and FAQs alerting them to further scrutiny of savings proposals issue managers' guidance and FAQs alerting them to further scrutiny of savings proposals |
| Monday, 09 November, 2015 | advise public that consultation is closed through website; social media; advise feedback | FAQs and advice issued to managers advise that consultation is closed Collation of consultation feedback Managers begin meetings with staff in services impacted by proposals to inform of responses to consultation |
| Tuesday, 10 November, 2015 | | Issue feedback to transformation managers consultation feedback used to review savings proposals and Equality Assessments |
| Tuesday, 01 December, 2015 | Begin publicity of Mayora/budget consultation events in New Year | HR communications with staff and Tus |
| Friday, 18 December, 2015 | | Managers to inform staff if a proposal affecting their service is included in the budget report to Cabinet on 5 January 2016 Chief Executive to provide briefing to Trade Unions on the budget report to Cabinet on 5 January 2016 |
| Jan / Feb 2016 | Budget setting process published, promoted and delivered (format tbc) Mayoral/Budget consultation events - programme tbc | Budget setting process published, promoted and delivered (format tbc) Mayoral/Budget consultation events - programme tbc Formal consultations with Employees and Trade Unions required to deliver Cabinet approved savings proposals to commence |
| Tuesday, 06 January, 2015 | Publicise council tax agreement at Cabinet | Publicise council tax agreement at Cabinet |
| Wednesday, 03 February, 2016 | (if agreed) promote balanced budget in EEL, local, BME and social media; include process | (if agreed) promote balanced budget in EEL, local, BME and social media; include process |
| Thursday, 25 February, 2016 | (if agreed) promote balanced budget in EEL, local, BME and social media; include process | (if agreed) promote balanced budget in EEL, local, BME and social media; include process |

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