

# OVERVIEW & SCRUTINY COMMITTEE

Monday, 4 April 2016 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:**

Nozrul Mustafa

Victoria Ekubia

Dr Phillip Rice

1 Vacancy

1 Vacancy

(Parent Governor Representative)

(Roman Catholic Church Representative)

(Church of England Representative)

(Parent Governor Representative)

(Parent Governor Representative)

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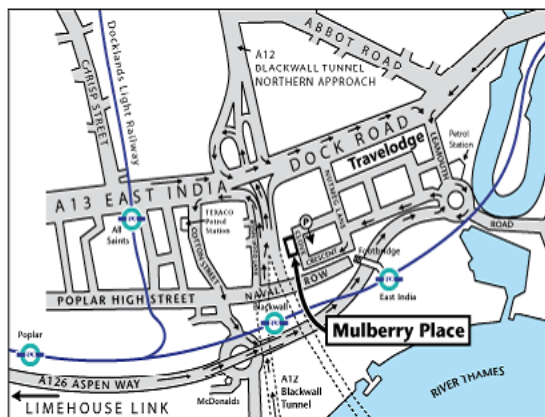
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1. **APOLOGIES FOR ABSENCE**  
To receive any apologies for absence.
2. **DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST** 1 - 4  
  
To note any declarations of interest made by Members, including those restricting Members from voting on the questions detailed in Section 106 of the Local Government Finance Act, 1992.
3. **UNRESTRICTED MINUTES** 5 - 16  
  
To confirm as a correct record of the proceedings the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 29<sup>th</sup> February, 2016.
4. **OVERVIEW AND SCRUTINY COMMITTEE ACTIONS** All Wards
5. **FUTURE DECISIONS** All Wards
6. **REQUESTS TO SUBMIT PETITIONS**  
  
To receive any petitions (to be notified at the meeting).
7. **UNRESTRICTED REPORTS 'CALLED IN'**  
  
Nil items
8. **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).
9. **SCRUTINY SPOTLIGHT**
- 9 .1 **Mayor and Quarter 3 Strategic Performance Monitoring** 17 - 56  
  
To consider the Quarter 3 Strategic Performance Monitoring report.
10. **UNRESTRICTED REPORTS FOR CONSIDERATION**
- 10 .1 **Corporate Revenue and Capital Budget Monitoring Q3 2015/16 (Month 9)** All Wards 57 - 96

10 .2	<b>Grants Scrutiny Panel</b>	<b>All Wards</b>	<b>97 - 110</b>
10 .3	<b>2016-19 Children and Families Plan</b>	<b>All Wards</b>	<b>111 - 144</b>
10 .4	<b>Improving disabled and ethnic minority staff representation at the senior manager (LP07+) level</b>	<b>All Wards</b>	<b>145 - 162</b>
10 .5	<b>Promoting a shared responsibility and removing barriers to improved recycling in the borough</b>	<b>All Wards</b>	<b>163 - 282</b>

**11. VERBAL UPDATES FROM SCRUTINY LEADS**

(Time allocated – 5 minutes each)

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

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

**13. EXCLUSION OF THE PRESS AND PUBLIC**

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

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

**EXEMPT/CONFIDENTIAL SECTION (Pink 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**

**WARD**

**PAGE NUMBER(S)**

**14. EXEMPT/ CONFIDENTIAL MINUTES**

Nil items

**15. EXEMPT/ CONFIDENTIAL REPORTS 'CALLED IN'**

Nil items

**16. 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).

**17. 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, 9 May 2016 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 MONITORING OFFICER**

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

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

### **Interests and Disclosable Pecuniary Interests (DPIs)**

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

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

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

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

### **Effect of a Disclosable Pecuniary Interest on participation at meetings**

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

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

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

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

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

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

**Further advice**

For further advice please contact:-

- Melanie Clay, Director of Law Probity and Governance 2017 364 4800



## APPENDIX A: Definition of a Disclosable Pecuniary Interest

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

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

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**LONDON BOROUGH OF TOWER HAMLETS**

**MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE**

**HELD AT 7.15 P.M. ON MONDAY, 29 FEBRUARY 2016**

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

**Members Present:**

Councillor John Pierce (Chair)	
Councillor Danny Hassell (Vice-Chair)	Scrutiny Lead for Children's Services
Councillor Amina Ali	Scrutiny Lead for Adult Health and Wellbeing
Councillor Peter Golds	Scrutiny Lead for Law Probity and Governance
Councillor Denise Jones	Scrutiny Lead for Communities, Localities & Culture
Councillor Helal Uddin	Scrutiny Lead for Development and Renewal
Councillor Mahbub Alam	

**Co-opted Members Present:**

Nozrul Mustafa	- (Parent Governor Representative)
Victoria Ekubia	- (Roman Catholic Church Representative)
Dr Phillip Rice	- (Church of England Representative)

**Other Councillors Present:**

Councillor Sirajul Islam	Cabinet Member for Housing Management & Performance
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**Apologies:**

Councillor Md. Maium Miah	- Scrutiny Lead for Resources
Councillor Oliur Rahman	

**Others Present:**

Supt Peter Turner	- Borough Superintendent
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**Officers Present:**

Mark Cairns	– Senior Strategy Policy & Performance Officer
Zena Cooke	– Corporate Director, Resources
Kevin Kewin	– Interim Service Head, Corporate Strategy & Equality
Kathryn Robinson	– Head of Legal Operations
Fiona Heyland	– Head of Waste Management
Trevor Kennett	– Head of Street Enforcement & Response
Andy Bamber	– Service Head, Community Service
Jackie Odunoye	– Head of Strategy, Regeneration & Sustainability
Charles Yankiah	– Senior Committee Officer

**1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Maium Miah and Councillor Oliur Rahman.

**1.1 VOTE OF THANKS**

The Chair, Councillor John Pierce on behalf of the Committee thanked Reverend James Olanipekun for his service, commitment and time given to the Committee and its functions through scrutiny reviews and challenge sessions.

Agreed that an official letter be written on behalf of the Committee, by the Chair, Councillor John Pierce to Rev. James Olanipekun expressing the Committee's gratitude.

**2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST**

There were no declarations of disclosable pecuniary interests.

**3. UNRESTRICTED MINUTES**

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

**RESOLVED**

That the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 1<sup>st</sup> February 2016 be approved and signed by the Chair as

a correct record of the proceedings subject to the following amendments being made: -

1. **Minutes from 4<sup>th</sup> January 2016** - Nozrul Mustafa enquired about the proposed amendments to the minutes of the 4<sup>th</sup> January meeting, which was raised at the previous meeting relating to the Co-opted Members being omitted from the attendance list on the minutes.

**Agreed that** the minutes of the 4<sup>th</sup> January 2016 be checked and confirmation be given at the next meeting regarding the amendments being made.

2. **Minute No. 7.3 – Recruiting more diverse school governors** - Dr Philip Rice requested that the following sentences be included in the minutes as part of the discussion held relating to the school governors,
  - a. “expressed a view that the feedback of the governors be sought as soon as possible over their perceptions of diversity”; and
  - b. “Over 92.5% of Headteachers are reported as being White British and the ethnic diversity of the governors is a prior problem, but the ethnic diversity of the Headteachers needs to be addressed as well.”

**Agreed that** the audio of the meeting held on 1<sup>st</sup> February 2016, be checked to confirm the points raised by Dr Philip Rice and the comments made by the representative of the Bangladeshi Governors and also to confirm the actions arising out of the item.

#### **4. REQUESTS TO SUBMIT PETITIONS**

Nil items.

#### **5. UNRESTRICTED REPORTS 'CALLED IN'**

Nil items.

#### **6. SCRUTINY SPOTLIGHT**

##### **6.1 Crime and disorder spotlight (second) with Borough Commander and Safer Communities**

The Committee received a briefing paper in relation to the ASB Operational Group that outlined details relating to the Operational Group, the Neighbourhood Priorities, current issues, the membership and the ASB product. Andy Bamber, (Service Head, Community Safety) informed the Committee that: -

- Community Safety and Police do not always agree and are always challenging each other, but share a good working relationship and want to see the issues in the Borough dealt with and resolved;
- Hoping to resolve the contractual issues and move forward with the Partnership Task Force as soon as possible;
- The previous administration made arrangements for 20 police officers to be contracted with 1 in each ward;
- Due to the change in administration discussions were held with the Mayor elect to seek clarity and direction relating to the previous arrangement and it was felt that only six police officers were needed; and
- Given these events, the police now wanted to take extra care to ensure that the terms of the Task Force were absolutely clear and finalised on both sides before moving forward.

Superintendent Peter Turner informed the Committee that: -

- The former Borough Commander left last Friday and the new Borough Commander Detective Superintendent Langworthy was now in post;
- ASB has reduced by 12.8% in comparison to last year
- Calls to the service are high, mainly because there is only 1 number to call #101;
- Repeat calls have been reduced by 15%;
- Over 1,000 ASB call have been received which averages over 30 a day and it is difficult to respond to all calls, so calls and workloads must be prioritised and investigated accordingly;
- The partnership approach has worked previously and will continue to work to improve the Borough;
- Meetings are held every 2 weeks and there is a small number of deployable resources;
- There are improvements that need to be made to provide feedback to the community; and
- There have been some issues with the contract and it has been going forwards and backwards from each legal department.

Trevor Kennett, (Head of Street Enforcement) informed the Committee that there were ASB hotspots in the Borough and that there was an agreement for additional support to deal with the issues and that the teams were making sure that all complaints were assessed and looked into within each cluster.

The Committee:

1. Congratulated the partnership working between the police and the community safety team and also thanked local police officers PC Perry and PC Cruickshank for the good work being done with the Licensing Committee;
2. Raised a number of outstanding ward issues with Superintendent Turner, Andy Bamber and Trevor Kennett;

3. Referred to electoral malpractice being reported by councillors to the police in the past and nothing being done;
4. Expressed concern in relation to feedback following ward-walkabouts not being fed back to councillors and issues in the Borough not being communicated to the local residents and councillors regularly; and
5. Informed Superintendent Turner, Andy Bamber and Trevor Kennett that local residents were frustrated and losing further confidence in the system and the police, mainly due to lack of communication after complaints have been made and ASB and drug dealing being reported.

Superintendent Peter Turner informed the Committee that in relation to –

- The specific ward issues that were raised, he would feed back to individual councillors any police matters and look at ways to improve communications in the future.
- Secondary Schools had a designated Police Officer in the school and dealt with issues in the schools.
- A number of issues are raised daily with the police relating to ASB, drug dealing, youths hanging around on street corners and causing annoyance and that the police are dealing with it through intelligence and investigations and issuing warrants and making arrests.

Andy Bamber also stated that the ward panels still exist and there is a link officer to deal with administration to ensure the ward panels are run effectively and looking at ways to improve communication with the councillors and the SNT and local residents.

Co-opted Members commented on the good partnership work that was currently taking place on the Collingwood Estate among the police, local residents, Tenants Associations and RSLs and that it should be duplicated elsewhere in the Borough. They also commented on the police in schools and that technology existed in every organisation which should make it easier to communicate feedback, updates and information.

**The Committee agreed that: -**

1. The Head of Street Enforcement would circulate the note from the ASB Operations Group to the Committee;
2. A briefing paper be submitted to a future meeting identifying ways to improve communication among the police, local residents, community safety and the councillors;
3. The MPS Officers responsible for investigating the electoral malpractice be invited to a future meeting;
4. The results of issues raised at ward walkabouts be circulated as requested by Councillor Hassell; and
5. Statistical data be provided to a future meeting that includes police engagement with primary schools.

The Chair, Councillor John Pierce thanked everyone for their contributions and for the officers attending.

## 7. UNRESTRICTED REPORTS FOR CONSIDERATION

### 7.1 Find it, Fix it, Love it (FIFLI)

The Committee received a report relating to Find it, Fix it, Love it (FIFILI) which highlighted the use of FIFILI, key links and the impact. Fiona Heyland (Head of Waste Management) highlighted the following: -

- The FIFILI app had an upgrade in 2015 which included road closure access and green cleaner services information;
- There has been an increase in staff reporting matters using the app;
- Peak times are usually between 10am – 2pm each day;
- Majority of the issues being logged refer to the cleansing services, fly tipping and dumping of rubbish;
- In 2014/15 there were more “find it and fix it” complaints and fewer “love it”, but in 2015/2016 there are more than 900 “love it”
- The app links directly to Veolia services who are then able to deal with issues directly or pass them onto waste management; and
- Future upgrades include quick response codes and an improvement to the app on the smartphone technology.

The Chair, Councillor John Pierce commented that the report originally presented to him at the “Chair’s Call Over” meeting was different and contained more information that he found useful.

The Committee:

1. Congratulated the team on the usefulness of the app and how well it worked;
2. Indicated that there needed to be more awareness raised regarding the app and its uses among councillors, staff and local residents;
3. Enquired about –
  - a. plans for the future
  - b. any statistics regarding the number of users
  - c. working with schools and young people offering a competition regarding improvements and logo etc
  - d. look at ways to improve its growth
  - e. linking the app with member enquiries
4. Expressed concern that the app should not be over complicated and should be kept simple.

Fiona Heyland informed the Committee that: -

- The fundamental part of the delivery of the app involves no additional cost and is not volume based, but just provides a different medium to report issues
- Services would be re-commissioning soon so there is an opportunity to look at all the issues raised and services being provided by the app.



- The app allows for written text and it is not just pictures.
- The app logs are treated as issues being raised to be dealt with and responded to fairly urgently; and
- If the issues remain unresolved and app users persistently raise the same issues, then these would be raised as a complaint.

**The Committee agreed** to note the report.

## 7.2 Welfare Reform Task Group Update

The Committee received a report in relation to the Welfare Reform Update that outlined details relating to the impact of the Welfare Reform in Tower Hamlets (TH), the key support measures currently in place, the future welfare reform changes and the Council's planned response.

Councillor Sirajul Islam, Deputy Mayor and Cabinet Member for Housing Management and Performance introduced the report and highlighted the following: -

- Government announced a number of welfare changes in their Emergency Budget and Autumn Statement;
- The existing changes are already having a significant impact on some residents in the borough and council and partner services;
- In 2014/15, 45,500 residents in TH were economically inactive of which 69% were women;
- In January 2016, 35,320 residents were in receipt of Housing Benefits of which 35% were in work;
- There are approximately 19,000 residents on the current housing waiting list in TH;
- The 2015/16 Discretionary Housing Payments Budgets was £2.7m; and
- The council has taken a cross council partnership approach to responding to welfare reform and this has been co-ordinated by the Welfare Reform Task Group.

Kevin Kewin (Interim Service Head, Corporate Strategy & Equality) presented the following information to the Committee in relation to the Welfare Reform in TH: -

- Implemented Reforms and Impact –
  - Benefit Cap – 501 households impacted, average weekly reduction of £72
  - Bedroom Tax – 2,100 households affected, average weekly loss £23
  - Local Housing Allowance (LHA) Cap – 1,878 LHA capped, average weekly shortfall of £42 (dependent on bedrooms)
  - Non Dependent Deductions – 4,495 households affected, average weekly reduction is £45

- Incapacity Benefit to Employment Support Allowance (ESA) – majority of recipients (around 12,000) have moved onto ESA
- Universal Credit – 1,368 claims to date, 50% 18-24 year olds
- The Council's response through the Welfare Reform Task Group includes information and advice, financial support, employment and skills support and prevention and resilience support;
- Proposed reforms –
  - Benefit Cap reduced to £23k
  - Minimum wage earners exempt from income tax
  - LHA cap applied to Housing Benefit in Social Sector
  - Reduced entitlement to housing benefit for 18-21 year olds
- Cumulative impact –
  - Reducing incomes
  - Increasing gap between housing costs and benefit payments
  - More residents need to seek employment
- Proposed responses –
  - Information and advice – communication, drop-in sessions across the Borough, targeted contact
  - Financial support – review of discretionary housing payments, council tax benefit scheme and crisis and support grants
  - Employment and skills support – raising aspirations employment project, expansion of DHP employment case managed support project
  - Prevention and resilience support – digital inclusion, financial inclusion, community mentor training and workshops
  - Strategic response – affordability commission, housing strategy, early years childcare review and refreshed employment and enterprise strategy

The Committee discussed the following:

- Why is the Crisis Support Grant underspent by £200k?
- Could something be done about childcare hours, it is currently being offered at 3 hours over 5 days, more needs to be done especially for single parents and there needs to be more flexibility for parents?
- What about de-classifying properties to assist with the bedroom tax issues?
- Changes to the LHA, how has this affected young people and those leaving care?
- Advice agencies need to be able to assist local residents who are having difficulties completing the DWP forms?
- What does it say in the Service Level Agreements about supporting residents?
- Is there an option to increase the number of times that local residents can apply for crisis loans from 3/4 times a year to maybe 5/6 times a year, as local residents are finding it difficult and experiencing hardship with all the bureaucracy?
- There is a lot of tough decisions to be made, so what is the timeline for these decisions and actions?

- Is TH monitoring the RSLs and the effect on local residents who may be in arrears and experiencing difficulties, is enough support being provided?
- Recently an RSL increased their parking charges by over 300%, how is this supporting local residents, there was no consultation at all?
- Many local residents are not getting the support when attend the Jobcentres either, they feel as though everything is a “tick box” exercise and staff are not concerned with their wellbeing?
- What’s happened to the Employment Strategy, has it been updated since 2011?
- There needs to be a unified response from the London Boroughs to the Government, is this being co-ordinated?
- Consideration needs to be given to the wellbeing of local residents in general and those with mental health issues and the support available to them?
- What about local residents on “0” hours contracts and their rent arrears?

Zena Cooke, Kevin Kewin and Jackie Odunoye responded to the questions asked by the Committee with the following information: -

- Engagement from some RSLs is good and there has not been any recent increase in evictions.
- De-classifying bedrooms has not significantly eased the bedroom tax for a number of reasons.
- Crisis and Support Grants was transferred from Government to Local Government in a relatively short space of time and there was an underspend in the first year. There is no guarantee at this stage for further funding for the next year so the underspend is all that is left and it is being monitored closely. TH is looking at creative ways to improve this service by working with supermarkets and furniture shops as well as looking at delivery options so that local residents are not identified as “seeking help” or being in a crisis situation.
- Also looking at a more collaborative approach with other Boroughs to find solutions for complex and challenging situations to support local residents who may not be earning enough to live comfortably.
- Part of the TH corporate parenting responsibility is to specifically look after the vulnerable young people including those in care and the care leavers.
- The Universal Credit benefit scheme pays in arrears and in a lump sum direct to a tenant. This is quite a risk as that person has to then manage that money. It is part of the Government’s philosophical approach to train parents to manage money and take responsibility.
- TH is part of a DWP Universal Credit pilot, which is very specific and narrow looking at the impact and targeting a small group of around 1300 people with the least complex cases.
- TH are working quite closely with Jobcentre Plus (JCP) as a statutory provider and meet monthly as part of a partnership agreement, this includes TH staff attending JCP briefing meetings.

Councillor Islam informed the Committee that the Cabinet met recently to discuss the welfare reform and officers will be bringing forward proposals for members' consideration.

**The Committee agreed that: -**

1. Information relating to Welfare Reform should be communicated more to councillors and could include the Members' Bulletin with a FAQs page.
2. RSLs and other Advice Agency SLAs should be checked to ensure that advice, signposting and supporting local residents to complete forms is included and it is being monitored appropriately.
3. Additional partnerships and joint working should be explored with other London Boroughs to ensure unified responses to the Government.
4. The Welfare Reform Update should be scheduled into the work programme for the Overview and Scrutiny Committee so that it is kept on the radar to be re-visited.

**8. VERBAL UPDATES FROM SCRUTINY LEADS**

The Committee noted the scrutiny update from Councillor Danny Hassell.

**9. PRE-DECISION SCRUTINY OF UNRESTRICTED CABINET PAPERS**

The Committee noted that Cabinet due to be held on 1<sup>st</sup> March 2016 had been cancelled and there were no reports for pre-decision scrutiny.

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

The Committee noted that there was no other unrestricted business that the Chair considered to be urgent.

**11. EXCLUSION OF THE PRESS AND PUBLIC**

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

**12. EXEMPT/ CONFIDENTIAL MINUTES**

Nil items.

**13. EXEMPT/ CONFIDENTIAL REPORTS 'CALLED IN'**

Nil items.

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

Nil items.


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

Nil items.

The meeting ended at 10.15 p.m.

Chair, Councillor John Pierce  
Overview & Scrutiny Committee

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Non-Executive Report of the:  <b>Overview and Scrutiny Committee</b>  4 <sup>th</sup> April 2016	 <b>TOWER HAMLETS</b>
<b>Report of:</b> Melanie Clay, Director of Law, Probity and Governance	<b>Classification:</b> Unrestricted
Quarter 3 Strategic Performance Monitoring	

<b>Originating Officer(s)</b>	Kevin Kewin, Interim Service Head Corporate Strategy and Equality
<b>Wards affected</b>	All Wards

### Summary

This monitoring report details the Council's performance for strategic measures at the quarter 3 (to December 2015) stage.

### Recommendations:

The Overview and Scrutiny Committee is recommended to:

1. Review progress in delivering the strategic measures at the quarter 3 stage (appendix 1).

## 1. REASONS FOR THE DECISIONS

This monitoring report details performance for strategic measures at the quarter 3 (to December 2015) stage.

Overview and Scrutiny Committee is asked to:

- Review progress in delivering the strategic measures at the quarter 3 stage (appendix 1).

## 2. ALTERNATIVE OPTIONS

- 2.1 The council reports its strategic performance. Significant variations, trends and

corrective action are reported in the body and appendix of the report. No alternative action is proposed; this report is produced to ensure that Members are kept informed about decisions made under delegated authority.

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

#### **STRATEGIC PERFORMANCE MEASURES**

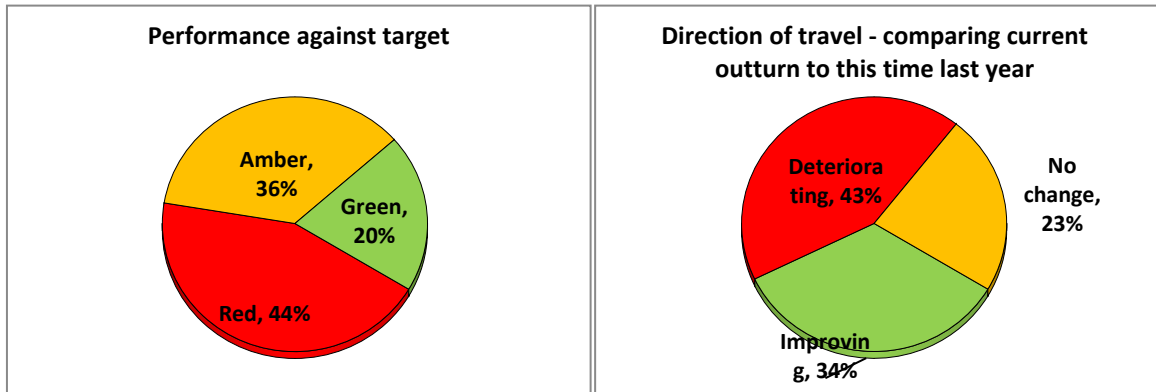
- 3.1 The Strategic Measures enable the Council to monitor progress against its priorities outlined in the Strategic Plan. The measures are monitored on a quarterly basis by Overview and Scrutiny and Cabinet.
- 3.2 **Appendix 1** illustrates the latest performance against our strategic measures. Performance against the current target is measured as either 'Red', 'Amber' or 'Green' (RAG). Should performance fall below the minimum expectation – indicated as the dotted red line - it is marked as 'Red'. Should it be at or better than the minimum standard, but below the target – indicated as the solid green line - it is 'Amber'. Where performance is at or better than the target, it is 'Green'. Performance is also measured against the equivalent quarter for the previous year, as a 'direction of travel'. Where performance is deteriorating compared to the same time last year, it is indicated as a downward arrow ↓; if there is no change (or less than 5% change, or no statistically significant change for survey measures) it is neutral ↔; and where performance has improved compared to the previous year, it is indicated as an upward arrow ↑.

#### **Strategic Measures – Quarter 3 (October-December 2015)**

- 3.3 The number of strategic measures available for reporting fluctuates between periods due to the different reporting frequencies of the measures. Of the 56 measures in the set, 35 are reportable this quarter.
- 3.4 For performance against target (RAG status), proportions are based on the 25 measures which have targets.
- 5 measures (20%) are meeting or exceeding their target (Green), with three of these an improvement from last year (↑) and two remaining unchanged (↔);
  - 9 (36%) are above the minimum expectation but below the target (Amber), seven of which are improving (↑), and two remaining unchanged (↔);



- 11 (44%) are below the minimum expectation (Red), with three improving from last year (↑), no change for two measures (↔), and six deteriorating (↓)
- Overall, 10 indicators do not have targets and so no RAG can be provided. Of those measures, two have remained unchanged (↔) and eight have deteriorated (↓).



- 3.5 Eight of the fourteen measures which have deteriorated in performance compared to this time last year relate to crime measures; the police, rather than the council, are responsible for crime performance. Over half of London boroughs have experienced an increase in MOPAC 7 crimes; the London average increase is 2.2 percent. 26 out of the 31 London Borough saw an increase in Total Notifiable Offences; the London average increase being 4.5 percent.
- 3.6 There are several strategic performance measures which report on a quarterly basis but Q3 data is currently not available due to a time lag in reporting. Q2 data has been provided in the report and appendix. These are:
- Number of Smoking Quitters; and
  - Percentage of household waste sent for reuse, recycling and composting.

### **Performance Summary**

- 3.7 The following sections detail our performance under two key headings:
- High performance and areas of improvement
  - High risk areas

### **Good Performance and Areas of Improvement – Quarter 3**

- 3.8 Measures that exceeded their target or have improved compared to quarter 3 last year include:

**Percentage of senior staff who are women** performance is 52.3 percent; the minimum expectation target has been exceeded and performance has improved by 3.52 percentage points compared to this time last year.

**Percentage of senior staff who are from an ethnic minority** performance is 26.85 percent; the minimum expectation was 25 percent. Performance has improved compared to this time last year when 25.19 percent of senior staff were from an ethnic minority.

**Percentage of non-domestic rates collected** 89.67 percent of business rates have been collected so far this year; the target has been exceeded.

**Number of affordable homes delivered (gross)** so far this year 981 units have been delivered; the minimum expectation of 825 has been exceeded. 353 more units have been delivered compared to this time last year.

**Number of affordable social rented housing completions for family housing (gross)** 310 homes were delivered by the end of quarter 3; 108 homes higher than the minimum expectation and 194 homes higher than the same period last year.

**Lets to overcrowded households** 958 overcrowded households were rehoused; 246 more than the target and 329 higher than this time last year.

**Early Years Foundation Profile** final results show that 61.6 percent of children in the age range achieved 'a good level of development'. The minimum expectation was exceeded, and there has been a 6.6 percentage point improvement compared to last year's results.

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**Achievement of 5 or more A\*-C grades at GCSE or equivalent including English and Maths** final results show that 64.6 percent of pupils achieved this standard. The minimum expectation was exceeded and the result represents a 4.9 percentage point improvement compared to last year.

**Gap between the borough and London average employment rate** the gap is 3.5 percentage points, higher than the minimum expectation of 6.4 percentage points; and 0.2 percentage points lower than this time last year.

**Gap between the borough and London average Job Seekers Allowance claimant rate** the gap is 0.2 percentage points, the target of 0.55 percentage points has been exceeded, and performance has improved compared to this time last year.

**Excess weight in 4-5 year olds** 22.4 percent of 4-5 year olds in the borough are overweight or obese; the target has been exceeded and there has been a 1.6 percentage point improvement compared to last year.

**Smoking Quitters** the smoking quit rate was 318 per 100,000 population aged 16 or older; whilst the minimum expectation of 336 was not achieved, there has been a 15 percentage point increase in the quit rate compared to this time last year. The quit rate of 318 equates to 722 people supported to achieve the four week quit target.

**Social care clients in receipt of self-directed support and direct payments** at 69.8 percent, the target of 70 percent has been missed, however there has been an improvement compared to this time last year of 8.1 percentage points.

### **High Risk Areas – Quarter 3**

3.9 As part of the monitoring of our performance each quarter, analysis is undertaken to identify those measures at risk of not achieving their annual targets. Measures which have not met their minimum expectation at Q3 and where performance is worse than this point last year are set out below. Performance Review Group will consider each of these further (alongside all off-track measures) and whether additional remedial action is required.

3.10 **Number of working days / shifts lost to sickness absence per employee**  
The minimum expectation of 6.5 days has been missed and sickness is higher than at the same point last year. At the end of November 2015, the average days lost per FTE across the council was 8.62 days. This is 1.12 days above the end of year target of 7.5 days and an increase of 1.17 (13.53%) days compared to the same period last year. Both short term and long term absence have increased over the past 12 months.

The council's sickness absence improvement plan was updated and considered at the People Board Strategy meeting in October 2015. The Plan sets out a range of measures for improvement, including:

- Briefing sessions for managers on managing sickness and handling difficult situations

- Setting 'benchmarks' for progression through the procedure
- Reviewing the consistency of application of the absence triggers
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### 3.11 Homelessness prevention

The outturn is provisional whilst data quality checks are being completed. A total of 489 households were prevented from becoming homeless ending Q3, 29 households lower than this time last year. Total numbers of preventions represents 4.25 per thousand households and is 0.33 percentage points lower than time last year. The increase in households in the borough has had an adverse effect on the prevention rate, particularly as new arrivals are less likely to form the Housing Options client group. In addition, the continuing severe shortage of affordable private sector properties available to homeless households as an alternative to pursuing a statutory homeless application has diminished our ability to prevent homelessness by securing an alternative tenancy. The increased financial incentive to landlords has not enticed them to offer properties to the Council for ASTs for our customers rather than the general public and as the welfare reforms continue to be rolled out, landlords become more risk averse with regard to potential unaffordability and rent arrears for those not in work or on low incomes – the majority of our clients. We have seen a rise in the number of preventions through mediation and negotiations with friends and relatives, persuading families that the best option for all is for the threatened homeless client to remain in their current accommodation. Where possible, we continue to negotiate with Housing Benefit to resolve arrears problems, and negotiate with landlords, to ensure tenants can remain in their properties and thus prevent homelessness. Nevertheless, proportionately, this is not sufficient to temper the increase in landlords evicting their benefit-dependent tenants as they can pitch their rents at higher rates.

Actions to increase homelessness preventions: The preventing intentional homelessness protocol currently piloted with an RSL has resulted in a significant increase in the number of preventions through providing assistance to remain in the PRS or social rented sector, specifically brokering discussions between Housing Benefit, the tenant and the RSL rent arrears officer (however as negotiation is taking place directly, this method of prevention will not affect our statistics) – once tested, the protocol will be rolled out to other RSLs. Negotiations for those threatened with homelessness to remain in the private rented sector have also increased as the Housing Advisers within the Service have discussed options for resolutions to the satisfaction of both landlords and tenants, which is a positive development. The number of single

clients found accommodation in the supported housing sector has increased over the first three quarters of 2014/15 from 284 to 315 over the same period 2015/16. Further actions include holding regular landlord forums to foster good relations and encourage partner working; and jointly work with the PRG tenancy officer when appointed.

### **3.12 Percentage of household waste sent for reuse, recycling and composting**

At 26.6 percent, the minimum expectation of 28 percent of household waste being sent for reuse, recycling or composting was missed, and there has been a deterioration in performance compared to last year when the percentage was 29.2 percent. Legislative changes have been made to improve the quality of recycling from co-mingled collections which has had a significant impact on recycling performance. The current Materials Recycling Facility (MRF) contractor is unable to deliver the same recycling rate as achieved through our previous contractor and they are sending more of the material to energy from waste (rather than to recycling re-processers). Clean, Green & Highways, alongside the Veolia Outreach and Education Team, are currently working closely with registered providers (RPs) to decrease high levels of contamination and increase the quality and quantity of recycling collected from estates. Work is currently being carried out to encourage households to take part in the food waste collection scheme for houses.

In November the council launched 'Let's sort it!' - a borough wide advertising campaign focusing on recycling correctly. The campaign consisted of large scale outdoor advertising, a mail out to all residents living in flats, vehicle livery, 16 education roadshows delivered across the borough and 7 weeks' worth of advertising in East End Life. Early signs of improvement are being reflected at the MRF with levels of contamination decreasing. The drop in value of recyclable materials due to the falling price of oil and the slowdown of the Chinese economy is also having a wider impact. The overall recycling rates have stalled across the UK and many London Boroughs are facing issues with high levels of contamination. An officer is monitoring and inspecting the loads at the MRF on a weekly basis. The officer ensures that the sampling process is consistent and challenges the grading process it has not been sampled correctly. With this level of monitoring, and the recent Contamination Campaign, the quality of recyclable materials has shown a slight improvement within the last two months.

### **3.13 Percentage of 16-19 year olds who are not in education, employment or training (NEET)**

At 3.9 percent, the minimum expectation of 3.4 percent has been missed, and performance has deteriorated compared to this time last year when the percentage of NEETs was 3.4 percent. Whilst there are some internal factors that have had a negative impact, such as staff vacancies and a service review, it had been hoped that a NEET and apprenticeship event held in November 2015 would have had a more significant impact than was the case. In response, the Targeted Youth Support team working in partnership with the Careers Service put in place remedial actions to further target the NEET Cohort. As a result performance was raised to 2.6 percent in January, bringing the annual rate down to 3.4 percent (therefore achieving the minimum expectation). The Interim Head of Service will be reviewing all current NEET cases with the Targeted Youth Support Manager to develop a case by case action plan for NEET young people open to targeted youth support and will be supporting the development of a NEET action plan across Children's Services to stimulate further improvements in performance.

#### **3.14 Smoking prevalence**

The percentage of self-reported smoking aged 18+ is 22.1 percent. The minimum expectation of 19 percent has been missed and there has been deterioration in performance compared to last year when smoking prevalence in the borough was recorded at 19.3 percent.

The confidence interval for this year's estimate is relatively wide at 19.0 to 25.2, meaning actual performance lies somewhere in that range. The three year rolling figures, which have a smaller confidence interval i.e. are more likely to be accurate, show that 2012-2014 period improved slightly from 2011-13 period: from 20.6 to 20.2%.

Reducing overall prevalence requires actions at a number of levels: continued enforcement of the smoking ban; de-normalising smoking in the borough e.g. smoking at school gates, playgrounds as well as indoor smoking and smoking in cars; tackling illegal tobacco; addressing smoking in pregnancy; stopping children and adolescents starting through education and peer led approached as well as tackling under age sales; and providing smoking cessation services universally through community pharmacies and general practice and targeted services e.g. BME groups, people with severe mental illness.

#### **3.15 Average time between a child entering care and moving in with adoptive family**

At 647 days, the minimum expectation target of 614 days has been missed and the outturn is 44 days higher when compared with December 2014. This performance is based on nine adoptions between April-December 2015. In

October 2015, 1 adoption was finalised that had taken 2051 days (5.5 years) between a child entering care and moving in with the adoptive family. There were unique circumstances surrounding this child and this outlier has had a significant impact on this measure. Excluding this case would reduce the average time to 471, well under the target.

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

- 4.1 This is a noting report and highlights progress with strategic measures during the first 9 months of 2015/16. The cost of these activities is funded through the Council's General Fund Revenue and Capital budgets, agreed by full Council on the 5<sup>th</sup> March 2015. There are no additional financial implications arising from the recommendations within this report.

#### **5. LEGAL COMMENTS**

- 5.1 The report provides performance information. It is consistent with good administration for the Council to consider monitoring information in relation to plans that it has adopted in order to achieve best value.

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

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

#### **7. BEST VALUE (BV) IMPLICATIONS**

- 7.1 Section 3 of the Local Government Act 1999 requires the Council as a best value authority to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". Monitoring of performance information is an important way in which that obligation can be fulfilled.

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

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

#### **9. RISK MANAGEMENT IMPLICATIONS**

- 9.1 In line with the Council's risk management strategy, the information contained within the Strategic Measure monitoring will assist the Cabinet, Corporate Directors and

relevant service managers in delivering the ambitious targets set out in the Strategic Plan. Regular monitoring reports will enable Members and Corporate Directors to keep progress under regular review.

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

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

## **11. SAFEGUARDING IMPLICATIONS**

11.1 There are no specific safeguarding implications.

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

#### **Linked Report**

- NONE

#### **Appendices**

- Appendix 1 – strategic measures at the quarter 3 stage


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

- NONE

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

Kevin Kewin, Interim Service Head Corporate Strategy and Equality, ext. 4075



<b>Cabinet</b>  5 April 2016	 <b>TOWER HAMLETS</b>
<b>Report of:</b> Melanie Clay, Director of Law, Probity and Governance	<b>Classification:</b> [Unrestricted]
Quarter 3 Strategic Performance Monitoring	

<b>Lead Member</b>	<b>Mayor John Biggs</b>
<b>Originating Officer(s)</b>	Kevin Kewin, Interim Service Head, Corporate Strategy and Equality
<b>Wards affected</b>	All Wards
<b>Key Decision?</b>	No
<b>Community Plan Theme</b>	<b>One Tower Hamlets</b>

### **Executive Summary**

This monitoring report details the Council's performance for strategic measures at the quarter 3 (to December 2015) stage.

### **Recommendations:**

The Mayor in Cabinet is recommended to:

1. Review progress in delivering the strategic measures at the quarter 3 stage (appendix 1);

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**Consultation and Version Control**

[Please state version number and all changes must be tracked or report will not be accepted]

<b>Version Number</b>	1.0 [Please update]	<b>Version Date</b>	16/11/15
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<b>Name</b>	<b>Title</b>	<b>Date Consulted</b>	<b>Date Cleared</b>	<b>Version</b>
Melanie Clay	Corporate Director			1.0
Ekbal Hussain	Department Finance			1.0
Barry Scar	Corporate Finance			1.0
Graham White	Legal Services			1.0

**Decision Type**

<b>Key Decision?</b>	<b>Urgent Decision?</b>	<b>Exempt from Call-In?</b>	<b>Restricted Report or Partially Restricted (e.g. appendix)?</b>
No	No	No	No

\*If the answer is yes make sure the forthcoming decision on the website states this or else the decision cannot be taken.

Further details on the procedure for Urgent Decisions can be found in the [Intranet Library](#) and the What to Do with Your Decision If [guidance note](#).

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## **1. REASONS FOR THE DECISIONS**

This monitoring report details performance for strategic measures at the quarter 3 (to December 2015) stage.

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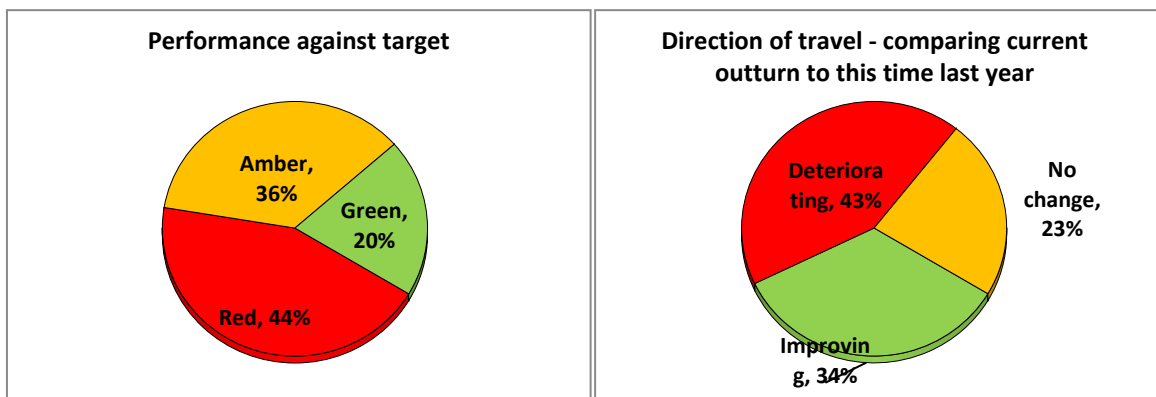
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### 3.11 **Homelessness prevention**

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At 26.6 percent, the minimum expectation of 28 percent of household waste being sent for reuse, recycling or composting was missed, and there has been a deterioration in performance compared to last year when the percentage was 29.2 percent. Legislative changes have been made to improve the quality of recycling from co-mingled collections which has had a significant impact on recycling performance. The current Materials Recycling Facility (MRF) contractor is unable to deliver the same recycling rate as achieved through our previous contractor and they are sending more of the material to energy from waste (rather than to recycling re-processors). Clean, Green & Highways, alongside the Veolia Outreach and Education Team, are currently working closely with registered providers (RPs) to decrease high levels of contamination and increase the quality and quantity of recycling collected from estates. Work is currently being carried out to encourage households to take part in the food waste collection scheme for houses.

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reflected at the MRF with levels of contamination decreasing. The drop in value of recyclable materials due to the falling price of oil and the slowdown of the Chinese economy is also having a wider impact. The overall recycling rates have stalled across the UK and many London Boroughs are facing issues with high levels of contamination. An officer is monitoring and inspecting the loads at the MRF on a weekly basis. The officer ensures that the sampling process is consistent and challenges the grading process it has not been sampled correctly. With this level of monitoring, and the recent Contamination Campaign, the quality of recyclable materials has shown a slight improvement within the last two months.

### **3.13 Percentage of 16-19 year olds who are not in education, employment or training (NEET)**

At 3.9 percent, the minimum expectation of 3.4 percent has been missed, and performance has deteriorated compared to this time last year when the percentage of NEETs was 3.4 percent. Whilst there are some internal factors that have had a negative impact, such as staff vacancies and a service review, it had been hoped that a NEET and apprenticeship event held in November 2015 would have had a more significant impact than was the case. In response, the Targeted Youth Support team working in partnership with the Careers Service put in place remedial actions to further target the NEET Cohort. As a result performance was raised to 2.6 percent in January, bringing the annual rate down to 3.4 percent (therefore achieving the minimum expectation). The Interim Head of Service will be reviewing all current NEET cases with the Targeted Youth Support Manager to develop a case by case action plan for NEET young people open to targeted youth support and will be supporting the development of a NEET action plan across Children's Services to stimulate further improvements in performance.

### **3.14 Smoking prevalence**

The percentage of self-reported smoking aged 18+ is 22.1 percent. The minimum expectation of 19 percent has been missed and there has been deterioration in performance compared to last year when smoking prevalence in the borough was recorded at 19.3 percent.

The confidence interval for this year's estimate is relatively wide at 19.0 to 25.2, meaning actual performance lies somewhere in that range. The three year rolling figures, which have a smaller confidence interval i.e. are more likely to be accurate, show that 2012-2014 period improved slightly from 2011-13 period: from 20.6 to 20.2%.

Reducing overall prevalence requires actions at a number of levels: continued enforcement of the smoking ban; de-normalising smoking in the borough e.g. smoking at school gates, playgrounds as well as indoor smoking and smoking in cars; tackling illegal tobacco; addressing smoking in pregnancy; stopping children and adolescents starting through education and peer led approached as well as tackling under age sales; and providing smoking cessation services universally through community pharmacies and general practice and targeted services e.g. BME groups, people with severe mental illness.

**3.15 Average time between a child entering care and moving in with adoptive family**

At 647 days, the minimum expectation target of 614 days has been missed and the outturn is 44 days higher when compared with December 2014. This performance is based on nine adoptions between April-December 2015. In October 2015, 1 adoption was finalised that had taken 2051 days (5.5 years) between a child entering care and moving in with the adoptive family. There were unique circumstances surrounding this child and this outlier has had a significant impact on this measure. Excluding this case would reduce the average time to 471, well under the target.

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

- 4.1 This is a noting report and highlights progress with strategic measures during the first 9 months of 2015/16. The cost of these activities is funded through the Council's General Fund Revenue and Capital budgets, agreed by full Council on the 5<sup>th</sup> March 2015. There are no additional financial implications arising from the recommendations within this report.

**5. LEGAL COMMENTS**

- 5.1 The report provides performance information. It is consistent with good administration for the Council to consider monitoring information in relation to plans that it has adopted in order to achieve best value.

**6. ONE TOWER HAMLETS CONSIDERATIONS**

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

**7. BEST VALUE (BV) IMPLICATIONS**

7.1 Section 3 of the Local Government Act 1999 requires the Council as a best value authority to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. Monitoring of performance information is an important way in which that obligation can be fulfilled.

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

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

## **9. RISK MANAGEMENT IMPLICATIONS**

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

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

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

## **11. SAFEGUARDING IMPLICATIONS**

11.1 There are no specific safeguarding implications.

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

#### **Linked Report**

- NONE

#### **Appendices**

- Appendix 1 – strategic measures at the quarter 3 stage



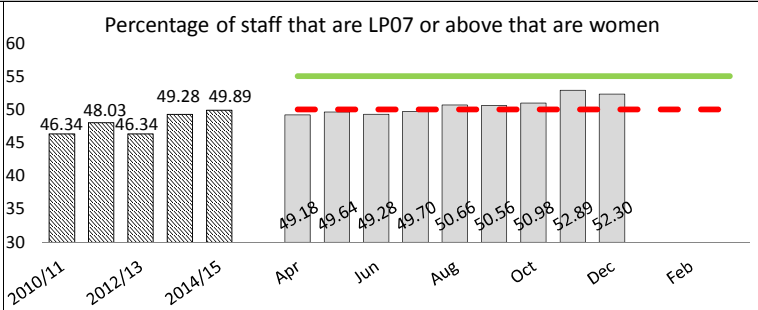
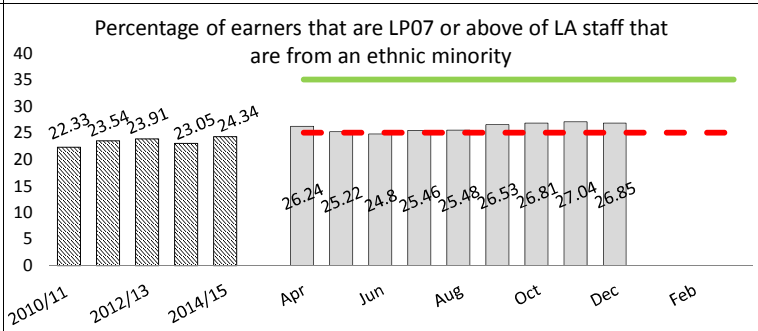
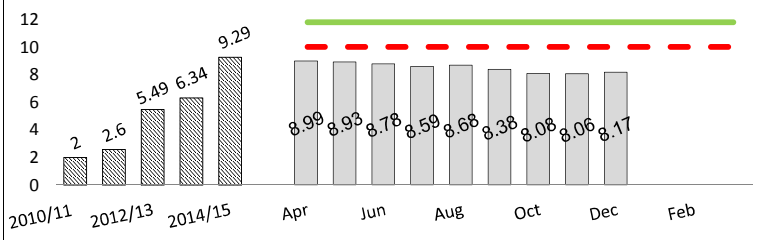
#### **Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012**


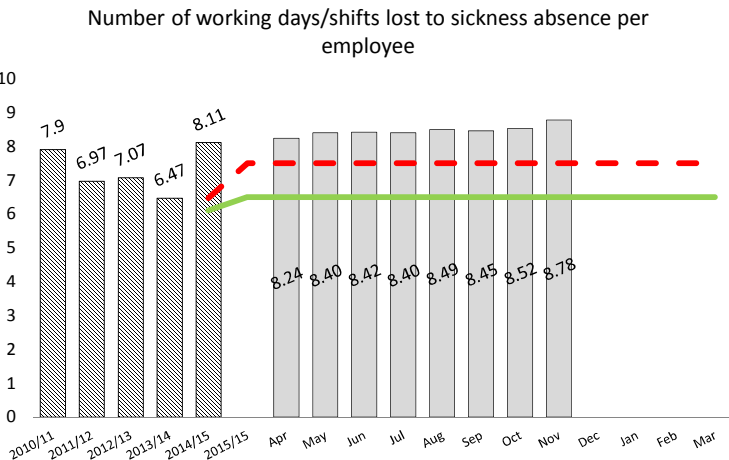
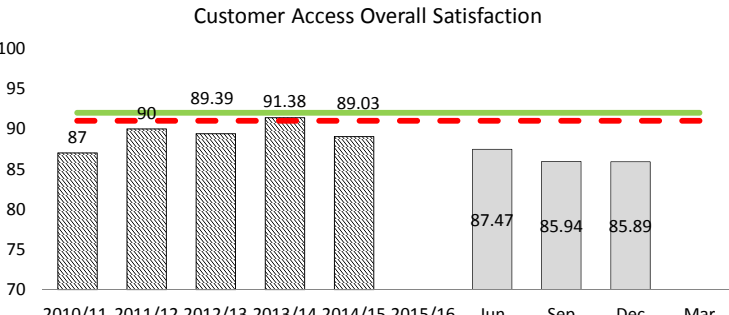
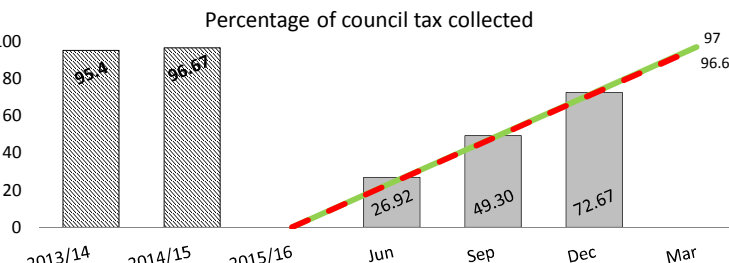
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#### **Officer contact details for documents:**

Kevin Kewin, Interim Service Head, Corporate Strategy and Equality, ext. 4075

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Description	 Minimum  Target	Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<b>One Tower Hamlets</b>							
Percentage of LP07 or above Local Authority staff that are <b>women (%)</b>  Measured in: % Good Performance: Higher		49.89	50.00	55.00	52.30	AMBER	↑
Percentage of staff that are LP07 or above that are women  This quarter there are 239.13 FTE staff who are graded at LPO7 or above and 125.07 of those are women. Following the recruitment of a number of women at senior positions the outturn has improved compared both to last quarter's outturn and to the position in December 2014.							
Percentage of LP07 or above Local Authority staff that are from an <b>ethnic minority (%)</b>  Measured in: % Good Performance: Higher		23.34	25.00	35.00	26.85	AMBER	↑
Percentage of earners that are LP07 or above of LA staff that are from an ethnic minority  The total FTE of all staff at LPO7 and above in this quarter is 239.13. The total FTE of minority ethnic staff at LPO7 and above is 64.20. There has been a small improvement in the proportion of senior BME managers who are from an ethnic minority since last quarter.							
Percentage of LP07 or above Local Authority staff who have a <b>disability</b> (excluding those in maintained schools) (%)  Measured in: % Good Performance: Higher		9.29	10.00	11.80	8.17	RED	↔
Percentage of earners that are LP07 or above of LA staff that have a disability  The total FTE of all staff at LPO7 and above to make a declaration as to whether they do or don't have a disability in this quarter is 208.01. The total FTE of disabled staff at LPO7 and above is 17. Whilst there has been a slight improvement compared to December 2014, it is within the 5 percent tolerance level so the direction of travel arrow shows the position as unchanged.  The proportion of managers LP07 and above who have declared a disability is always likely to be affected more due to the relatively small numbers. Later on in the year HR will again ask all employees to update their personal records to ensure this information is accurate and current.							


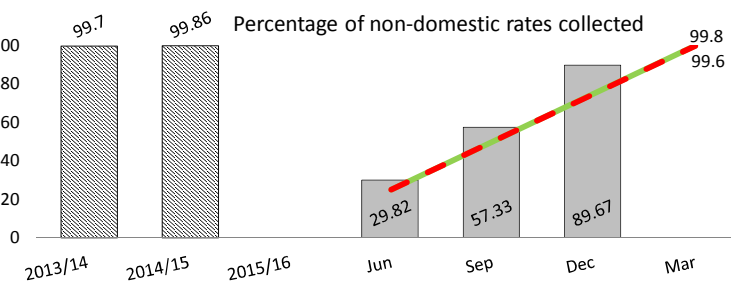
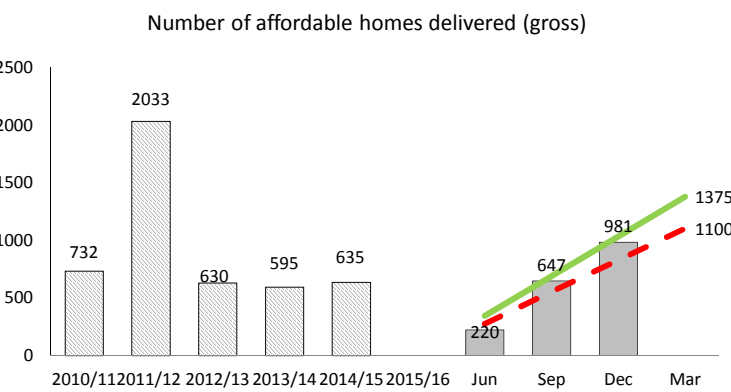
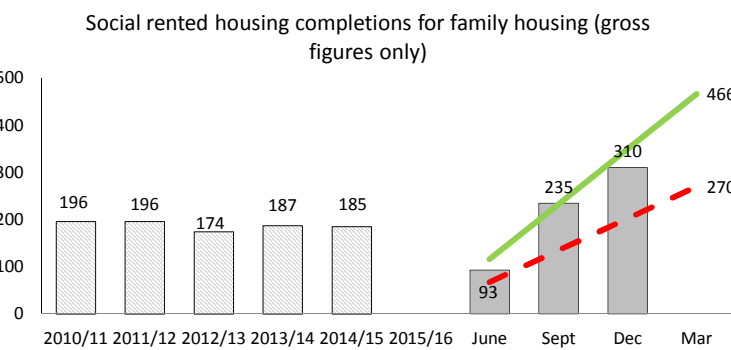
Description	 Minimum Target	Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																														
<p><b>Number of working days/shifts lost to sickness absence per employee</b></p> <p>Measured in: Number (the aggregate of working days lost due to sickness absence divided by the average number of FTE staff) Good Performance: Lower</p>	<p>Number of working days/shifts lost to sickness absence per employee</p>  <table border="1"> <caption>Number of working days/shifts lost to sickness absence per employee</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2010/11</td><td>7.9</td></tr> <tr><td>2011/12</td><td>6.97</td></tr> <tr><td>2012/13</td><td>7.07</td></tr> <tr><td>2013/14</td><td>6.47</td></tr> <tr><td>2014/15</td><td>8.11</td></tr> <tr><td>2015/15</td><td>8.11</td></tr> <tr><td>Apr</td><td>8.24</td></tr> <tr><td>May</td><td>8.40</td></tr> <tr><td>Jun</td><td>8.42</td></tr> <tr><td>Jul</td><td>8.40</td></tr> <tr><td>Aug</td><td>8.49</td></tr> <tr><td>Sep</td><td>8.45</td></tr> <tr><td>Oct</td><td>8.52</td></tr> <tr><td>Nov</td><td>8.78</td></tr> </tbody> </table>	Year	Value	2010/11	7.9	2011/12	6.97	2012/13	7.07	2013/14	6.47	2014/15	8.11	2015/15	8.11	Apr	8.24	May	8.40	Jun	8.42	Jul	8.40	Aug	8.49	Sep	8.45	Oct	8.52	Nov	8.78	8.11	7.50	6.50	8.78	RED	↓
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<p><b>Customer Access Overall Satisfaction (telephone contact)</b></p> <p>Measured in: % Good Performance: Higher</p>	<p>Customer Access Overall Satisfaction</p>  <table border="1"> <caption>Customer Access Overall Satisfaction</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2010/11</td><td>87</td></tr> <tr><td>2011/12</td><td>90</td></tr> <tr><td>2012/13</td><td>89.39</td></tr> <tr><td>2013/14</td><td>91.38</td></tr> <tr><td>2014/15</td><td>89.03</td></tr> <tr><td>2015/16</td><td>89.03</td></tr> <tr><td>Jun</td><td>87.47</td></tr> <tr><td>Sep</td><td>85.94</td></tr> <tr><td>Dec</td><td>85.89</td></tr> </tbody> </table>	Year	Value	2010/11	87	2011/12	90	2012/13	89.39	2013/14	91.38	2014/15	89.03	2015/16	89.03	Jun	87.47	Sep	85.94	Dec	85.89	89.03	91.00	92.00	85.89	RED	↔										
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<p><b>Percentage of Council Tax Collected</b></p> <p>Measured in: % Good Performance: Higher</p>	<p>Percentage of council tax collected</p>  <table border="1"> <caption>Percentage of council tax collected</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2013/14</td><td>95.4</td></tr> <tr><td>2014/15</td><td>96.67</td></tr> <tr><td>2015/16</td><td>97</td></tr> <tr><td>Jun</td><td>26.92</td></tr> <tr><td>Sep</td><td>49.30</td></tr> <tr><td>Dec</td><td>72.67</td></tr> <tr><td>Mar</td><td>96.6</td></tr> </tbody> </table>	Year	Value	2013/14	95.4	2014/15	96.67	2015/16	97	Jun	26.92	Sep	49.30	Dec	72.67	Mar	96.6	96.67	72.45	72.75	72.67	AMBER	↔														
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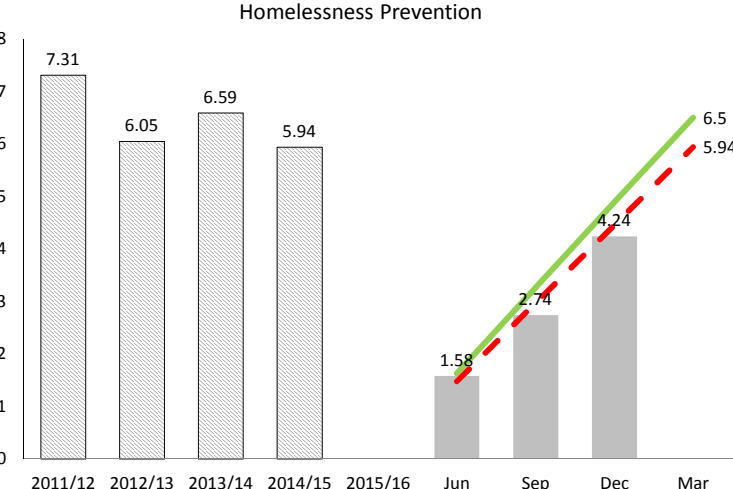
At the end of November 2015, the average days lost per FTE across the council was 8.62 days. This is 1.12 days above the end of year target of 7.5 days and an increase of 1.17 (13.53%) days compared to the same period last year. Short term absence and long term have both increased over the past 12 months.

- The Council's sickness absence improvement plan was updated and considered at the People Board Strategy meeting in October 2015. The following activities are included in the plan:
- Briefing sessions on how to record sickness absence, in order to improve compliance by managers
  - Briefing sessions for managers on managing sickness and handling difficult situations
  - e-learning guidance on managing sickness absence
  - Setting 'benchmarks' for progression through the procedure
  - Reviewing the consistency of application of the absence triggers
  - Setting a sickness absence KPI in senior managers PDRs
  - Investment in preventative interventions
  - New Boxi sickness absence report


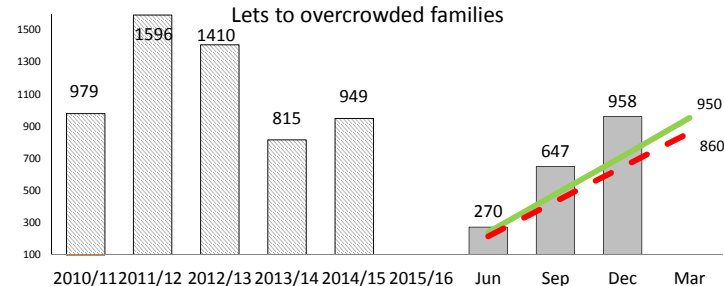
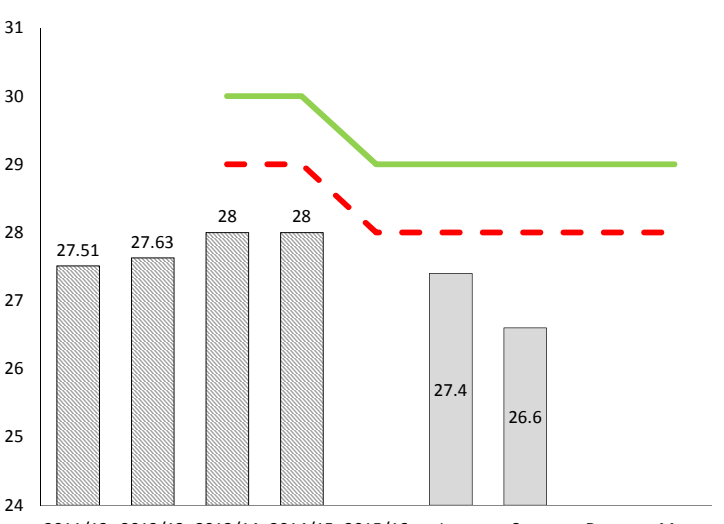
Overall customer satisfaction is unchanged since last quarter although there has been improvement and continued high scores in a number of related indicators including call resolution (94%), satisfaction with adviser politeness (96%) and satisfaction with adviser helpfulness (95%). Wait times for answer remain the likeliest reason for the dip in satisfaction over the past year and a number of remedial initiatives are due on stream in Q4. Initiatives introduced in Q3 or planned for Q4 include recruitment of two apprentices to the contact centre to help with call handling, work with back offices to reduce or redirect e-mail traffic, changes to self-service scripts to encourage self-service and reduce calls to advisers. Severe winter weather and/or back office service performance during the winter months of Q4 may impact further on wait times and satisfaction.

Council Tax collection remains on target. As work progresses on the Single Person Discount and Student Review this will generate more income but will have an adverse effect on the in-year collection rate as additional debit is added to accounts at the end of the financial year. The work on these projects is looking at cases where the entitlement to the discount is either fraudulent or no longer valid and will raise additional income that then has to be billed and collected. In some cases this may involve spreading the additional debit over the following year.


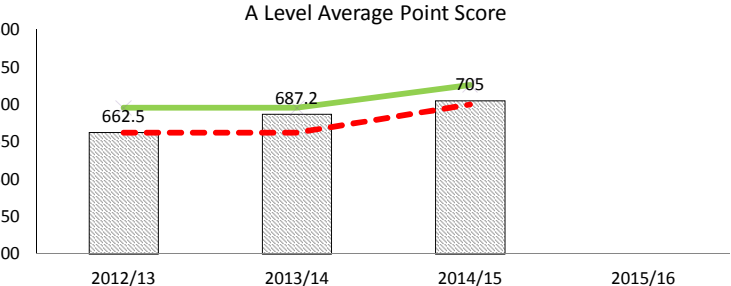
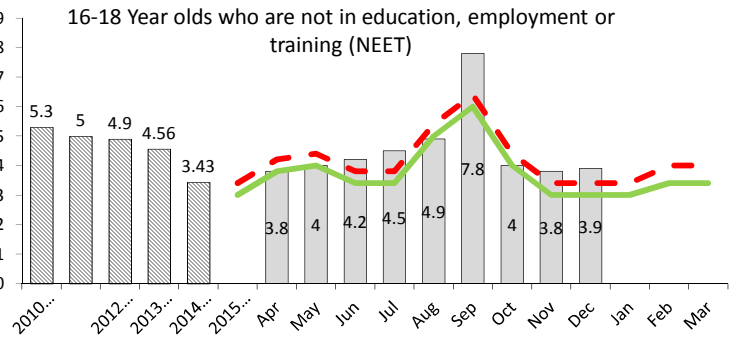
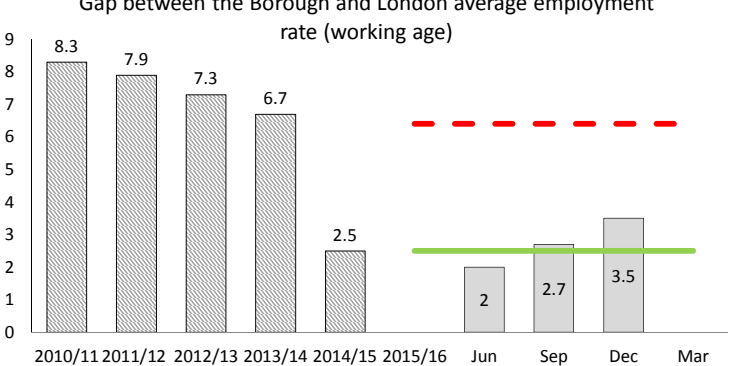
Description		Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p><b>Percentage of Non-Domestic Rates Collected</b></p> <p>Measured in: % Good Performance: Higher</p>		99.86	74.70	74.85	89.67	GREEN	↔
<p>Business Rates collection remains on target although slightly down on the same period last year. This is mainly down to the change from 10 to 12 monthly instalments and is expected to catch up at the end of the year when all instalments will have been paid, and the additional debit we are adding throughout the year from work being carried out to grow the Ratebase.</p>							
<b>Great Place to Live</b>							
<p><b>Number of affordable homes delivered (gross)</b></p> <p>Measured in: Number (the sum of social rent housing and intermediate housing - low cost home ownership and intermediate rent) Good Performance: Higher</p>		635	825	1031	981	AMBER	↑
<p>Tower Hamlets has a strong track record of housing delivery and continues to provide among the highest numbers of affordable homes in the country. This quarter 334 units were completed against a target of 344 units. The total so far this year is 50 units below the Q3 target of 1031. The forecast for the end of the year is to achieve 1,263 affordable completions. Whilst this will be below the year-end target of 1,375, it is 163 units more than our minimum expectation. We know from previous years that there is always a possibility of some schemes being delayed slightly, which would slip some units into 2016-17. It is worth noting that this year we have achieved over 75% of the predicted annual total, which is encouraging, as previous years have had a majority of completions in Quarter 4. The number of units delivered in each quarter is dependent on the contractors' performance on site and other technical issues relating to completion of schemes.</p>							
<p><b>Number of affordable social rented housing completions for family housing (gross)</b></p> <p>Measured in: Number (a count of the number of affordable housing - local authority, housing associations, and co-operative tenants. Family housing is 3 bedrooms or more) Good Performance: Higher</p>		785	202	350	310	AMBER	↑
<p>The number of family units for rent delivered in Quarter 3 is 75, giving a total so far this year of 310, below the target but above the minimum expectation. The cumulative Q1-Q3 figure represents 42% of the total number of rented units completed, close to our policy target of 45%.</p>							

Description	 Minimum Target	Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>The number of households who considered themselves as <b>homeless</b>, who approached the local authority's housing advice service(s), and for whom housing advice casework <b>intervention</b> resolved their situation.</p> <p>Measured in: The number of cases assisted through successful casework intervention per 1,000 households. Good Performance: Higher</p>	 <p style="text-align: center;">Homelessness Prevention</p>	5.94	4.45	4.89	4.24	RED	↓
		<p><u>Provisional Q3 outturn:</u> The outturn is provisional whilst data quality checks are being completed. A total of 489 households were prevented from becoming homeless ending Q3, 29 households lower than this time last year. Total numbers of preventions represents 4.24 per thousand households and is 0.34 percentage points lower than time last year. The increase in households in the borough has had an adverse effect on the prevention rate, particularly as new arrivals are less likely to form the Housing Options client group. In addition, the continuing severe shortage of affordable private sector properties available to homeless households as an alternative to pursuing a statutory homeless application has diminished our ability to prevent homelessness by securing an alternative tenancy. The increased financial incentive to landlords has not enticed them to offer properties to the Council for ASTs for our customers rather than the general public and as the welfare reforms continue to be rolled out, landlords become more risk averse with regard to potential unaffordability and rent arrears for those not in work or on low incomes – the majority of our clients. We have seen a rise in the number of preventions through mediation and negotiations with friends and relatives, persuading families that the best option for all is for the threatened homeless client to remain in their current accommodation. Where possible, we continue to negotiate with Housing Benefit to resolve arrears problems, and negotiate with landlords, to ensure tenants can remain in their properties and thus prevent homelessness.</p> <p>Nevertheless, proportionately, this is not sufficient to temper the increase in landlords evicting their benefit-dependent tenants as they can pitch their rents at higher rents.</p> <p>Actions to increase homelessness preventions: The preventing Intentional homelessness protocol currently piloted with an RSL has resulted in a significant increase in the number of preventions through providing assistance to remain in the PRS or social rented sector, specifically brokering discussions between Housing Benefit, the tenant and the RSL rent arrears officer (however as negotiation is taking place directly, this method of prevention will not affect our statistics) – once tested the protocol will be rolled out to other RSLs. Negotiations for those threatened with homelessness to remain in the private rented sector have also increased as the Housing Advisers within the Service have discussed options for resolutions to the satisfaction of both landlords and tenants, which is a positive development and one which less adversarial than previously. The number of single clients found accommodation in the supported housing sector has increased over the first three quarters of 2014/15 from 284 to 315 over the same period 2015/16. Further actions include holding regular landlord forums to foster good relations and encourage partner working; and jointly work with the PRG tenancy officer when appointed.</p>					



Description		Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p><b>The number of overcrowded families rehoused, lets to overcrowded households</b></p> <p>Measured in: Number (count of lets to overcrowded housing applicants and tenants of CHR partner landlords lacking one or more bedrooms) Good Performance: Higher</p>		949	645	712	958	GREEN	↑
<p><b>Percentage of household waste sent for reuse, recycling and composting</b></p> <p>Measured in % Good performance: Higher</p>		28.00	28.00	29.00	26.60	RED	↓
<p>Quarter 3 outturn of 958 overcrowded families rehoused has already exceeded the target for the year by 34 percent and is 52 percent higher than this time last year.</p>		<p>Provisional Q2 outturn</p>		<p>Legislative changes have been made to improve the quality of recycling from co-mingled collections which has had a significant impact on recycling performance. The current Materials Recycling Facility (MRF) contractor is unable to deliver the same recycling rate as achieved through our previous contractor and they are sending more of the material to energy from waste (rather than to recycling re-processers). Clean, Green &amp; Highways, alongside the Veolia Outreach and Education Team, are currently working closely with registered providers (RPs) to decrease high levels of contamination and increase the quality and quantity of recycling collected from estates. Work is currently being carried out to encourage households to take part in the food waste collection scheme for houses.</p> <p>Our Communications, Education and Outreach Team launched 'Let's sort it!' - a borough wide advertising campaign focusing on recycling correctly. This was launched in November 2015. The campaign consisted of large scale outdoor advertising, a mail out to all residents living in flats, vehicle livery, 16 education roadshows delivered across the borough and 7 weeks' worth of advertising in East End Life. Early signs of improvement are being reflected at the MRF with levels of contamination decreasing. The drop in value of recyclable materials due to the falling price of oil and the slowdown of the Chinese economy is also having a wider impact. The overall recycling rates have stalled across the UK; Resource London advise that many London Boroughs are facing issues with high levels of contamination. We currently have an officer who monitors and inspects the loads at the MRF on a weekly basis. The officer ensures that the sampling process is consistent and challenges the grading process where they feel it has not been sampled correctly. With this level of monitoring, and the recent Contamination Campaign, the quality of recyclable materials has shown a slight improvement within the last two months.</p>			

Description	Legend		Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)	
	Minimum	Target							
<b>Prosperous Community</b>									
<b>Early Years Foundation Profile</b> - achievement of a good level of development Measured in % Good performance: Higher	Early Years Foundation Profile: % of children achieving a Good Level of Development			55.0	55.0	65.0	61.6	AMBER	↑
				<b>Final Outturn</b> Final result. We have well exceeded the minimum expectation for 2015, and 61.6% represents another significant year on year improvement (6.6 percentage points) for this measure of early years educational attainment.					
Key Stage 2 pupil attainment in Reading, Writing and Maths (KS2 RWM) (%) Measured in % Good Performance: Higher	Key Stage 2 pupil attainment in Reading, Writing and Maths (%)			82.0	83.0	84.0	84.0	GREEN	↔
				<b>Final Outturn</b> In the 2014/15 academic year the percentage of children achieving Level 4 or above in Reading, Writing and Maths was 84% - a 2 percentage point increase over the previous year. Component Results are broken down as follows: > Grammar, Punctuation & Spelling: 85% > Reading (test): 92% > Writing (teacher assessment): 89% > Maths (test): 91%					
Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths. Measured in % Good performance: Higher	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths			59.7	60.10	65.60	64.60	AMBER	↑
				<b>Final Outturn</b> The final results for summer 2015 exams (released Jan 16) show that 64.6% of LBTH pupils attained 5 A*-C GCSE grades including English & Maths (5ACEM) in the 2014/15 academic year. This represents a 4.9 percentage point increase on the previous year's performance and brings the LA average near to where it had been in 2012/13, before rule changes in 2013/14 led to drops in performance both locally and nationally. National performance saw an improvement of 0.4 percentage points with 53.8% of pupils attaining 5 A*-C including English and Maths and in London performance fell 0.6 percentage points to 60.9% of pupils attaining 5 A*-C including English and Maths.					

Description	 --- Minimum      — Target	Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<b>A Level Average Points Score per student in Tower Hamlets.</b>  Measured in % Good performance: Higher		695.0	700.00	726.00	705.00	AMBER	↔
<b>16 to 19 year olds who are not in education, employment or training (NEET) (%)</b>  Measured in: % Good Performance: Lower		3.43	3.40	3.00	3.90	RED	↓
<b>Overall employment rate - gap between the Borough and London average rate (working age) (ppts)</b>  Measured in: percentage points Good Performance: Gap - Lower		2.50	6.40	2.50	3.50	AMBER	↑

**Final Outturn**

We have achieved the minimum expectation of 700 points in this measure, and seen an improvement of 18 points since 2014. This also closes the gap between TH and national position by almost 30 points to 59 points. Though not reflected in this specific A-Level measure, overall Level 3 performance has improved in 2015 to 704 points per pupil. Our overall APS per student is now above state-funded national scores and above the London/Inner London average. This is largely the result of good performance in vocational subjects. The gap between TH and the national average (for state schools and colleges) of 764 has closed by 27 points.


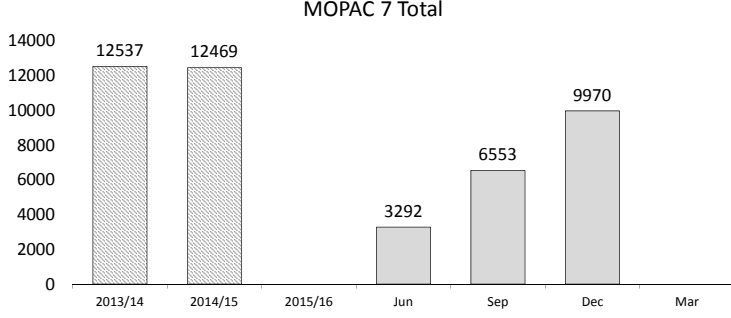
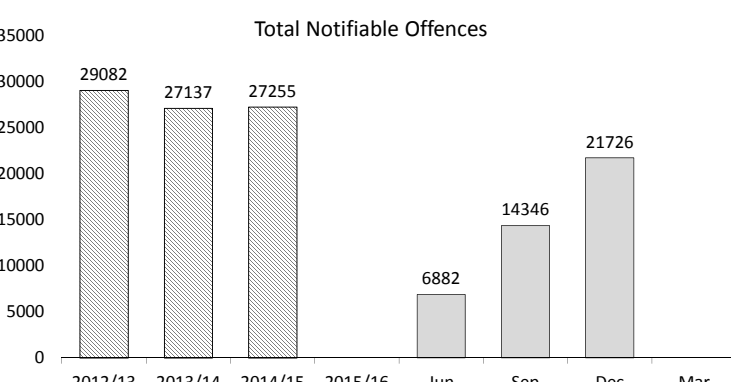
Whilst there are some internal factors that have had a negative impact, such as staff vacancies and a service review, it had been hoped that a NEET and apprenticeship event held in November 2015 would have had a more significant impact than was the case. In response the Targeted Youth Support team working in partnership with the Careers Service put in place remedial actions to further target the NEET Cohort. As a result performance was raised to 2.6 percent in January, bringing the annual rate down to 3.4 percent (therefore achieving the minimum expectation). The Interim Head of Service will be reviewing all current NEET cases with the Targeted Youth Support Manager to develop a case by case action plan for NEET young people open to targeted youth support and will be supporting the development of a NEET action plan across Children's Service to stimulate further improvements in performance.


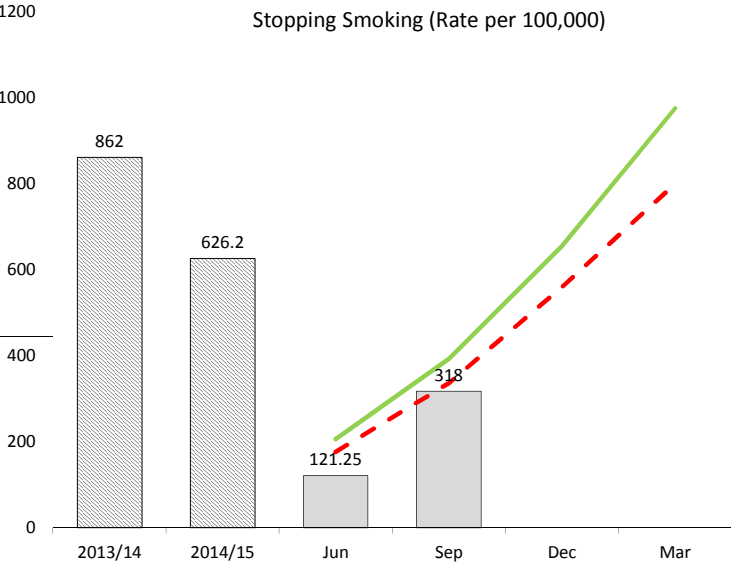
Tower Hamlets: 68.8% London average: 72.3% Gap between TH and London: 3.5pp. The Tower Hamlets rate has reduced by 0.7% (NOMIS) which is labour market churn including summer and Christmas part time work. Continuing low interest rates has increased business investment in London as a whole, which has increased the overall London employment rate. This is the first period since April-March 2013 that London has out-performed Tower Hamlets in terms of employment rate increase. TH figures remain above the minimum expectation and the borough's employment rate is still 27.3% higher than in September 2011.

Description	Minimum Target		Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
	Minimum	Target						
<p><b>JSA Claimant Rate</b> (gap between the Borough and London average rate (working age) (ppts))</p> <p>Measured in: percentage points Good Performance: Gap - Lower</p>			0.50	0.90	0.55	0.20	GREEN	↑
<p>Target met. The numbers of JSA claimants continues to reduce for TH, now standing at 4,047 for Dec 2015, the lowest since recording began in September 2006 and narrowing further the gap with London to 0.2 ppts. The quarterly reduction also stands at 259 claimants since September 2015. However, it is worth noting that this dataset does not include transfers onto Universal Credit - this is yet to be introduced for Tower Hamlets.</p>								
<p><b>Labour Market: number of job starts for Tower Hamlets residents</b></p> <p>Measured in: % Good Performance: Higher</p>			4110	Not Set	Not Set	2362	N/A	↓
<p>2,362 Tower Hamlets residents achieved a job start in Q3 (through collective partnership reporting inclusive of JCP outputs). Whilst the outturn shows a positive trend this is 25% below the numbers achieved this time last year (2,798). The outturn is provisional because there is a time lag in receiving data. Following a restructuring of service, a new team has been established to take over the monitoring and reporting of employment statistics, helping to strengthen cross council reporting of outputs whilst ensuring quality assurance. Service delivery via the Employment and Skills centre is shifting towards focusing more on those with multiple barriers to employment and working towards addressing those, meaning potentially longer turnaround time from registration to employment. Targets are still under review with the new administration; however a positive trend upwards is still expected against this measure.</p>								
<b>Safe and Cohesive Community</b>								
<p><b>Number of Robbery incidents (MOPAC 7 measure)</b></p> <p>Measured in: Number (part of the MOPAC set. Including personal and business properties) Good Performance: Lower</p>			1,162	N/A	N/A	853	N/A	↔
<p>Targets are being set by the Community Safety Partnership.</p> <p>Data taken from the met.police.uk website indicates that between April-December 2015/16 there were 853 robbery offences compared to 877 in the same period last year. Robbery Total is currently down 1% against the previous rolling 12 months figures.</p>								


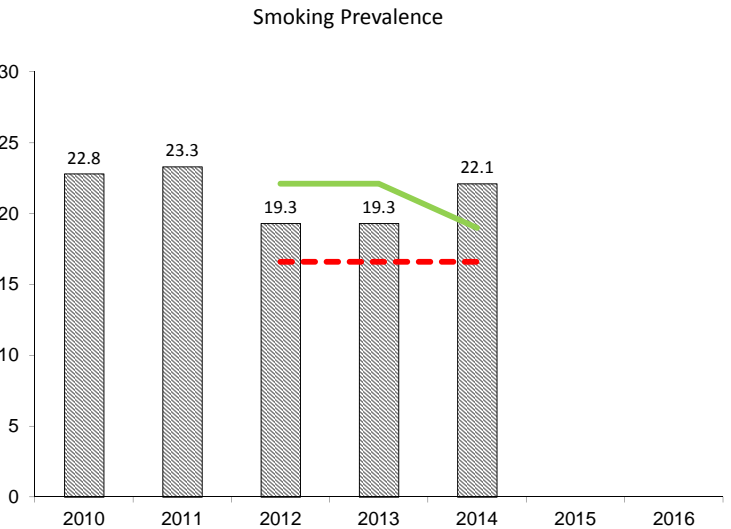
Description	Minimum		Target		Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																
	---	---	---	---																						
<p><b>Number of Violence with Injury incidents (MOPAC 7 measure)</b></p> <p>Measured in: Number (part of the MOPAC set. Murder, wounding/GBH, assault with injury) Good Performance: Lower</p>	<p>Total Violence with Injury (MOPAC7 measure)</p> <table border="1"> <caption>Total Violence with Injury (MOPAC7 measure)</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>2341</td> </tr> <tr> <td>2014/15</td> <td>2731</td> </tr> <tr> <td>2015/16</td> <td>769</td> </tr> <tr> <td>Jun</td> <td>1487</td> </tr> <tr> <td>Dec</td> <td>2243</td> </tr> <tr> <td>Mar</td> <td>0</td> </tr> </tbody> </table>				Year	Value	2013/14	2341	2014/15	2731	2015/16	769	Jun	1487	Dec	2243	Mar	0	2,731	N/A	N/A	2243	N/A	↓		
Year	Value																									
2013/14	2341																									
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Mar	0																									
<p><b>Number of Burglary Incidents (MOPAC 7 measure)</b></p> <p>Measured in: Number (part of the MOPAC set. Theft or attempted theft from residential or non-residential property) Good Performance: Lower</p>	<p>Total number of Burglary Offences (MOPAC7 measure)</p> <table border="1"> <caption>Total number of Burglary Offences (MOPAC7 measure)</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>2805</td> </tr> <tr> <td>2013/14</td> <td>2621</td> </tr> <tr> <td>2014/15</td> <td>2415</td> </tr> <tr> <td>2015/16</td> <td>584</td> </tr> <tr> <td>Jun</td> <td>1245</td> </tr> <tr> <td>Dec</td> <td>1916</td> </tr> <tr> <td>Mar</td> <td>0</td> </tr> </tbody> </table>				Year	Value	2012/13	2805	2013/14	2621	2014/15	2415	2015/16	584	Jun	1245	Dec	1916	Mar	0	2,415	N/A	N/A	1916	N/A	↓
Year	Value																									
2012/13	2805																									
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<p><b>Theft of a Motor Vehicle (MOPAC 7 measure)</b></p> <p>Measured in: Number (part of the MOPAC set) Good Performance: Lower</p>	<p>Total number of Theft of a Motor Vehicle Offences (MOPAC7 measure)</p> <table border="1"> <caption>Total number of Theft of a Motor Vehicle Offences (MOPAC7 measure)</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>841</td> </tr> <tr> <td>2013/14</td> <td>899</td> </tr> <tr> <td>2014/15</td> <td>929</td> </tr> <tr> <td>2015/16</td> <td>276</td> </tr> <tr> <td>Jun</td> <td>533</td> </tr> <tr> <td>Dec</td> <td>837</td> </tr> <tr> <td>Mar</td> <td>0</td> </tr> </tbody> </table>				Year	Value	2012/13	841	2013/14	899	2014/15	929	2015/16	276	Jun	533	Dec	837	Mar	0	929	N/A	N/A	837	N/A	↓
Year	Value																									
2012/13	841																									
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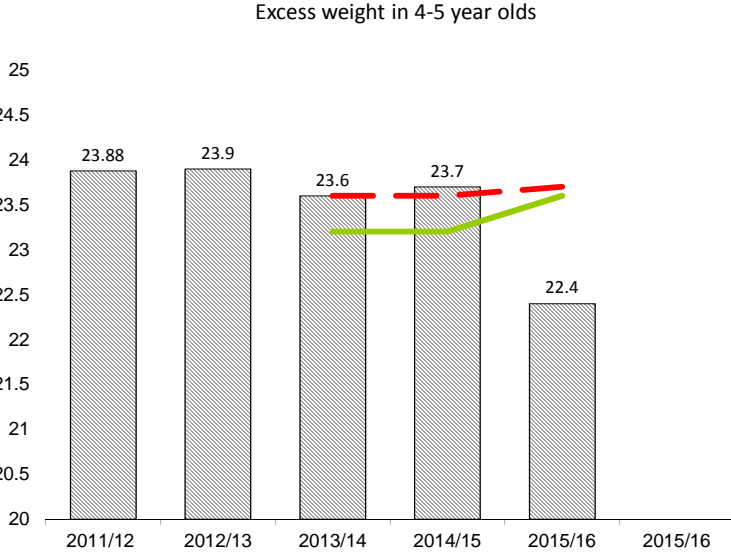
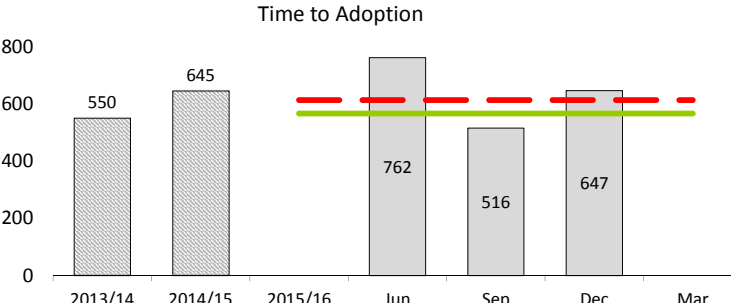
Description	Minimum <span style="color:red">-----</span> Target <span style="color:green">—————</span>		Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
	<p><b>Theft from a Motor Vehicle (MOPAC 7 measure)</b></p> <p>Measured in: Number (part of the MOPAC set) Good Performance: Lower</p>	<p>Total number of Theft from a Motor Vehicle Offences (MOPAC7 measure)</p>		1,532	N/A	N/A	1232	N/A
<p><b>Theft from the Person (MOPAC 7 measure)</b></p> <p>Measured in: Number (part of the MOPAC set) Good Performance: Lower</p>	<p>Total number of Theft from the Person Offences (MOPAC7 measure)</p>		1,317	N/A	N/A	1054	N/A	↓
<p><b>Vandalism (criminal damage) (MOPAC 7 measure)</b></p> <p>Measured in: Number (part of the MOPAC set) Good Performance: Lower</p>	<p>Total number of Criminal Damage Offences (MOPAC7 measure)</p>		2,383	N/A	N/A	1835	N/A	↔

Description	 Minimum Target	Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																		
<b>Total MOPAC 7 incidents</b>  Measured in: Number (includes MOPAC 7 crimes: robbery, burglary, criminal damage, theft from and theft of a motor vehicle, theft from the person, violence with injury) Good Performance: Lower	 <p>MOPAC 7 Total</p> <table border="1"> <tr><th>Year</th><td>2013/14</td><td>2014/15</td><td>2015/16</td><td>Jun</td><td>Sep</td><td>Dec</td><td>Mar</td></tr> <tr><th>Value</th><td>12537</td><td>12469</td><td></td><td>3292</td><td>6553</td><td>9970</td><td></td></tr> </table>	Year	2013/14	2014/15	2015/16	Jun	Sep	Dec	Mar	Value	12537	12469		3292	6553	9970		12,469	N/A	N/A	9970	N/A	↓		
Year	2013/14	2014/15	2015/16	Jun	Sep	Dec	Mar																		
Value	12537	12469		3292	6553	9970																			
Targets are being set by the Community Safety Partnership.  Data taken from the met.police.uk website indicates that between April-December 2015/16 there were 9970 total MOPAC7 offences compared to 8347 in the same period last year. Currently 1.1% above the 2011/12 MOPAC Baseline.																									
<b>Total Notifiable Offences (number)</b>  Measured in: Number Good Performance: Lower	 <p>Total Notifiable Offences</p> <table border="1"> <tr><th>Year</th><td>2012/13</td><td>2013/14</td><td>2014/15</td><td>2015/16</td><td>Jun</td><td>Sep</td><td>Dec</td><td>Mar</td></tr> <tr><th>Value</th><td>29082</td><td>27137</td><td>27255</td><td></td><td>6882</td><td>14346</td><td>21726</td><td></td></tr> </table>	Year	2012/13	2013/14	2014/15	2015/16	Jun	Sep	Dec	Mar	Value	29082	27137	27255		6882	14346	21726		27,255	N/A	N/A	21726	N/A	↓
Year	2012/13	2013/14	2014/15	2015/16	Jun	Sep	Dec	Mar																	
Value	29082	27137	27255		6882	14346	21726																		
Targets are being set by the Community Safety Partnership. Data taken from the met.police.uk website indicates that between April-December 2015/16 there were 21,726 total notifiable offences compared to 20,598 in the same period last year.  Recent Activity: • Over the past 3 months since August 2015, 10 key prolific offenders have been incarcerated • 15 key offenders who were targeted by the Police and partner agencies have been made subject to judicial restrictions which include Criminal Behaviour Orders by the Police and partners, which should have an impact on their criminal offending behaviour Planned Activity: • Key members of the Local Authority are attending the Tactical Tasking and Coordinating Group meetings from February 2016; • Operation Omega – a combined police and partnership asset working together in the 5 highest crime volume wards tackling crime and ASB as well as preventing terrorism Consistency regarding the recording of crimes and their correct classification																									

Description		Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)														
<b>Healthy and Supportive Community</b>																					
<p><b>Smoking Quitters</b></p> <p>Measured in: rate per 100,000 of population (aged 16+) of four-week smoking quitters who have attended NHS Stop Smoking Services . Good Performance: Higher</p>	<p>Stopping Smoking (Rate per 100,000)</p>  <table border="1"> <caption>Smoking Quitters Rate per 100,000</caption> <thead> <tr> <th>Year/Quarter</th> <th>Rate per 100,000</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>862</td> </tr> <tr> <td>2014/15</td> <td>626.2</td> </tr> <tr> <td>Jun</td> <td>121.25</td> </tr> <tr> <td>Sep</td> <td>318</td> </tr> <tr> <td>Dec</td> <td>-</td> </tr> <tr> <td>Mar</td> <td>-</td> </tr> </tbody> </table>	Year/Quarter	Rate per 100,000	2013/14	862	2014/15	626.2	Jun	121.25	Sep	318	Dec	-	Mar	-	626.2	336.0	393.1	318.0	RED	↑
Year/Quarter	Rate per 100,000																				
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		<p><u>Quarter 2 Outturn:</u></p> <p>At the Quarter 2 stage, the smoking quit rate per 100,000 adult population was 318 (722 actual quitters) against a Q2 target rate of 393.1. The full year target of 976 quitters per 100,000 (2123 actual quitters) was ambitious given that smoking cessation quit performance is down both nationally and across London, and this is reflected locally in the year-on-year decrease between 2013/14 and 2014/15. This is mainly due to both a fall in smoking prevalence and an increase in the independent use of electronic cigarettes.</p> <p>In Q2 2015/16 we have achieved our best performance since 2012, due, in the main, to a recent recruitment drive by the specialist service and the completion of outstanding data from Q1. At the end of Q2, the London regional performance data showed Tower Hamlets had the third highest number of quits and we are above the London regional average of 473 quits. We were top for numbers setting a quit date. Further validation of Q1/Q2 data may yield improvements in performance as late data</p> <p>The recent New Year campaign, and the upcoming No Smoking Day campaign in March, will assist in continuing to promote the local stop smoking services. Additionally, midwives have recently been trained within secondary care to implement carbon monoxide monitoring for every pregnant woman at booking appointments. This initiative has tripled referrals into the specialist pregnancy stop smoking service. Extensive work with the Clinical Commissioning Group has also been implemented to improve referral rates of smokers living with severe mental illnesses.</p> <p>Partly due to these regular annual events, quarterly performance typically improves in Q3/Q4, so we are optimistic about meeting at least the minimum expectation by year-end.</p>																			



Description		Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p><b>Smoking Prevalence</b></p> <p>Measured in: % - number of self-reported smokers aged 18+ by total number of respondents Good Performance: Lower</p>		19.3	19.0	16.6	22.1	RED	↓
<p>The confidence interval for this year's estimate is relatively wide at 19.0 to 25.2, meaning actual performance lies somewhere in that range. The three year rolling figures, which have a smaller confidence interval i.e. are more likely to be accurate, show that 2012-2014 period improved slightly from 2011-13 period: from 20.6 to 20.2%.</p> <p>The smoking prevalence in Tower Hamlets, as with all boroughs, is estimated from a national survey of smokers using a technique called a synthetic estimate. With any estimate there is a degree of uncertainty as to whether the figure generated is a true reflection of the local prevalence, and so a range of figures is given where there is a 95% probability that the true figure being within that range. The wider the range the greater the uncertainty of the true figure. The local prevalence figures for Tower Hamlets for the last two years have a wide confidence range therefore we cannot be very sure that any year-on-year changes are actual changes in the number of people smoking. By using three year rolling averages of the estimate of prevalence we are more likely to see actual local trends in smoking prevalence rather than statistical variations.</p> <p>Reducing overall prevalence requires actions at a number of levels: continued enforcement of the smoking ban; de-normalising smoking in the borough e.g. smoking at school gates, playgrounds as well as indoor smoking and smoking in cars; tackling illegal tobacco; addressing smoking in pregnancy; stopping children and adolescents starting through education and peer led approached as well as tackling under age sales; and providing smoking cessation services universally through community pharmacies and general practice and targeted services e.g. BME groups, people with severe mental illness.</p>							


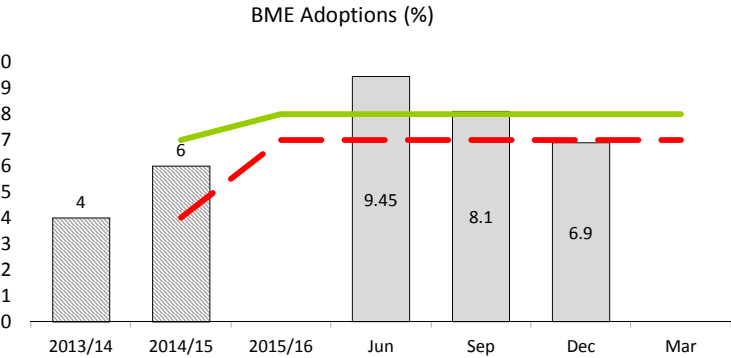
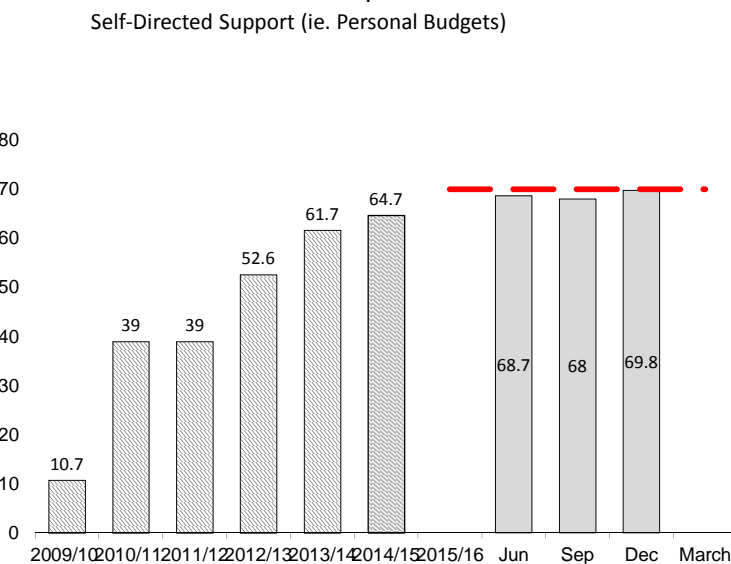
Description		Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p><b>Excess weight in 4-5 year olds</b></p> <p>Measured in: % (of children aged 4-5 classified as overweight or obese) Good Performance: Lower</p>		23.7	23.7	23.6	22.4	GREEN	↑
<p><b>Average time between a child entering care and moving in with adoptive family (Time to adoption)</b></p> <p>Measured in: Days Good Performance: Lower</p>		645	614	582	647	RED	↓

The 2014/15 academic year outturn is reported in 2015/16 financial year. Published performance for 2014/15 is 22.4% (95% confidence interval 21.0%-23.9%), a decrease from previous (2013/14) academic year outturn - 23.7 (confidence interval range from 21.5 - 26). This represents a continuing year on year decrease in obesity or excess weight in reception aged children (of 0.3%). While in 2013/14 this was effected by a shift from obese to overweight and not a corresponding shift from overweight to healthy weight, in the current year there has been a 1% decrease in the proportion of overweight children and an increase in the proportion of reception aged children of healthy weight (1.4%).


This suggests that our emphasis on population wide as opposed to targeted interventions is the correct approach. It is more important to look at the longer term trends than the year to year changes as there is the inevitable variation associated with relatively small numbers and the fact that each year we are looking at a different cohort of children. Notwithstanding the current positive direction of travel on this population measure, the combined obese and overweight measure is more challenging (than the previous obesity measure) in that we are looking at a much larger group of children, awareness of what overweight looks like is much lower - many people would not recognise that a child is in the overweight category and also the health risks associated with overweight are lower than the risks associated with obesity.

Actions that have taken place over the last year to address overweight and obesity in 0-5 year olds cover a range of areas including promoting breast feeding, involving parents, community base play and healthy eating programmes, child and family weight management services, nutrition training for health visitors, children centre and nursery staff.

Based on nine adoptions between April-December 2015. In October 2015, 1 adoption was finalised that had taken 2051 days (5.5 years) between a child entering care and moving in with the adoptive family. There were unique circumstances surrounding this child and this outlier has had a significant impact on this measure. Excluding this case would reduce the average time to 471, well under the target.

Description		Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																								
<p>Percentage of ethnic minority background children leaving care who are adopted (<b>BME adoptions</b>)</p> <p>Measured in: % Good Performance: Higher</p>	 <p><b>BME Adoptions (%)</b></p> <table border="1"> <tr><th>Year</th><td>2013/14</td><td>2014/15</td><td>2015/16</td><td>Jun</td><td>Sep</td><td>Dec</td><td>Mar</td></tr> <tr><th>Value</th><td>4</td><td>6</td><td>7</td><td>9.45</td><td>8.1</td><td>6.9</td><td>6.9</td></tr> </table>	Year	2013/14	2014/15	2015/16	Jun	Sep	Dec	Mar	Value	4	6	7	9.45	8.1	6.9	6.9	6.0	7.0	8.0	6.90	RED	↑								
Year	2013/14	2014/15	2015/16	Jun	Sep	Dec	Mar																								
Value	4	6	7	9.45	8.1	6.9	6.9																								
<p>Proportion of service users accessing long term community support who were receiving <b>self-directed support (ie. personal budgets)</b></p> <p>Measured in: % Good Performance: Higher</p>	 <p><b>Self-Directed Support (ie. Personal Budgets)</b></p> <table border="1"> <tr><th>Year</th><td>2009/10</td><td>2010/11</td><td>2011/12</td><td>2012/13</td><td>2013/14</td><td>2014/15</td><td>2015/16</td><td>Jun</td><td>Sep</td><td>Dec</td><td>March</td></tr> <tr><th>Value</th><td>10.7</td><td>39</td><td>39</td><td>52.6</td><td>61.7</td><td>64.7</td><td>64.7</td><td>68.7</td><td>68</td><td>69.8</td><td>69.8</td></tr> </table>	Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	Jun	Sep	Dec	March	Value	10.7	39	39	52.6	61.7	64.7	64.7	68.7	68	69.8	69.8	64.7	70.00	TBC	69.80	RED	↑
Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	Jun	Sep	Dec	March																				
Value	10.7	39	39	52.6	61.7	64.7	64.7	68.7	68	69.8	69.8																				

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<p>Non-Executive Report of the:</p> <p><b>Overview and Scrutiny</b></p> <p>04th April 2016</p>	 <p><b>TOWER HAMLETS</b></p>
<p><b>Report of:</b> Zena Cooke – Corporate Director of Resources</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Corporate Revenue and Capital Budget Monitoring Q3 2015/16 (Month 9)</b></p>	

<b>Originating Officer(s)</b>	Kevin Miles – Chief Accountant
<b>Wards affected</b>	All

## Reasons for Decision

This monitoring report details the financial outturn position of the Council at the end of Quarter 3 for 2015/16 compared to budget, and service performance against targets. This includes projected year-end position for the:

- General Fund Revenue
- Housing Revenue Account
- Capital Programme;

## Recommendations:

The Overview and Scrutiny Committee is recommended to:

- Consider and comment on the matters set out in the report.

## 1. Summary

1.1 This report appends the monitoring report for Cabinet which details the financial position of the Council at the end of December 2015 (Month 9) compared to budget. The report includes details of;

- General Fund Revenue and Housing Revenue Account;
- Capital Programme;

This report is due to be tabled before Cabinet on 5th April 2016.

## **2. ALTERNATIVE OPTIONS**

2.1 This is an information item only

## **3. COMMENTS OF THE CHIEF FINANCIAL OFFICER**

3.1 The comments of the Chief Financial Officer can be found under section 8 of the attached report to Cabinet. This details the Financial Regulations and the responsibility of senior managers to spend within budgets.

## **4 LEGAL COMMENTS**

4.1 The Council is required by section 9F of the Local Government Act 2000 to have an Overview and Scrutiny Committee and to have executive arrangements that ensure the committee has specified powers.

4.2 Consistent with this obligation, Article 6 of the Council's Constitution provides that the Overview and Scrutiny Committee may review and scrutinise the performance of the Council in relation to its policy objectives and performance targets. The provision of quarterly performance information is consistent with this function.

## **5. ONE TOWER HAMLETS CONSIDERATIONS**

Considerations dealing with the delivery of the One Tower Hamlets theme are included within the attached report.

## **6. BEST VALUE (BV) IMPLICATIONS**

Efficiencies for 2015/16 are incorporated within the estimated forecast outturn

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

Considerations dealing with the delivery of the 'Sustainability for a Greener Environment' theme are included within the attached report

## **8. RISK MANAGEMENT IMPLICATIONS**

Risk Management implications are detailed within the attached report.

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

There are no specific crime and disorder reduction implications in the attached report.

### **Linked Report**

- **Corporate Revenue and Capital Budget Monitoring Q3 2015/16 (Month 9)**

### **Appendices**

- **Corporate Revenue and Capital Budget Monitoring Q3 2015/16 (Month 9)**
  - **Appendix 1** - lists revenue and capital budget / target adjustments (including virements).
  - **Appendix 2** - provides the General Fund budget outturn forecast by Directorate and explanations of any major variances.
  - **Appendix 3** – provides the budget outturn forecast for the HRA
  - **Appendix 4** – provides the projected Capital Monitoring outturn position
- 


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

**List of “Background Papers” used in the preparation of this report.**

**No Background papers were used in the preparation of this report.**

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<b>Cabinet</b>  5 <sup>th</sup> April 2016	 <b>TOWER HAMLETS</b>
<b>Report of:</b> Zena Cooke – Corporate Director of Resources	<b>Classification:</b> Unrestricted
<b>Corporate Revenue and Capital Budget Monitoring Q3 2015/16 (Month 9)</b>	

<b>Lead Member</b>	<b>Cllr Edgar, Cabinet Member for Resources</b>
<b>Originating Officer(s)</b>	<b>Kevin Miles, Chief Accountant</b>
<b>Wards affected</b>	All Wards
<b>Key Decision?</b>	No

### **Executive Summary**

This monitoring report details the financial position of the Council at the end of December 2015 (Month 9) compared to budget. The report includes details of the;

- General Fund Revenue
- Housing Revenue Account;
- Capital Programme

### **Recommendations:**

The Mayor in Cabinet is recommended to:

- Note the Council's revenue and capital financial performance compared to budget for 2015/16 as detailed in Sections 3 to 7 and Appendices 1-4 of this report.

### **1. REASONS FOR THE DECISIONS**

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

## **2. ALTERNATIVE OPTIONS**

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

## **3. DETAILS OF REPORT**

### **3.1 General Fund**

As at the end of December 2015, the net projected General Fund outturn position was £292.571m. This includes a £2.2M pressure contained within the Children's Services and Adult Care Services Directorates and a saving in the youth service of £964k. This pressure represents less than a 1% increase on the approved budget of 291.362m.

The current position after directorate action is summarised below

<b>Narrative</b>	<b>£m</b>
Budget	291.362
Children's Services - Pressure	1.200
Adult Care services - Pressure	1.000
Communities Localities and Culture – Youth Service Saving	(0.964)
Other Minor Movements	(0.027)
Forecast Outturn – Per system	292.571

### **3.2 HRA**

The HRA is projecting an underspend position of 0.955m for 2015/16. This represents 1.08% of the total budgeted income of £92.1m.

### **3.3 Income Suspense**

The balance on the main income suspense at the end of period 9 was £671k, A summary of the movement is shown in section 4.

### **3.4 Capital Programme**

Directorates have spent 39% of their capital budgets for the year (£45.4m against budgets of £116.3m) and are projecting slippage of £15.636m. Further information is provided in section 5 of the report and Appendix 4.

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

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

#### 4. **FINANCE OVERVIEW**

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

<b>SUMMARY</b>	<b>Latest Budget £'000</b>	<b>Actual to Date £'000</b>	<b>Outturn £'000</b>	<b>Variance £'000</b>	<b>Reserve Movements £'000</b>	<b>After Reserve Movements £'000</b>	<b>Final Variance £'000</b>
Law, Probity & Governance	9,525	7,791	9,525	0	0	9,525	0
Communities & Localities	78,707	45,901	77,743	( 964)	0	77,743	( 964)

Development and Renewal	15,962	15,391	15,928	( 34)	0	15,928	( 34)
Adult Care Services	124,992	84,906	132,705	7,713	6,714	125,991	999
Children's Services	89,923	79,470	93,506	3,583	2,383	91,123	1,200
Resources	7,441	37,720	7,448	7	0	7,448	7
Corporate Costs / Capital Financing	(35,188)	15,907	(35,188)	0	0	(35,188)	0
<b>Total</b>	291,362	287,086	301,667	10,305	9,097	292,570	1,208

4.2 Variances are explained in the detailed budget analysis in Appendix 2. The summary position for each service directorate is set out below.

**4.2 Law Probity and Governance**

**Nil**

The LP&G directorate is projected to break even at the year-end, any minor variances within the services will be contained within the directorate.

No key risks have been identified in the current financial year

**4.3 Communities, Localities and Culture**

**£954k underspend**

Since the initial collation of the period 9 report a significant underspend has been identified with the CLC directorate. The underspend of £964K relates to Youth Services and the breakdown is as follows:-

Youth Service Savings 2015-16		Saving £'000
Summer Grants	Budget for summer grants was given up as savings to fund the Mayoral priorities earlier this financial year.	0
PAYP	Forecast underspend as a result of detailed scrutiny of applications and the curtailing of grant awards.	148
YOF		159
	Total Saving from Grants	307
SLAs	The holiday programmes i.e. LAP area SLA's are forecast to underspend. A range of SLA's were discontinued from the end of September 2015, some were extended to March 2016 and some were re-procured and begin re-provision from April 2016.	88
	The Boroughwide SLA Provisions is forecast to underspend as a result of management decisions to reduce the award of SLA's during 2015-16.	23
	PAYP SLA – No provision in 2015-16 awarded.	75
	Total Saving from SLAs	186
Employees	Holiday Programme provisions (Lap areas 1-8) – Due to the curtailment of the holiday programmes has led to substantial reduction in hours worked by both casual and zero hour workers.	471
	The service has had a period of vacancies throughout the financial year. From April to August there was a total of 12 FTE's vacant, which has now reduced to 5.5FTE's. The decision to recruit further is pending as a result of service review by management.	
	Total Saving from Employees	471
	<b>Grand Total</b>	<b>964</b>

No significant risks have been identified in the current financial year

#### 4.4 Development and Renewal

**£34K Underspend**

The Net Revenue outturn for the directorate for the year is £15.930m against the revised target of £15.964m, a net underspend of £34k, this represents less than 1% of the overall target.

No key risks have been identified in the current financial year.

#### 4.5 Children's Services

£1.2m Pressure

This represents the CMBM09 update to DMT highlighting the various pressures the directorate is experiencing in reference to the 2015/16 MTFP savings targets and other pressures which are apparent within Children's Social Care and Learning and Achievement.

At the CMBM07 DMT meeting it was agreed that these would be quantified and reflected in the monthly monitoring process as base budget pressures which need to be addressed, the strategy to date in this financial year has been to highlight these to DMT but use the one-off resources in the form of reserves and grants to mitigate these base budget pressures to a balanced budget, which has then been reported through the corporate budget monitoring process. The approach which has been agreed with the Financial Strategy Group is that assumptions which have been made in the forecast relating to MTFP savings which have slipped and which are unlikely to be deliverable will be reported as overspend pressures in CMBM07 along with other base budget pressures. The reported overspend £1.2m will continue to be reported for CMBM09.

The Schools Budget is reporting a forecast unallocated DSG at year-end of £4.260m.

#### Childrens Services – Reconciliation to Agreed Pressure

Net Expend before action (Including Saving Pressure)		93,506
Early Intervention	(1,698)	
Better Care Funding	(585)	
In Service Action - Social Care	(100)	
<b>Total Funding Assumptions</b>		<b>(2,383)</b>
		<b>91,123</b>
Agreed Pressure 2015/16		1,200

#### **Key Risks in the Children's Services Area**

The main factor that needs to be noted at this juncture is that there are **directorate savings of £0.989m** which are held in a central holding code in vote H82, up to this point the forecast had assumed that these savings will either be delivered or receive a target adjustment from corporate resources for slippage of savings or under-delivery, these are now being forecast as an overspend pressure. There are however significant risks associated with this figure which need to be reported upwards in the form of potential overspends – prior to the use of reserves. In addition there are budget pressures which relate to Preventing Violent Extremism (PVE) which is an area of work which

isn't receiving any extra funding and income target budgets in L&A which have never been achieved.

#### 4.6 Adult Care Services

**£1.0m Pressure**

The directorate reported an overspend of £1m in CMBM07 as a result of savings pressures, there are many factors and assumptions which need to be considered in order to achieve this position at year end. This report provides analysis of these factors and highlights the variances and the risks associated with the budget monitor. At present it appears that the current potential reserves held both in the directorate and centrally would be sufficient to contain the position to an overspend of £1m. However the use of any reserves (apart from growth and inflation) are one-off resources for this financial year only. The main factor that needs to be noted at this juncture is that there are **directorate savings of £1m** which are held in a central holding code, this forecast assumes that **these savings are unlikely to be delivered**. This has also been discussed at the Financial Strategy Group (FSG) and it was agreed that the 2015/16 MTFP Savings which are not being achieved and being covered by the use of reserves would be highlighted in the budget monitor as a potential directorate overspend.

#### Adults Services – Reconciliation to Agreed Pressure

Net Expend before action (Including Saving Pressure)		<b>132,704</b>
Drawdown from Public Health Reserve	<b>(1,998)</b>	
Better Care Funding	<b>(2,528)</b>	
Corporate Growth to be applied	<b>(2,188)</b>	
<b>Total Funding Assumptions</b>		<b>(6,714)</b>
		<b>125,990</b>
Agreed Pressure for 2015/16		1,000

#### **Key Risks in the Adults Care Services Area**

The main spend pressure is on the long term Care packages budget topped up by an overspend on First Response, the Learning Disability Pooled Budget, Adult Protection and lower budget pressures within other areas.

Work is currently under way to realign the care packages budget which will complete as soon as the interface improvement between Agresso and FWI is in place.

The income continues to be a risk area as client income does not tend to follow a steady trend. In addition we have considerable historic unpaid client income, so this will need to be continually monitored.

#### 4.7 Resources

**7k Overspend**

There are small variances in the resources directorate, but these are manageable within the overall resources budget, and overall a break even position is projected. The processing of housing benefit subsidy entries at year-end will offset expenditure to date.

No significant risks have been identified.

#### 4.8 Corporate Costs & Capital Financing

**Nil**

A breakeven position is forecast for the financial year. Spend to date variance is due to items such as depreciation and minimum revenue provision being processed at year-end.

#### 5. Housing Revenue Account

**£0.955m Underspend**

The overall projected HRA underspend is the net result of a number of variances. During the first three quarters of 2015/16 there were 197 Right to Buy sales, which was more than assumed when setting the budget; as a result service charges are projected to be higher than budgeted, although offsetting this, dwelling rental income is forecast to be lower. Energy costs are forecast to be lower than budgeted, along with other utilities, although this is a volatile budget and will be closely monitored. The additional net income needs to be seen in the context of emerging pressures on future rents brought about by changes in government policy, and the need to support future investment in existing or new stock as part of a sustainable HRA business plan.

#### 6 CAPITAL

6.1 The capital budget for 2015/16 now totals £116.3m, decreased from the £119.3m reported to Cabinet in January 2016. The decrease is due mostly to re-profiling of budgets into future years.

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

6.3 Total capital expenditure to the end of Quarter 3 represented 39% of the revised capital programme budget for 2015/16 as follows:



	Annual Budget as at 31-Dec-15	Spent to 31-Dec-15	% Budget Spent
	£m	£m	%
<b>TOTALS BY DIRECTORATE:</b>			
Adults' Care Services	0.400	0.013	3%
Children's Services	15.980	4.845	30%
Communities, Localities and Culture	10.028	3.644	36%
Development and Renewal	4.796	2.488	52%
Building Schools for the Future (BSF)	1.014	-0.197	-19%
Housing Revenue Account (HRA)	83.731	34.588	41%
Corporate	0.350	0.011	3%
<b>GRAND TOTAL</b>	<b>116.299</b>	<b>45.392</b>	<b>39%</b>

This compares with 36% at the same stage last year. Expenditure tends to be heavily profiled towards the latter months of the year as new schemes are under development at the start of the year.

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

	Annual Budget as at 31-Dec-15	Projection 31-Mar-16	Forecast Variance
	£m	£m	£m
<b>TOTALS BY DIRECTORATE:</b>			
Adults' Care Services	0.400	0.366	-0.034
Children's Services	15.980	12.081	-3.899
Communities, Localities and Culture	10.028	9.872	-0.156
Development and Renewal	4.796	3.514	-1.282
Building Schools for the Future (BSF)	1.014	1.014	0.000
Housing Revenue Account (HRA)	83.731	73.468	-10.263
Corporate	0.350	0.350	0.000
<b>GRAND TOTAL</b>	<b>116.299</b>	<b>100.665</b>	<b>-15.634</b>

Programme slippage of £15.634m is currently being projected for 2015/16. The projection does not reflect an underspend but is due to timing differences between years. Any amount of slippage will be spent in future years. The main reasons for the variance are as follows:

- **Decent Homes Backlog (£5.9m)**

The residual Decent Homes programme is being managed by Tower Hamlets Homes. In 2015/16 the GLA grant-funded element totals £13.270 million and this will be fully utilised. The scheme is being managed in accordance with the terms of the GLA grant agreement which has placed a cap on the level of leaseholder recharges. The consequential effect of the enhanced leaseholder consultation that has been undertaken has led to the programme for the financial year being backloaded, and it is therefore likely that some residual costs will be incurred in 2016-17, when the Decent Homes Backlog Programme will finish.

- **Basic Need/Expansion – Schools (£2.6m)**

Slippage is forecast on expansion schemes such as St Paul's Way Trust School, Olga Primary, Bow School and Stepney Green 6th Form due to the time taken to resolve contractual issues but schemes are now on site. Expenditure on these schemes is expected to take place in quarter 4 and into 2016/17.

- **Housing Capital programme (£1.8m)**

In light of the summer budget announcements and the need to maximise the use of one for one receipts, and an ongoing assessment of the needs arising from the initial findings of the recently completed stock condition survey, uncommitted elements of the HRA capital programme are being reviewed.

- **Private Sector Housing Improvement Grants (£1.0m)**

Resources are ring-fenced and any underspends will be carried forward into 2016/17 to fund ongoing commitments.

- **Provision for 2 Year Olds (£1.0m)**

Slippage on the programme is due to the timescale for resolving lease agreements and procurement/portal issues on the following schemes: Whitehorse Road 1 o'clock club, Bethnal Green Gardens new nursery, Limehouse child care provision and Lincoln Hall playgroup.

6.5 The total approved budget, taking into account the whole life of all capital schemes, is currently £976.7m against which full spend is forecast.

The breakdown by directorate is shown below:

	<b>All years budget as at 31-Dec-15</b>	<b>Projection (all years)</b>	<b>Variance</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Adults' Care Services	1.274	1.274	0.000
Children's Services	117.276	117.276	0.000
Communities, Localities and Culture	66.074	66.074	0.000
Development and Renewal	30.350	30.350	0.000
Building Schools for the Future (BSF)	332.146	332.146	0.000
Housing Revenue Account (HRA)	416.718	416.718	0.000
Corporate	12.846	12.846	0.000
<b>GRAND TOTAL</b>	<b>976.684</b>	<b>976.684</b>	<b>0.000</b>

6.6 Capital receipts received in 2015/16 from the sale of Housing and General Fund assets as at 31<sup>st</sup> December 2015 are as follows:

<b>Capital Receipts</b>		
	£m	£m
<b>Sale of Housing Revenue Account (HRA) assets</b>		
Receipts from Right to Buy (196 properties)	23.978	
less pooled amount paid to DCLG	-1.330	
Preserved Right to Buy receipts	1.810	
296 Bethnal Green Road	0.554	
Blue Anchor Public House	0.235	
		25.247
<b>Sale of General Fund assets</b>		
Wapping Lane overage payments	0.064	
Land adjacent to 309-317 Cambridge Heath Road	0.085	
		0.149
<b>Total Capital Receipts 2015/16</b>		<b>25.396</b>

Retained Right to Buy receipts must be set aside to meet targets on housing provision as set out in regulations governing the pooling of housing capital receipts, so they must be ringfenced for this purpose and are not available for general allocation.

## 7. Glossary of Terms and Acronyms

<b>ACS</b>	- <b>Adult Care Services</b>
<b>BATs</b>	- <b>Buildings and Technical Services</b>
<b>C&amp;L</b>	- <b>Communities and Localities</b>
<b>CMBM</b>	- <b>Corporate Monthly Budget Monitor</b>
<b>CS</b>	- <b>Children's Services</b>
<b>D&amp;R</b>	- <b>Development and Renewal</b>
<b>DCLG</b>	- <b>Department of Communities and Local Government</b>
<b>DSG</b>	- <b>Dedicated Schools Grant</b>
<b>GF</b>	- <b>General Fund</b>
<b>GLA</b>	- <b>Greater London Authority</b>
<b>HRA</b>	- <b>Housing Revenue Account</b>
<b>LPG</b>	- <b>Law, Probity and Governance</b>
<b>PH</b>	- <b>Public Health</b>
<b>SLA</b>	- <b>Service Level Agreement</b>

## 8. COMMENTS OF THE CHIEF FINANCE OFFICER

8.1 Under Financial Regulations it is the responsibility of senior managers to contain expenditure within budgets and, where necessary, management action will need to be taken over the remainder of the financial year to avoid overspend.

8.2 Any ongoing revenue overspend during 2015/16 will have a negative impact on the Medium Term Financial Plan. At present a broadly break-even position

for Directorates is predicted for 2015/16, however there are cost pressures within social care that potentially require the use of earmarked reserves during the year.

## **9. LEGAL COMMENTS**

- 9.1 The report provides performance information, including by reference to key performance indicators and the budget. It is consistent with good administration for the Council to consider monitoring information in relation to plans and budgets that it has adopted. For the same reason, it is reasonable for the Council to consider the views of residents about the borough and how the Council is discharging its functions.
- 9.2 Section 3 of the Local Government Act 1999 requires the Council as a best value authority to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. Monitoring of performance information is an important way in which that obligation can be fulfilled.
- 9.3 The Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council’s chief finance officer has established financial procedures to ensure the Council’s proper financial administration. These include procedures for budgetary control. It is consistent with these arrangements for Members to receive information about the revenue and capital budgets as set out in the report.
- 9.4 When considering its performance and any procurement, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). The Council’s targets are formulated by reference to its public sector equality duty and monitoring performance against those targets should help to ensure they are delivered.

## **10. CONCLUSIONS**

This report and the subsequent appendices are for noting only.

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

The Corporate Budget Monitor assists in reviewing the financial position of the council. It ensures that financial resources are applied to deliver services meeting the needs of the diverse communities living in Tower Hamlets and supporting delivery of One Tower Hamlets.

## **12. BEST VALUE (BV) IMPLICATIONS**

Best Value implications for 2015/16 are incorporated within the forecast outturn. Best Value is assessed annually as part of the final audit of the Councils financial statements.

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

There are no specific actions for a greener environment implications

## **14. RISK MANAGEMENT IMPLICATIONS**

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

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

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

There are no specific crime and disorder reduction implications.

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

#### **Linked Report**

- NONE.

#### **Appendices**

- **Appendix 1** - lists revenue and capital budget / target adjustments (including virements).
- **Appendix 2** - provides the General Fund budget outturn forecast by Directorate and explanations of any major variances.
- **Appendix 3** – provides the budget outturn forecast for the HRA
- **Appendix 4** – provides the projected Capital Monitoring outturn position

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

- NONE

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

- N/A

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<b>CONTROL BUDGET 2016/17</b>	<b>Total General Fund</b>	<b>Adult's Services</b>	<b>Children's Services</b>	<b>Communities, Localities and Culture</b>	<b>Development and Renewal</b>	<b>Law, Probity and Governance</b>	<b>Resources</b>	<b>Corporate Costs</b>	<b>Central Items</b>
<b>2015/16 Original Budget at Cash Prices</b>	<b>291,362,495</b>	<b>122,184,143</b>	<b>90,191,754</b>	<b>80,543,136</b>	<b>15,979,045</b>	<b>9,331,841</b>	<b>9,244,592</b>	<b>14,196,200</b>	<b>(50,308,216)</b>
Approved Savings 2015/16 - Employment Options (Outside Restructure & Vacant Posts Deletion)	0		(21,038)	(711,481)	(91,000)		(190,085)	1,013,604	
Approved Savings 2015/16 - Employment Options (Restructure)	0		(104,446)	(319,000)				571,446	(148,000)
Reversal of Approved Service Growth 2015/16 -(Welfare Reform – Measures to Protect Vulnerable Residents)	0						(1,600,000)		1,600,000
Realignment of Budgets Prior to the Directorate Split of Education, Social Care and Wellbeing on 1st July 2015	0	(43,903)	43,903						
Approved Savings 2015/16 - Employment Options (Restructure)	0				(229,823)	(40,702)	(23,700)	294,225	
Corporate Landlord Model Transfer of Ideas Stores Staff	0			(218,958)	218,958				
In year budget adjustments for 2015/16 to reflect New Growth pressures and Mayoral Priorities - Growth	0	299,000	373,000	610,000		270,000			(1,552,000)
In year budget adjustments for 2015/16 to reflect New Growth pressures and Mayoral Priorities - Savings	0			(550,000)	(200,000)	(440,000)		(75,000)	1,265,000
Concessionary Fares Growth - Approved 25th February 2015 Full Council	0			402,000					(402,000)
Approved Savings 2015/16 - Employment Options (Restructure)	0				(128,444)			128,444	
Reduction in Public Funding Announced in June 2015 & Allocation for 0-5 Year Old Public Health Grant Received	0	1,615,818							(1,615,818)
Reversal of Public Health Savings to Fund Children Centres	0	1,000,000						(1,000,000)	
Approved Savings 2015/16 - Employment Options	0				(34,000)	(107,000)		141,000	
Mayor's Office Staffing Restructure	0			(128,000)		128,000			
Financial Adjustment - Depreciation Charges	0	(27,960)	(618,790)	(783,550)	314,810			1,115,490	
	0								
<b>Total Adjustments</b>	<b>0</b>	<b>2,842,955</b>	<b>(327,371)</b>	<b>(1,698,989)</b>	<b>(149,499)</b>	<b>(189,702)</b>	<b>(1,813,785)</b>	<b>2,189,209</b>	<b>(852,818)</b>
<b>Revised Original Budget 2016/17</b>	<b>291,362,495</b>	<b>125,027,098</b>	<b>89,864,383</b>	<b>78,844,147</b>	<b>15,829,546</b>	<b>9,142,139</b>	<b>7,430,807</b>	<b>16,385,409</b>	<b>(51,161,034)</b>

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Corporate Monthly Budget Monitoring		Budget Original	Budget Current	Actuals	Forecast Previous	Forecast Current	Forecast Movement	Effect of Reserves	Adjusted Outturn	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
December 2015		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>CHE Directorate of Law, Probity and Governance</b>												
GEN General Fund Account												
Expenditure		17,755	17,948	13,863	17,695	17,898	203		17,898	-50	-0.28%	
Income		-8,423	-8,423	-6,072	-8,379	-8,373	6		-8,373	50	-0.59%	
<b>Net Expenditure</b>		<b>9,332</b>	<b>9,525</b>	<b>7,791</b>	<b>9,316</b>	<b>9,525</b>	<b>209</b>	<b>0</b>	<b>9,525</b>	<b>0</b>	<b>0.00%</b>	
<b>Net Expenditure Directorate: CHE</b>		<b>9,332</b>	<b>9,525</b>	<b>7,791</b>	<b>9,316</b>	<b>9,525</b>	<b>209</b>	<b>0</b>	<b>9,525</b>	<b>0</b>	<b>0.00%</b>	
<b>COM Communities &amp; Localities</b>												
GEN General Fund Account												
Expenditure		135,299	134,774	85,848	135,843	133,810	-2,033		133,810	-964	-0.72%	
Income		-54,756	-56,067	-40,041	-55,856	-56,068	-212		-56,068	0	0.00%	
<b>Net Expenditure</b>		<b>80,543</b>	<b>78,707</b>	<b>45,901</b>	<b>79,987</b>	<b>77,742</b>	<b>-2,245</b>	<b>0</b>	<b>77,742</b>	<b>-964</b>	<b>-1.23%</b>	
<b>Net Expenditure Directorate: COM</b>		<b>80,543</b>	<b>78,707</b>	<b>45,901</b>	<b>79,987</b>	<b>77,742</b>	<b>-2,245</b>	<b>0</b>	<b>77,742</b>	<b>-964</b>	<b>-1.23%</b>	
<b>COP Corporate Cost and Central Items</b>												
GEN General Fund Account												
Balance Sheet		-50,308	-50,588	-863	-51,161	-50,588	573		-50,588	0	0.00%	
Capital Expenditure		4,551	4,800	2,379	0	4,800	4,800		4,800	0	0.00%	
Expenditure		12,095	13,193	16,231	6,763	13,193	6,430		13,193	0	0.00%	
Income		-2,450	-2,593	-1,840	0	-2,593	-2,593		-2,593	0	0.00%	
<b>Net Expenditure</b>		<b>-36,112</b>	<b>-35,188</b>	<b>15,907</b>	<b>-44,398</b>	<b>-35,188</b>	<b>9,210</b>	<b>0</b>	<b>-35,188</b>	<b>0</b>	<b>0.00%</b>	
<b>Net Expenditure Directorate: COP</b>		<b>-36,112</b>	<b>-35,188</b>	<b>15,907</b>	<b>-44,398</b>	<b>-35,188</b>	<b>9,210</b>	<b>0</b>	<b>-35,188</b>	<b>0</b>	<b>0.00%</b>	
<b>DEV Development &amp; Renewal</b>												
GEN General Fund Account												
Expenditure		72,298	78,957	56,197	26,344	80,736	54,392		80,736	1,779	2.25%	
Income		-56,319	-62,995	-40,806	-11,480	-64,808	-53,328		-64,808	-1,813	2.88%	
<b>Net Expenditure</b>		<b>15,979</b>	<b>15,962</b>	<b>15,391</b>	<b>14,864</b>	<b>15,928</b>	<b>1,064</b>	<b>0</b>	<b>15,928</b>	<b>-34</b>	<b>-0.21%</b>	
<b>Net Expenditure Directorate: DEV</b>		<b>15,979</b>	<b>15,962</b>	<b>15,391</b>	<b>14,864</b>	<b>15,928</b>	<b>1,064</b>	<b>0</b>	<b>15,928</b>	<b>-34</b>	<b>-0.21%</b>	
<b>CHI Childrens Services</b>												
GEN General Fund Account												
Expenditure		139,640	140,346	109,669	144,363	145,980	1,617	-2,383	143,597	3,251	2.32%	One off funding reserves.
Income		-49,448	-50,423	-30,199	-52,557	-52,474	83		-52,474	-2,051	4.07%	
<b>Net Expenditure</b>		<b>90,192</b>	<b>89,923</b>	<b>79,470</b>	<b>91,806</b>	<b>93,506</b>	<b>1,700</b>	<b>-2,383</b>	<b>91,123</b>	<b>1,200</b>	<b>1.33%</b>	
<b>Net Expenditure Directorate: ESW</b>		<b>90,192</b>	<b>89,923</b>	<b>79,470</b>	<b>91,806</b>	<b>93,506</b>	<b>1,700</b>	<b>-2,383</b>	<b>91,123</b>	<b>1,200</b>	<b>1.33%</b>	
<b>ADU Adult Care Sevices</b>												
GEN General Fund Account												
Expenditure		130,761	141,547	88,273	144,432	142,338	-2,094	-6,714	135,623	-5,923	-4.18%	One off funding reserves.
Income		-8,575	-16,557	-3,368	-9,808	-9,634	175		-9,634	6,923	-41.81%	
<b>Net Expenditure</b>		<b>122,186</b>	<b>124,991</b>	<b>84,906</b>	<b>134,624</b>	<b>132,704</b>	<b>-1,919</b>	<b>-6,714</b>	<b>125,989</b>	<b>1,000</b>	<b>0.80%</b>	
<b>Net Expenditure Directorate: COM</b>		<b>122,186</b>	<b>124,991</b>	<b>84,906</b>	<b>134,624</b>	<b>132,704</b>	<b>-1,919</b>	<b>-6,714</b>	<b>125,989</b>	<b>1,000</b>	<b>0.80%</b>	
<b>RES Resource Services</b>												
GEN General Fund Account												
Expenditure		296,891	292,864	240,087	298,048	295,472	-2,576		295,472	2,608	0.89%	
Income		-287,649	-285,423	-202,367	-289,160	-288,024	1,136		-288,024	-2,601	0.91%	
<b>Net Expenditure</b>		<b>9,242</b>	<b>7,441</b>	<b>37,720</b>	<b>8,888</b>	<b>7,448</b>	<b>-1,440</b>	<b>0</b>	<b>7,448</b>	<b>7</b>	<b>0.09%</b>	
<b>Net Expenditure Directorate: RES</b>		<b>9,242</b>	<b>7,441</b>	<b>37,720</b>	<b>8,888</b>	<b>7,448</b>	<b>-1,440</b>	<b>0</b>	<b>7,448</b>	<b>7</b>	<b>0.09%</b>	
<b>Net Expenditure Total</b>		<b>291,362</b>	<b>291,362</b>	<b>287,086</b>	<b>295,087</b>	<b>301,665</b>	<b>6,579</b>	<b>-9,097</b>	<b>292,567</b>	<b>1,208</b>	<b>0.41%</b>	

## Adult Care Services - Summary by Service Area - Period 9 (December 2015)

Variances with the service will be internally managed, by a combination of savings made elsewhere within the directorate and a drawdown from reserves at year end, Overspends are principally due to home care packages and home care budgets although there also approximately 2M overspend on Staffing.

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
<b>Service Area: ACS Commissioning &amp; Health</b>								
Expenditure	20,262	19,938	14,954	13,041	18,989	(949)	-4.8%	Majority of this variance is due reduced staffing costs, and lower than anticipated costs for the block subsidy on supporting people, though this is partially offset by overspends in the in contracts for Lunch Clubs and MSG within Strategic Commissioning services.
Income	(932)	(517)	(387)	(416)	(617)	(100)	19.3%	
<b>Net Expenditure</b>	<b>19,330</b>	<b>19,421</b>	<b>14,567</b>	<b>12,625</b>	<b>18,372</b>	<b>(1,049)</b>	<b>-5.4%</b>	
<b>Service Area: APH Public Health</b>								
Expenditure	29,503	32,269	24,202	16,017	34,310	2,041	6.3%	The overspend is due to shift of contract expenditure plans from 2014-15. The overspend will be covered by the dedicated public health reserve.
Income	0	(54)	(41)	(82)	(97)	(43)	79.6%	
<b>Net Expenditure</b>	<b>29,503</b>	<b>32,215</b>	<b>24,161</b>	<b>15,935</b>	<b>34,213</b>	<b>1,998</b>	<b>6.2%</b>	
<b>Service Area: ASC Adults Social Care</b>								
Expenditure	79,507	81,522	61,140	59,215	89,032	7,506	9.2%	Continuing pressures on ACS budgets for care packages and Home care budgets, account for approximately 4.7 million overspend, with a further 2m of overspend on staffing budgets. This is to be covered by savings elsewhere within the directorate and drawdown from reserves.
Income	(6,154)	(8,168)	(6,126)	(2,871)	(8,921)	(753)	9.2%	
<b>Net Expenditure</b>	<b>73,353</b>	<b>73,354</b>	<b>55,014</b>	<b>56,345</b>	<b>80,111</b>	<b>6,753</b>	<b>9.2%</b>	
<b>GF Directorate Summary</b>								
Expenditure	129,270	133,729	100,296	88,273	142,339	8,610	6.4%	
Income	(7,086)	(8,739)	(6,554)	(3,369)	(9,635)	(896)	10.3%	
Funded from Reserves						(6,714)		
<b>Net Expenditure</b>	<b>122,184</b>	<b>124,990</b>	<b>93,742</b>	<b>84,905</b>	<b>132,704</b>	<b>1,000</b>	<b>0.8%</b>	

## Law Probity and Governance - Summary by Service Area Period 9 (December 2015)

This directorate is projected to spend to budget for the current financial year, although there are variances within the separate votes lines, overall these will be contained with the overall net budget for LPG.

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
<b>Service Area: C11 Corporate Management</b>								
Expenditure	2,118	2,226	1,669	1,407	2,106	(120)	-5.4%	Projected underspend on staffing and non staffing budgets due to senior management vacancies for part of the year.
Income	0	0	0	0	0	0	0.0%	
<b>Net Expenditure</b>	<b>2,118</b>	<b>2,226</b>	<b>1,669</b>	<b>1,407</b>	<b>2,106</b>	<b>(120)</b>	<b>-5.4%</b>	
<b>Service Area: C13 Legal Services</b>								
Expenditure	5,096	5,396	4,046	4,966	5,501	105	1.9%	150K overspend on Mayoral and by elections partially mitigated by lower than anticipated court fees.
Income	(4,283)	(4,283)	(3,212)	(3,150)	(4,283)	0	0.0%	
<b>Net Expenditure</b>	<b>813</b>	<b>1,113</b>	<b>834</b>	<b>1,816</b>	<b>1,218</b>	<b>105</b>	<b>9.4%</b>	
<b>Service Area: C18 Communications</b>								
Expenditure	2,578	2,629	1,971	2,008	2,629	0	0.0%	There is a risk that the budgeted level of income (advertising fees) from EEL will not be achieved.
Income	(2,553)	(2,553)	(1,915)	(1,689)	(2,503)	50	-2.0%	
<b>Net Expenditure</b>	<b>25</b>	<b>76</b>	<b>56</b>	<b>319</b>	<b>126</b>	<b>50</b>	<b>65.8%</b>	
<b>Service Area: C19 Registrars &amp; Democratic Services</b>								
Expenditure	4,970	4,703	3,528	3,543	4,739	36	0.8%	
Income	(597)	(597)	(448)	(516)	(597)	0	0.0%	
<b>Net Expenditure</b>	<b>4,373</b>	<b>4,106</b>	<b>3,080</b>	<b>3,027</b>	<b>4,142</b>	<b>36</b>	<b>0.9%</b>	
<b>Service Area: C20 Business Support</b>								
Expenditure	848	848	636	599	848	0	0.0%	
Income	(833)	(833)	(625)	(555)	(833)	0	0.0%	
<b>Net Expenditure</b>	<b>15</b>	<b>15</b>	<b>11</b>	<b>44</b>	<b>15</b>	<b>0</b>	<b>0.0%</b>	
<b>Service Area: C54 Corporate Strategy &amp; Equalities</b>								
Expenditure	2,145	2,146	1,609	1,340	2,075	(71)	-3.3%	The service area carries some vacancies which are likely to result in an underspend at year end.
Income	(157)	(157)	(118)	(162)	(157)	0	0.0%	
<b>Net Expenditure</b>	<b>1,988</b>	<b>1,989</b>	<b>1,491</b>	<b>1,178</b>	<b>1,918</b>	<b>(71)</b>	<b>-3.6%</b>	
<b>Directorate Summary</b>								
Net Expenditure	17,755	17,948	13,459	13,863	17,898	(50)	-0.3%	
Net Income	(8,423)	(8,423)	(6,318)	(6,072)	(8,373)	50	-0.6%	
<b>Net Variance</b>	<b>9,332</b>	<b>9,525</b>	<b>7,141</b>	<b>7,791</b>	<b>9,525</b>	<b>0</b>	<b>0.0%</b>	

## Children's Services - Summary by Service Area - Period 9 (December 2015)

There is an overall pressure in this area of £1.2M after the application of 2.4M of reserves and one off funding.

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
<b>Service Area: GLA Learning &amp; Achievement</b>								
Expenditure	74,440	74,863	56,147	18,252	71,779	(3,084)	-4.1%	Underspend relates predominantly to revenue funding for 2 years olds, the possibility of this being converted to capital is being explored with DCLG. Other underspend relate to vacancies.
Income	(3,177)	(3,196)	(2,397)	(594)	(3,607)	(411)	12.9%	
<b>Net Expenditure</b>	<b>71,263</b>	<b>71,667</b>	<b>53,750</b>	<b>17,658</b>	<b>68,172</b>	<b>(3,495)</b>	<b>8.7%</b>	
<b>Service Area: GRE ESCW Resources</b>								
Expenditure	5,979	6,284	4,713	1,009	5,898	(386)	-6.1%	This code holds the DSG grant pending redistribution to schools. Grant income is forecasted at approx. £3m less than the budgeted figure.
Income	(331,830)	(331,983)	(248,987)	(42)	(328,095)	3,888	-1.2%	
<b>Net Expenditure</b>	<b>(325,851)</b>	<b>(325,699)</b>	<b>(244,274)</b>	<b>967</b>	<b>(322,197)</b>	<b>3,502</b>	<b>-1.1%</b>	
<b>Service Area: GSC Childrens Social Care</b>								
Expenditure	706	813	610	455	888	75	9.2%	
Income	(363)	(363)	(272)	0	(444)	(81)	22.3%	
<b>Net Expenditure</b>	<b>343</b>	<b>450</b>	<b>338</b>	<b>455</b>	<b>444</b>	<b>(6)</b>	<b>-1.3%</b>	
<b>Service Area: GSH Schools</b>								
Expenditure	291,670	291,411	218,558	219,156	291,411	0	0.0%	
Income	(37,427)	(37,829)	(28,372)	(35,637)	(37,829)	0	0.0%	
<b>Net Expenditure</b>	<b>254,243</b>	<b>253,582</b>	<b>190,186</b>	<b>183,519</b>	<b>253,582</b>	<b>0</b>	<b>0.0%</b>	
<b>Service Area: GDS ESCW Directors Services</b>								
Expenditure	408	408	307	174	391	(17)	-4.2%	
Income	0	0	0	0	0	0	0.0%	
<b>Net Expenditure</b>	<b>408</b>	<b>408</b>	<b>307</b>	<b>174</b>	<b>391</b>	<b>(17)</b>	<b>-4.2%</b>	
<b>Service Area: GLA Learning &amp; Achievement</b>								
Expenditure	27,667	28,158	21,120	18,471	28,606	448	1.6%	600K of anticipated savings in the SEN are unlikely to be achieved.
Income	(9,065)	(9,563)	(7,171)	(7,054)	(9,130)	433	-4.5%	Budgeted income levels have not been achieved in the Schools Improvement and the Careers Service areas..
<b>Net Expenditure</b>	<b>18,602</b>	<b>18,595</b>	<b>13,949</b>	<b>11,417</b>	<b>19,476</b>	<b>881</b>	<b>4.7%</b>	

Service Area: GRE ESCW Resources								
	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
Expenditure	46,671	46,521	34,891	39,480	48,164	1,643	3.5%	1.9m of reserves to be drawn down along with 0.5m in grants, these will be allocated at year end to relevant overspends.
Income	(35,485)	(35,662)	(26,746)	(21,145)	(37,435)	(1,773)	5.0%	
<b>Net Expenditure</b>	<b>11,186</b>	<b>10,859</b>	<b>8,145</b>	<b>18,335</b>	<b>10,729</b>	<b>(130)</b>	<b>-1.2%</b>	
Service Area: GSC Childrens Social Care								
Expenditure	48,694	49,073	36,804	35,328	52,618	3,545	7.2%	High agency cover staffing costs, and uncertainties around take up on the Looked after Children service and overspends where budget savings cannot be met from within service.
Income	(4,898)	(5,198)	(3,895)	(2,000)	(5,909)	(711)	13.7%	
<b>Net Expenditure</b>	<b>43,796</b>	<b>43,875</b>	<b>32,909</b>	<b>33,328</b>	<b>46,709</b>	<b>2,834</b>	<b>6.5%</b>	
Service Area: GSH Schools								
Expenditure	16,200	16,186	12,140	16,216	16,200	14	0.1%	
Income	0	0	0	0	0	0	0.0%	
<b>Net Expenditure</b>	<b>16,200</b>	<b>16,186</b>	<b>12,140</b>	<b>16,216</b>	<b>16,200</b>	<b>14</b>	<b>0.1%</b>	
GF Directorate Summary								
Expenditure	512,435	513,717	385,290	348,541	515,955	2,238	0.4%	
Income	(422,245)	(423,794)	(317,840)	(66,472)	(422,449)	1,345	-0.3%	
Funded from Reserves						(2,383)		
<b>Net Expenditure</b>	<b>90,190</b>	<b>89,923</b>	<b>67,450</b>	<b>282,069</b>	<b>93,506</b>	<b>1,200</b>	<b>1.3%</b>	

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## Communities & Localities - Summary by Service Area Period 9 (December 2015)

Overall this directorate is projected to be on budget at year end. Individual variances are due to recharge adjustments that are put through at year end, and timings of contract payments. These are closely monitored to ensure that any delays do not affect either the councils cash flow position or endanger the councils standing with its debtors or creditors.

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
<b>Service Area: CPR Public Realm (Parking Control)</b>								
Expenditure	8,042	7,709	5,062	4,801	7,709	0	0.0%	
Income	(8,042)	(7,709)	(12,057)	(13,433)	(7,709)	0	0.0%	
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>(6,995)</b>	<b>(8,632)</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	
<b>Service Area: CAL Cultural Services</b>								
Expenditure	24,331	23,625	15,974	15,757	23,625	(0)	0.0%	
Income	(8,194)	(8,692)	(5,709)	(5,751)	(8,692)	0	0.0%	
<b>Net Expenditure</b>	<b>16,137</b>	<b>14,933</b>	<b>10,265</b>	<b>10,006</b>	<b>14,933</b>	<b>(0)</b>	<b>0.0%</b>	
<b>Service Area: CMS CLC Management &amp; Support</b>								
Expenditure	3,286	3,327	2,495	2,400	3,327	0	0.0%	
Income	(3,286)	(3,461)	0	(88)	(3,462)	0	0.0%	
<b>Net Expenditure</b>	<b>0</b>	<b>(134)</b>	<b>2,495</b>	<b>2,312</b>	<b>(135)</b>	<b>0</b>	<b>0.0%</b>	
<b>Service Area: CPR Public Realm</b>								
Expenditure	63,977	64,043	42,538	42,270	64,043	0	0.0%	
Income	(19,995)	(20,133)	(11,346)	(11,757)	(20,133)	0	0.0%	
<b>Net Expenditure</b>	<b>43,982</b>	<b>43,910</b>	<b>31,192</b>	<b>30,513</b>	<b>43,910</b>	<b>0</b>	<b>0.0%</b>	
<b>Service Area: CSC Safer Communities</b>								
Expenditure	35,363	35,540	23,970	20,472	34,576	(964)	-2.7%	
Income	(15,239)	(16,072)	(9,412)	(9,009)	(16,072)	0	0.0%	
<b>Net Expenditure</b>	<b>20,124</b>	<b>19,468</b>	<b>14,558</b>	<b>11,463</b>	<b>18,504</b>	<b>(964)</b>	<b>-5.0%</b>	
<b>Service Area: CSI Service Integration</b>								
Expenditure	300	530	398	114	530	0	0.0%	
Income	0	0	0	(3)	0	0	0.0%	
<b>Net Expenditure</b>	<b>300</b>	<b>530</b>	<b>398</b>	<b>111</b>	<b>530</b>	<b>0</b>	<b>0.0%</b>	
<b>Directorate Summary</b>								
Expenditure	135,299	134,774	90,437	85,814	133,810	(964)	-0.7%	
Income	(54,756)	(56,067)	(38,524)	(40,041)	(56,068)	0	0.0%	
<b>Net Variance</b>	<b>80,543</b>	<b>78,707</b>	<b>51,913</b>	<b>45,773</b>	<b>77,742</b>	<b>(964)</b>	<b>-1.2%</b>	

## Corporate Cost and Central Items - Summary by Service Area Period 9 (December 2015)

This budget covers items such as depreciation and minimum revenue provision being processed at year-end. Variances arising from management of investment income are also shown here.

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
<b>Corporate Costs &amp; Central Items</b>								
Expenditure	16,646	17,993	11,119	19,010	17,993	0	0%	
Income	(2,450)	(2,593)	(1,945)	(1,840)	(2,593)	0	0%	
Central Items	(50,308)	(50,587)	(37,941)	0	(50,587)	0	0%	
<b>Net Expenditure</b>	<b>(36,112)</b>	<b>(35,187)</b>	<b>(28,767)</b>	<b>17,170</b>	<b>(35,187)</b>	<b>0</b>	<b>0%</b>	

## Development & Renewal - Summary by Service Area Period 9 (December 2015)

	Budget Original	Budget Current	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
<b>Service Area: JAM Corporate Property &amp; Capital Delivery</b>							
Expenditure	17,394	16,964	12,962	18,677	1,713	10.1%	Corporate landlord model included in structure, income represents reduced income in BATs Trading account offset by increased recharges in other areas.
Income	(16,521)	(15,623)	(9,565)	(17,125)	(1,502)	9.6%	
<b>Net Expenditure</b>	<b>873</b>	<b>1,341</b>	<b>3,397</b>	<b>1,552</b>	<b>211</b>	<b>15.7%</b>	
<b>Service Area: JEE Economic Development</b>							
Expenditure	3,501	4,378	2,804	4,217	(161)	-3.7%	Savings of £349k needs to be delivered through restructure– however proposed restructure is delayed, therefore potential risks of overspend if no mitigating options found. Finance is working with the service to address this. Budget also includes £510k re: Women into Health and Social Care Project [this is part of Overall £1.3m allocated for the overall programme] - there is slippage in project, which may result in underspend 15/16.
Income	(1,518)	(2,529)	(682)	(2,369)	160	-6.3%	
<b>Net Expenditure</b>	<b>1,983</b>	<b>1,849</b>	<b>2,122</b>	<b>1,848</b>	<b>(1)</b>	<b>-0.1%</b>	
<b>Service Area: JES Resources</b>							
Expenditure	7,075	7,079	7,810	7,757	678	9.6%	One off project related activities - funded via recharge to capital and external income
Income	(709)	(822)	(719)	(1,450)	(628)	76.4%	
<b>Net Expenditure</b>	<b>6,366</b>	<b>6,257</b>	<b>7,091</b>	<b>6,307</b>	<b>50</b>	<b>0.8%</b>	
<b>Service Area: JHO Housing Options</b>							
Expenditure	34,421	40,455	25,669	39,675	(780)	-1.9%	Increase in Supplies and Services and Third Party Payments due to significant increase in B&B and Nightly Lets (NL). 128% increase in NL and 53% increase in P&P
Income	(30,565)	(36,685)	(24,961)	(36,121)	564	-1.5%	
<b>Net Expenditure</b>	<b>3,856</b>	<b>3,770</b>	<b>708</b>	<b>3,554</b>	<b>(216)</b>	<b>-5.7%</b>	
<b>Service Area: JPB Planning &amp; Building Control</b>							
Expenditure	6,401	6,494	4,445	6,552	58	0.9%	Vacancies incorporated as part of saving process. Review of Infrastructure Planning Budget underway
Income	(4,728)	(4,952)	(4,355)	(5,083)	(130)	2.6%	
<b>Net Expenditure</b>	<b>1,673</b>	<b>1,542</b>	<b>90</b>	<b>1,469</b>	<b>(72)</b>	<b>-4.7%</b>	
<b>Service Area: JRS Regen Strategy and Sustainability</b>							
Expenditure	3,506	3,587	2,507	3,858	270	7.5%	Costs relate to an unbudgeted payment to HMRC, and costs from the Whitechapel project that will be recovered from the planning budget.
Income	(2,278)	(2,384)	(524)	(2,660)	(276)	11.6%	
<b>Net Expenditure</b>	<b>1,228</b>	<b>1,204</b>	<b>1,983</b>	<b>1,198</b>	<b>(6)</b>	<b>-0.5%</b>	

### Directorate Summary



Net Expenditure	72,298	78,957	56,197	80,737	1,779	2.3%	
Net Income	(56,319)	(62,995)	(40,806)	(64,808)	(1,813)	2.9%	
<b>Net Variance</b>	<b>15,979</b>	<b>15,963</b>	<b>15,391</b>	<b>15,929</b>	<b>(34)</b>	<b>-0.2%</b>	

## Resources - Summary by Service Area Period 9 (December 2015)

There are a number of small variances on this directorate, but these will be managed within the year and the projected variance will be immaterial at year end

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
<b>Service Area: R10 Director of Resources</b>								
Expenditure	715	715	536	464	696	(19)	-2.7%	
Income	(709)	(709)	(531)	(472)	(709)	0	0.0%	
<b>Net Expenditure</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>(8)</b>	<b>(13)</b>	<b>(19)</b>	<b>-2.7%</b>	
<b>Service Area: R11 Customer Access</b>								
Expenditure	4,458	4,366	3,274	2,856	4,142	(223)	-5.1%	Vacancies held within the service
Income	(2,119)	(2,119)	(1,589)	(724)	(1,896)	223	-10.5%	Corrected through recharges
<b>Net Expenditure</b>	<b>2,339</b>	<b>2,247</b>	<b>1,685</b>	<b>2,132</b>	<b>2,246</b>	<b>0</b>	<b>0.0%</b>	
<b>Service Area: R12 Corporate Finance</b>								
Expenditure	4,401	4,336	3,252	2,711	4,293	(43)	-1.0%	
Income	(4,126)	(4,126)	(3,095)	(2,849)	(4,111)	15	-0.4%	
<b>Net Expenditure</b>	<b>275</b>	<b>210</b>	<b>157</b>	<b>(138)</b>	<b>182</b>	<b>(28)</b>	<b>-13.3%</b>	
<b>Service Area: R13 Human Resources</b>								
Expenditure	8,435	7,575	5,681	5,899	8,059	484	6.4%	Potential slippage on delivery of savings in Operations and Consultancy areas, specifically around training and development. These activities will be recovered via recharging. Any short fall will be covered within the directorate.
Income	(8,740)	(7,878)	(5,908)	(5,714)	(8,378)	(500)	6.3%	
<b>Net Expenditure</b>	<b>(305)</b>	<b>(303)</b>	<b>(227)</b>	<b>185</b>	<b>(319)</b>	<b>(16)</b>	<b>5.3%</b>	
<b>Service Area: R14 ICT</b>								
Expenditure	11,437	11,389	8,542	8,536	12,858	1,469	12.9%	Potential underspend resulting from claw backs against contract performance
Income	(11,433)	(11,433)	(8,574)	(8,139)	(12,899)	(1,466)	12.8%	
<b>Net Expenditure</b>	<b>4</b>	<b>(44)</b>	<b>(32)</b>	<b>397</b>	<b>(41)</b>	<b>3</b>	<b>-6.8%</b>	
<b>Service Area: R15 Revenue Services</b>								
Expenditure	8,200	5,236	3,926	4,016	5,086	(150)	-2.9%	The service is carrying out additional activities for other directorates such as processing the crisis and support service payments. The additional costs will be funded through recharges
Income	(5,637)	(4,359)	(3,269)	(1,712)	(4,210)	149	-3.4%	agreed.
<b>Net Expenditure</b>	<b>2,563</b>	<b>877</b>	<b>657</b>	<b>2,304</b>	<b>876</b>	<b>(1)</b>	<b>-0.1%</b>	
<b>Service Area: R16 Procurement</b>								
Expenditure	730	730	547	669	897	167	22.9%	
Income	(747)	(747)	(560)	(498)	(847)	(100)	13.4%	
<b>Net Expenditure</b>	<b>(17)</b>	<b>(17)</b>	<b>(13)</b>	<b>171</b>	<b>50</b>	<b>67</b>	<b>-394.1%</b>	

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
<b>Service Area: R17 Risk Assessment</b>								
Expenditure	1,698	1,698	1,274	1,108	1,739	41	2.4%	
Income	(1,851)	(1,851)	(1,388)	(1,871)	(1,889)	(38)	2.1%	
<b>Net Expenditure</b>	<b>(153)</b>	<b>(153)</b>	<b>(114)</b>	<b>(763)</b>	<b>(150)</b>	<b>3</b>	<b>-2.0%</b>	
<b>Service Area: R19 Benefits</b>								
Expenditure	256,266	256,266	192,198	213,833	256,264	(2)	0.0%	
Income	(251,821)	(251,735)	(188,801)	(180,058)	(251,735)	0	0.0%	
<b>Net Expenditure</b>	<b>4,445</b>	<b>4,531</b>	<b>3,397</b>	<b>33,775</b>	<b>4,529</b>	<b>(2)</b>	<b>0.0%</b>	
<b>Service Area: R62 Transformation Projects</b>								
Expenditure	87	87	65	(363)	972	885	1017.2%	One off project related expenditure on the transformation programme
Income	0	0	0	(36)	(884)	(884)	0.0%	Funded through earmarked reserves to be drawn down at year end
<b>Net Expenditure</b>	<b>87</b>	<b>87</b>	<b>65</b>	<b>(399)</b>	<b>88</b>	<b>1</b>	<b>1.1%</b>	
<b>Service Area: R99 Rechargeable Works</b>								
Expenditure	466	466	349	358	466	0	0.0%	
Income	(466)	(466)	(349)	(294)	(466)	0	0.0%	
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>64</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	
<b>Directorate Summary</b>								
Net Expenditure	296,893	292,864	219,644	240,087	295,472	2,608	0.9%	
Net Income	(287,649)	(285,423)	(214,064)	(202,367)	(288,024)	(2,601)	0.9%	
<b>Net Variance</b>	<b>9,244</b>	<b>7,441</b>	<b>5,580</b>	<b>37,720</b>	<b>7,448</b>	<b>7</b>	<b>0.1%</b>	

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Corporate Monthly Budget Monitoring		Original Budget	Current Budget	Budget to Date	Hard Comms	Actuals	Current Forecast	Variance Current Forecast v. Current Budget	% Variance Current Forecast v. Current Budget	Explanation of any variance that is considered to be significant and all variances greater than £100k
December 2015	HRA	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>Service Area: HRA Housing Revenue Account</b>										
<b>INCOME</b>										
<b>DIRECTLY CONTROLLED INCOME BUDGETS</b>										
<b>Dwelling &amp; Non Dwelling Rents</b>										
	Income	-72,900	-72,900	-54,651	0	-52,874	-72,408	492	-0.67%	When setting this budget it was assumed that 200 Right to Buy sales would take place in 2014/15, and 150 in 2015/16. There were actually 255 sales in 2014/15, and the forecast assumes that there will be more than 150 sales this year. As at the end of December 2015, 197 sales had taken place. <b>RISK:</b> Depending on the number of sales that take place this year there may be further pressure on this budget.
	<b>Net Expenditure</b>	<b>-72,900</b>	<b>-72,900</b>	<b>-54,651</b>	<b>0</b>	<b>-52,874</b>	<b>-72,408</b>	<b>492</b>	<b>-0.7%</b>	
<b>Tenant &amp; Leaseholder Service Charges</b>										
	Income	-18,871	-18,871	-17,215	0	-16,934	-19,916	-1,045	5.54%	Leaseholder Service Charge income is forecast to be higher than budgeted as a result of additional income being received due to the projected number of right to buy sales.
	<b>Net Expenditure</b>	<b>-18,871</b>	<b>-18,871</b>	<b>-17,215</b>	<b>0</b>	<b>-16,934</b>	<b>-19,916</b>	<b>-1,045</b>	<b>5.5%</b>	
<b>INDIRECTLY CONTROLLED INCOME BUDGETS</b>										
<b>Investment Income Received</b>										
	Income	-225	-225	0	0	-8	-217	8	-3.56%	
	<b>Net Expenditure</b>	<b>-225</b>	<b>-225</b>	<b>0</b>	<b>0</b>	<b>-8</b>	<b>-217</b>	<b>8</b>	<b>-3.6%</b>	
<b>Contributions Towards Expenditure</b>										
	Income	-115	-115	0	0	0	-115	0	0.00%	
	<b>Net Expenditure</b>	<b>-115</b>	<b>-115</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-115</b>	<b>0</b>	<b>0.0%</b>	
<b>TOTAL INCOME</b>		<b>-92,111</b>	<b>-92,111</b>	<b>-71,866</b>	<b>0</b>	<b>-69,816</b>	<b>-92,656</b>	<b>-545</b>		

Corporate Monthly Budget Monitoring		Original Budget	Current Budget	Budget to Date	Hard Comms	Actuals	Current Forecast	Variance Current Forecast v. Current Budget	% Variance Current Forecast v. Current Budget	Explanation of any variance that is considered to be significant and all variances greater than £100k
December 2015	HRA	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>EXPENDITURE</b>										
<b>DIRECTLY CONTROLLED EXPENDITURE BUDGETS</b>										
<b>Repair &amp; Maintenance</b>										
	Expenditure	22,298	22,298	16,734	0	16,701	22,141	-157	-0.70%	
	<b>Net Expenditure</b>	<b>22,298</b>	<b>22,298</b>	<b>16,734</b>	<b>0</b>	<b>16,701</b>	<b>22,141</b>	<b>-157</b>	<b>-0.7%</b>	
Supervision & Management	Expenditure	23,623	23,623	21,296	0	18,748	24,297	674	2.85%	Tower Hamlets Homes collects water bill payments on behalf of Thames Water and receives an element of commission. It is currently forecast that more commission will be received than budgeted, although this is offset by projected lower than budgeted capital fee income due to slippage on the non Decent Homes housing capital programme, and a projected increase in pension costs compared to budget.
	<b>Net Expenditure</b>	<b>23,623</b>	<b>23,623</b>	<b>21,296</b>	<b>0</b>	<b>18,748</b>	<b>24,297</b>	<b>674</b>	<b>2.9%</b>	
Special Services, Rents, Rates & Taxes	Expenditure	15,690	15,690	10,103	0	7,126	14,763	-927	-5.91%	It is currently forecast that there will be an underspend on HRA buildings insurance. In addition a substantial underspend is forecast on the energy budget due to energy prices being lower than budgeted.
	<b>Net Expenditure</b>	<b>15,690</b>	<b>15,690</b>	<b>10,103</b>	<b>0</b>	<b>7,126</b>	<b>14,763</b>	<b>-927</b>	<b>-5.9%</b>	
<b>INDIRECTLY CONTROLLED EXPENDITURE BUDGETS</b>										
<b>Provision for Bad Debts</b>										
	Expenditure	1,400	1,400	0	0	0	1,400	0	0.00%	This budget was increased in order to mitigate against the risk that bad debt would increase due to welfare reform, but due to delays in implementing some of the reforms it is currently anticipated that the full level of provision will not be needed in 2015/16. However, the final position will not be known until the end of the year when the bad debt provision is calculated.
	<b>Net Expenditure</b>	<b>1,400</b>	<b>1,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,400</b>	<b>0</b>	<b>0.0%</b>	
<b>Capital Financing Charges</b>										
	Expenditure	29,100	29,100	0	0	0	29,100	0	0.00%	This budget assumes a Revenue Contribution to Capital (RCCO) of just under £10m; if this budget is not all needed to fund the HRA capital programme in 2015/16 then the resulting underspend will carry forward in HRA balances and be earmarked to be used to fund capital in future years.
	<b>Net Expenditure</b>	<b>29,100</b>	<b>29,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29,100</b>	<b>0</b>	<b>0.0%</b>	
<b>TOTAL EXPENDITURE</b>		<b>92,111</b>	<b>92,111</b>	<b>48,133</b>	<b>0</b>	<b>42,575</b>	<b>91,701</b>	<b>-410</b>	<b>-0.4%</b>	
Contribution from Reserves		0	0	0	0	0	0	0	0.00%	
<b>TOTAL HRA</b>		<b>0</b>	<b>0</b>	<b>-23,733</b>	<b>0</b>	<b>-27,241</b>	<b>-955</b>	<b>-955</b>		

## Appendix 4 - Capital Monitoring Q3

	All Years		In Year - 15/16					Future Years (FY)		Future Years	All Years	
	Total Approved Budget	Spend prior to 2015/16	Revised Budget 15/16	Spend as at Q3	Projected Spend	Projected Variance	Spend (%)	16/17	17/18 Onwards	Total Future Budget	Projected Spend	Variance
	£m	£m	£m	£m	£m	£m	%	£m	£m	£m	£m	£m
Adults' Care Services	1.274	0.874	0.400	0.013	0.366	-0.034	3%	0.000	0.000	0.000	1.274	0.000
Children's Services	117.276	63.776	15.980	4.845	12.081	-3.899	30%	29.519	8.000	37.519	117.276	0.000
Communities, Localities and Culture	66.074	41.557	10.028	3.644	9.872	-0.156	36%	12.051	2.876	14.927	66.073	0.000
Development & Renewal	30.350	18.744	4.796	2.488	3.514	-1.282	52%	6.809	0.000	6.809	30.350	0.000
Building Schools for the Future	332.146	331.131	1.014	-0.197	1.014	0.000	-19%	0.000	0.000	0.000	332.146	0.000
HRA	416.718	194.208	83.731	34.588	73.468	-10.263	41%	115.914	22.864	138.778	416.719	0.000
Corporate	12.846	9.496	0.350	0.011	0.350	0.000	3%	3.000	0.000	3.000	12.846	0.000
<b>Grand Total</b>	<b>976.684</b>	<b>659.786</b>	<b>116.299</b>	<b>45.392</b>	<b>100.665</b>	<b>-15.634</b>	<b>39%</b>	<b>167.293</b>	<b>33.740</b>	<b>201.033</b>	<b>976.684</b>	<b>0.000</b>

**Appendix 4 - Quarter 3 Capital Monitoring 2015-16**

All Years		In Year - 15/16						Future Years (FY) Budget		FY Total	All Years			
Approved Budget	Spend prior to 2015/16	Revised Budget 15/16	Spend to Q3	Projected Spend	Projected Variance	2015/16 Spend (%)	REASONS FOR CURRENT YEAR VARIANCES	16/17 Budget	17/18 Onwards Budget	Budget	Projected Spend	Variance	Variance %	
A	B	C	D	E	E-C	D/C		F	G	H = F+G	I	I-A		
£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%	
<b>Adults' Care Services</b>														
Mental health services	0.167	0.106	0.061	0.013	0.027	- 0.034	21%	Rescoping of works. Revised budget estimate for Ronald St project is now £16.2k	-	-	-	0.167	-	0%
E-Marketplace purchase and delivery	0.059	0.059	0.000	-	-	- 0.000	0%		-	-	-	0.059	-	0%
Tele Care/Telehealth Equipment	0.400	0.205	0.195	-	0.195	- 0.000	0%	Main spend to be incurred in Quarter 4	-	-	-	0.400	-	0%
Development of Learning Disability Hubs	0.508	0.504	0.004	-	0.004	0.000	0%	Budget represents Final Account payment on contract which is not due until Quarter 4	-	-	-	0.508	-	0%
Occupational Therapy Suite	0.140	-	0.140	0.000	0.140	-	0%	Works on site - spend in Q4	-	-	-	0.140	-	0%
<b>ADULTS' TOTAL</b>	<b>1.274</b>	<b>0.874</b>	<b>0.400</b>	<b>0.013</b>	<b>0.366</b>	<b>- 0.034</b>	<b>3%</b>		-	-	-	<b>1.274</b>	-	<b>0%</b>
<b>Children's Services</b>														
Condition & Improvement	5.702	2.781	2.205	0.736	1.855	- 0.350	33%	Slippage on programming of works - need to use school holidays. M&E (mechanical and electrical) contractor behind on invoicing of completed works.	0.715	-	0.715	5.702	-	0%
Bishop Challoner - Community Facilities	0.600	-	0.025	-	0.025	-	0%	Project reviewed, feasibility underway. Spend anticipated to be incurred in final quarter as per budget.	0.575	-	0.575	0.600	-	0%
Universal Free School Meals - Kitchen Upgrade	0.326	0.316	0.010	0.000	-	- 0.010	1%	Works mainly complete - small remaining budget to be reviewed.	-	-	-	0.326	-	0%
Basic Need/Expansion	101.775	55.806	11.819	3.694	9.249	- 2.570	31%	Slippage due to timescale for resolving contractual issues but schemes are now on site with spend expected in quarter 4 and in 2016/17 for the following expansion projects - St Paul's Way Trust School, Olga Primary, Bow school and Stepney Green 6th Form.	26.149	8.000	34.149	101.775	-	0%
Primary Capital Programme	4.914	4.704	0.210	0.112	0.210	-	53%	Final account payments on settlement	-	-	-	4.914	-	0%
Revenue-funded Schemes	0.010	-	0.010	0.006	0.006	- 0.004	58%	Final account settlement under projected allowance	-	-	-	0.010	-	0%
Provision for 2 Year Olds	3.950	0.169	1.701	0.297	0.736	- 0.965	17%	Slippage on programme due to timescale for resolving lease agreements and procurement/portal issues on the following schemes: Whitehorse Road 1 o'clock club, Bethnal Green Gardens new nursery, Limehouse child care provision and Lincoln Hall playgroup.	2.080	-	2.080	3.950	-	0%
<b>CHILDREN'S TOTAL</b>	<b>117.276</b>	<b>63.776</b>	<b>15.980</b>	<b>4.845</b>	<b>12.081</b>	<b>- 3.899</b>	<b>30%</b>		<b>29.519</b>	<b>8.000</b>	<b>37.519</b>	<b>117.276</b>	-	<b>0%</b>




All Years		In Year - 15/16						Future Years (FY) Budget		FY Total	All Years			
Approved Budget	Spend prior to 2015/16	Revised Budget 15/16	Spend to Q3	Projected Spend	Projected Variance	2015/16 Spend (%)	REASONS FOR CURRENT YEAR VARIANCES	16/17 Budget	17/18 Onwards Budget	Budget	Projected Spend	Variance	Variance %	
A	B	C	D	E	E-C	D/C		F	G	H = F+G	I	I-A		
£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	£m	%
<b>Communities, Localities &amp; Culture (CLC)</b>														
<b>Transport</b>														
Transport for London (TfL) schemes including safety, cycling and walking	21.890	13.026	3.329	1.620	3.393	0.064	49%	The programme has been reviewed and re-prioritised. Changes have been made to the forecast of expenditure, moving costs into future years, as necessary and where funding conditions allow. There are two schemes that have current year overspends; Wentworth Street Market (510021) is forecasting an overspent but after consultation with the fund providers, additional funding has been identified and transfers will be arranged. Cycle Superhighways Work (510052) was re-programmed into 2016/17 but after review it was agreed to re-prioritise this work and presently has a £51k overspend. Funding will be reprofiled .	3.824	2.150	5.974	21.890	-	0%
Public Realm improvements	3.602	1.411	2.190	0.895	2.191	-	41%	The street lighting project with a current year budget of £1.6m is the main constituent of this group. This project has commenced. Currently the spend stands at £1.069m and the Project Manager anticipates full spend on this project. £490k of the balance of this budget figure is the 2015/16 allocation for the Depot Strategy project. The scope of works is still to be finalised and funding moved on into future years, if appropriate. At the moment the budget is all still in 2015/16. The remaining £101k of budget in this programme is a new scheme for the painting of Garnett Street Bridge and is shown as expecting full spend this year, however the invitations to tender have yet to be issued and there are on-going issues with the contract terms and conditions therefore it could slip.	-	-	-	3.602	-	0%
Bartlett Park Masterplan - Highways	0.398	0.307	0.091	0.109	0.269	0.178	120%	Although previously reported as complete, a zebra crossing has still to go in. The Project Manager will chase up. The funding (£25k) for this work has been identified from another TfL scheme that is underspent and will be transferred across. (RCDA to be written). The work programme is being reviewed. Currently out to tender, re-profiled spend for Q4 and future years. A separate Project Number (510062) has been allocated for the work in the Park.	-	-	-	0.398	-	0%
Highway improvement programme	3.084	3.084	-	-	-	-	N/A		-	-	-	3.084	-	0%
Developers Contribution	10.856	3.200	1.579	0.388	1.094	- 0.485	25%	Section 106 schemes have been reviewed and reprofiled into future years.	5.350	0.726	6.076	10.856	-	0%
OPTEMS (Olympic Park Transport and Environmental Management Scheme)	0.954	0.766	0.019	0.037	0.086	0.067	193%	The programme is being reviewed with OPTEMS and resources and we are awaiting approval for funding to be re-prioritised from other schemes.	0.169	-	0.169	0.954	-	0%
<b>Transport Total</b>	<b>40.783</b>	<b>21.794</b>	<b>7.208</b>	<b>3.049</b>	<b>7.033</b>	<b>- 0.176</b>	<b>42%</b>		<b>9.343</b>	<b>2.876</b>	<b>12.219</b>	<b>40.783</b>	<b>-</b>	<b>0%</b>

	All Years		In Year - 15/16					Future Years (FY) Budget		FY Total	All Years			
	Approved Budget	Spend prior to 2015/16	Revised Budget 15/16	Spend to Q3	Projected Spend	Projected Variance	2015/16 Spend (%)	REASONS FOR CURRENT YEAR VARIANCES	16/17 Budget	17/18 Onwards Budget	Budget	Projected Spend	Variance	Variance %
	A	B	C	D	E	E-C	D/C		F	G	H = F+G	I	I-A	
	£m	£m	£m	£m	£m	£m	%	£m	£m	£m	£m	£m	£m	%
<b>Parks</b>														
Millwall Park/Island Gardens	0.206	0.203	-	-	-	-	N/A		0.003	-	0.003	0.206	-	0%
Poplar Park	0.201	0.165	0.036	-	0.036	0.000	0%		-	-	-	0.201	-	0%
Schoolhouse Lane Multi Use Ball Games Area	0.100	0.093	-	-	-	-	N/A		0.007	-	0.007	0.100	-	0%
Victoria Park Masterplan	10.071	10.071	-	-	-	-	N/A		-	-	-	10.071	-	0%
Victoria Park sports hub	1.752	0.368	1.315	0.340	1.315	0.000	26%	Profile to spend in quarters 3 and 4	0.069	-	0.069	1.752	-	0%
Victoria Park - Changing Block Extension & Upgrade	0.354	0.354	-	-	-	-	N/A		-	-	-	0.354	-	0%
Pennyfields	0.045	0.045	-	-	-	-	N/A		-	-	-	0.045	-	0%
Christ Church Gardens	0.575	-	0.100	0.010	0.100	-	10%	Pending legal resolution	0.475	-	0.475	0.575	-	0%
Mile End Hedge	0.165	0.113	0.052	0.022	0.052	0.000	42%		-	-	-	0.165	-	0%
Trees - Boroughwide	0.021	0.021	-	-0.002	-	-	N/A		-	-	-	0.021	-	0%
Conversion of Lawn area to York stone paving	0.055	0.036	0.019	0.016	0.019	-0.000	83%		-	-	-	0.055	-	0%
Cemetery Lodge	0.175	0.002	0.069	0.044	0.069	-0.000	64%		0.104	-	0.104	0.175	-	0%
Albert Gardens	0.025	0.011	0.015	-0.005	0.015	0.000	-32%	Awaiting final invoices.	-	-	-	0.025	-	0%
King Edward Memorial Park	0.250	-	-	-	-	-	N/A		0.250	-	0.250	0.250	-	0%
Victoria Park Lodges	0.148	-	-	-	-	-	N/A		0.148	-	0.148	0.148	-	0%
The Oval Space	0.071	-	-	-	-	-	N/A		0.071	-	0.071	0.071	-	0%
<b>Parks Total</b>	<b>14.213</b>	<b>11.480</b>	<b>1.606</b>	<b>0.424</b>	<b>1.606</b>	<b>0.001</b>	<b>26%</b>		<b>1.127</b>	<b>-</b>	<b>1.127</b>	<b>14.213</b>	<b>-</b>	<b>0%</b>
<b>Culture and major projects</b>														
Tennis courts	0.271	0.137	0.134	0.057	0.134	-	43%	Works proceeding in accordance with project plan.	-	-	-	0.271	-	0%
Mile End Stadium Track resurfacing and Astro Turf	0.376	0.245	0.004	-	0.004	-	0%	Project reprogrammed to commence in quarter 4.	0.127	-	0.127	0.376	-	0%
Public Art Projects	0.250	0.011	0.219	-	0.219	-	0%	Project scope of works under review. Project expenditure will be re-profiled as a result of the outcome.	0.020	-	0.020	0.250	-	0%
Mile End Park Capital	0.212	0.212	-	-0.000	-	-	N/A		-	-	-	0.212	-	0%
Bancroft Library Phase 2b	0.645	0.493	0.153	0.009	0.153	0.000	6%	Still awaiting receipt of S106 funding.	-	-	-	0.645	-	0%
Watney Market Ideas Store	4.401	4.348	0.053	0.054	0.053	-0.000	102%	Final payment made.	-	-	-	4.401	-	0%
St Georges Pool	0.030	0.030	-	-	-	-	N/A	Balance of funding transferred to John Orwell project.	-	-	-	0.030	-	0%
Brick Lane Mural	0.045	-	0.045	-	0.045	-	0%	Subject to PCOP (Planning Contributions Overview Panel) approval.	-	-	-	0.045	-	0%
Banglatown Art Trail & Arches	2.021	1.500	-	-0.019	0.019	0.019	0%	Budget to be re-profiled.	0.521	-	0.521	2.021	-	0%
Stepney Green Astro Turf	0.451	0.431	0.020	0.017	0.020	-0.000	86%	Profile to spend in quarters 3 and 4	-	-	-	0.451	-	0%
John Orwell Sports Centre	0.380	0.096	0.284	0.053	0.284	0.000	19%	Budget increased and contract now let. Profile to spend in quarters 3 and 4	-	-	-	0.380	-	0%
<b>Culture and Major projects total</b>	<b>9.082</b>	<b>7.502</b>	<b>0.912</b>	<b>0.171</b>	<b>0.931</b>	<b>0.019</b>	<b>19%</b>		<b>0.668</b>	<b>-</b>	<b>0.668</b>	<b>9.082</b>	<b>-</b>	<b>0%</b>
<b>Other</b>														
CCTV Improvement and Enhancement	0.601	0.440	0.060	-	0.060	0.000	0%	Pending project sign off.	0.101	-	0.101	0.601	-	0%
Generators at Mulberry Place	0.241	0.241	-	-	-0.000	-	N/A	Works complete. Invoice to be paid.	-	-	-	0.241	-	0%
ICT Solution - Handheld Devices	0.550	-	-	-	-	-	N/A	Awaiting project plan, resource plan and detailed timetable from Agilisys.	0.550	-	0.550	0.550	-	0%
Contaminated land survey and works	0.603	0.099	0.242	0.000	0.242	-	0%	Survey work projected to spend by year end.	0.262	-	0.262	0.603	-	0%
<b>Other Total</b>	<b>1.995</b>	<b>0.781</b>	<b>0.302</b>	<b>0.000</b>	<b>0.302</b>	<b>0.000</b>	<b>0%</b>		<b>0.913</b>	<b>-</b>	<b>0.913</b>	<b>1.995</b>	<b>-</b>	<b>0%</b>
<b>CLC TOTAL</b>	<b>66.074</b>	<b>41.557</b>	<b>10.028</b>	<b>3.644</b>	<b>9.872</b>	<b>-0.156</b>	<b>36%</b>		<b>12.051</b>	<b>2.876</b>	<b>14.927</b>	<b>66.073</b>	<b>-</b>	<b>0%</b>

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A	B	C	D	E	E-C	D/C		F	G	H = F+G	I	I-A		
£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%	
<b>Development &amp; Renewal (D&amp;R)</b>														
Millennium Quarter	0.061	0.061	-	-	-	-	N/A	-	-	-	0.061	-	0%	
Bishops Square	0.264	0.200	0.064	-	-	-0.064	0%	-	-	-	0.264	-	0%	
Regional Housing Pot	7.080	6.399	0.010	0.010	0.010	-	100%	0.671	-	0.671	7.080	-	0%	
High Street 2012	8.825	7.308	1.516	1.370	1.460	-0.056	90%	-	-	-	8.825	-	0%	
Disabled Facilities Grant	4.742	3.045	0.967	0.772	0.967	-	80%	0.730	-	0.730	4.742	-	0%	
Private Sector Improvement Grant	1.866	0.609	1.257	0.064	0.220	-1.037	5%	Resources are ring-fenced and any underspends will be carried forward into 2016/17 to fund ongoing commitments.	-	-	-	1.866	-	0%
Facilities Management (DDA works - Disability Discrimination Act)	0.074	0.022	0.052	-	-	-0.052	0%	-	-	-	0.074	-	0%	
Community Buildings Support Fund	2.001	0.499	0.023	0.028	0.028	0.005	120%	This project is currently under review, and it is not forecast that there will be any further spend in 2015/16.	1.479	-	1.479	2.001	-	0%
Community Facilities	0.650	0.580	0.070	0.020	0.070	-	28%	-	-	-	0.650	-	0%	
S106 Schemes	4.787	0.021	0.837	0.225	0.760	-0.078	27%	3.929	-	3.929	4.787	-	0%	
<b>D&amp;R TOTAL</b>	<b>30.350</b>	<b>18.744</b>	<b>4.796</b>	<b>2.488</b>	<b>3.514</b>	<b>-1.282</b>	<b>52%</b>	<b>6.809</b>	<b>-</b>	<b>6.809</b>	<b>30.350</b>	<b>-</b>	<b>0%</b>	
<b>Buildings Schools for the Future (BSF)</b>														
BSF Design and Build Schemes	311.381	310.123	1.257	-0.268	1.257	-	-21%	-	-	-	311.381	-	0%	
ICT Infrastructure schemes	18.615	19.082	-0.468	0.071	-0.468	-	-15%	-	-	-	18.615	-	0%	
Wave 5 BSF	2.150	1.926	0.224	-	0.224	-	0%	-	-	-	2.150	-	0%	
<b>BSF Total</b>	<b>332.146</b>	<b>331.131</b>	<b>1.014</b>	<b>-0.197</b>	<b>1.014</b>	<b>-</b>	<b>-19%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>332.146</b>	<b>-</b>	<b>0%</b>	
<b>Housing Revenue Account (HRA)</b>														
Decent Homes Backlog	184.987	122.974	52.013	26.098	46.126	-5.886	50%	The residual Decent Homes programme is being managed by Tower Hamlets Homes. In 2015/16 the GLA grant-funded element totals £13.270 million and this will be fully utilised. The scheme is being managed in accordance with the terms of the GLA grant agreement which has placed a cap on the level of leaseholder recharges. The consequential effect of the enhanced leaseholder consultation that has been undertaken has led to the programme for the financial year being backloaded, and it is therefore likely that some residual costs will be incurred in 2016-17, when the Decent Homes Backlog Programme will finish.	10.000	-	10.000	184.987	-	0%
Housing Capital Programme	49.297	28.503	6.793	0.499	4.500	-2.294	7%	In light of the summer budget announcements and the need to maximise the use of one for one receipts, and an ongoing assessment of the needs arising from the initial findings of the recently completed stock condition survey, uncommitted elements of the HRA capital programme are being reviewed.	14.000	-	14.000	49.297	-	0%
Ocean Estate Regeneration	27.870	27.013	0.050	-1.076	-0.530	-0.580	-2152%	The Ocean retail project is subject to an imminent member decision, which will shape the timeline for procurement of a contractor. The forecast assumes that a contractor will be appointed in mid to late February.	0.806	-	0.806	27.870	-	0%

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A	B	C	D	E	E-C	D/C		F	G	H = F+G	I	I-A		
£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%	
Blackwall Reach	14.419	10.615	3.805	1.722	3.805	-	45%	An increase in property values as a result of the buoyant property market has placed significant pressure on the costs of this scheme. Projected costs are being reviewed as part of the 2016-17 budgetary process, together with an assessment of the likely additional resources that the Council will generate from 'overage' receipts on the scheme.	-	-	-	14.419	-	0%
Fuel Poverty and Insulation Works on HRA Properties	4.307	1.025	3.282	1.285	3.282	-	39%		-	-	-	4.307	-	0%
New Affordable Housing at Bradwell St Garages	3.058	1.968	1.090	0.824	1.090	-	76%		-	-	-	3.058	-	0%
New Affordable Housing -Ashington Estate East	13.920	0.392	0.065	0.142	0.142	0.077	218%	Following consideration of the 'Housing Resources and Capital Delivery' report at Cabinet on October 6th, the Ashington East new build project is currently being reviewed and no significant further expenditure in 2015/16 is forecast.	13.463	-	13.463	13.920	-	0%
New Affordable Housing -Extensions	3.610	0.309	3.301	0.607	3.030	- 0.271	18%	It is forecast that a total of 30 extensions will have been carried out by the GLA grant deadline of the end of March 2016 compared to the 34 originally programmed.	-	-	-	3.610	-	0%
New Affordable Housing -Watts Grove	27.198	0.591	12.385	4.287	11.500	- 0.885	35%	This new build scheme is being managed in accordance with the GLA grant deadlines and is scheduled to complete by the end of 2016/17.	13.592	0.630	14.222	27.198	-	0%
New housing supply - Local Growth Fund	11.289	0.016	-	0.040	0.070	0.070	N/A	At its meeting on October 6th 2015, the Mayor in Cabinet agreed to return the additional HRA borrowing capacity awarded for the new build schemes at Jubilee St & Baroness Rd. and to use one for one receipts as a funding source. The schemes are being revised and no significant further expenditure in 2015/16 is forecast.	11.273	-	11.273	11.289	-	0%
New housing supply - retained 1-4-1 RTB receipts	20.914	0.028	-	0.001	0.001	0.001	N/A		13.886	7.000	20.886	20.914	-	0%
New housing supply - Housing Covenant	26.868	0.020	-	0.071	0.101	0.101	N/A	At its meeting on October 6th 2015, the Mayor in Cabinet agreed to return the GLA grant awarded for the new build schemes at Hereford St & Locksley Estate, and to use one for one receipts as a funding source. The schemes are being revised and no significant further expenditure in 2015/16 is forecast.	25.254	1.594	26.848	26.868	-	0%
HRA indicative schemes - Buybacks	27.280	-	-	-	-	-	N/A		13.640	13.640	27.280	27.280	-	0%
Short Life Properties	1.700	0.753	0.947	0.088	0.351	- 0.596	9%	It is likely that work on two of the 12 short-life properties will not begin during this financial year and that expenditure will be incurred in 2016/17 rather than 2015/16.	-	-	-	1.700	-	0%
<b>HRA Total</b>	<b>416.718</b>	<b>194.208</b>	<b>83.731</b>	<b>34.588</b>	<b>73.468</b>	<b>- 10.263</b>	<b>41%</b>		<b>115.914</b>	<b>22.864</b>	<b>138.778</b>	<b>416.718</b>	<b>-</b>	<b>0%</b>
<b>Corporate</b>														
Whitechapel Civic Centre	12.846	9.496	0.350	0.011	0.350	-	3%	Following the acquisition of the former Royal London Hospital site in January 2015, on 3rd November the Mayor in Cabinet agreed that a revised capital estimate of £3.35 million be adopted to progress the redevelopment proposals to RIBA Stage 3. At this stage it has been assumed that £0.350m will be spent this year.	3.000	-	3.000	12.846	-	0%
<b>Corporate Total</b>	<b>12.846</b>	<b>9.496</b>	<b>0.350</b>	<b>0.011</b>	<b>0.350</b>	<b>-</b>	<b>3%</b>		<b>3.000</b>	<b>-</b>	<b>3.000</b>	<b>12.846</b>	<b>-</b>	<b>0%</b>
<b>Total</b>	<b>976.684</b>	<b>659.786</b>	<b>116.299</b>	<b>45.393</b>	<b>100.665</b>	<b>- 15.634</b>	<b>39%</b>		<b>167.293</b>	<b>33.740</b>	<b>201.033</b>	<b>976.683</b>	<b>-</b>	<b>0.0%</b>

Non-Executive Report of the:  <b>Overview and Scrutiny Committee</b>  4 <sup>th</sup> April 2016	
<b>Report of:</b> Zena Cooke, Corporate Director of Resources	<b>Classification:</b> Unrestricted
<b>Establishment of an Overview and Scrutiny Grants Sub-Committee</b>	

<b>Originating Officer(s)</b>	Steve Hill, Head of Benefits
<b>Wards affected</b>	All

### Summary

Following a Best Value Inspection undertaken by Price Waterhouse Coopers during 2014, the Secretary of State for Communities and Local Government issued the Council with Directions on 17<sup>th</sup> December 2014. The Directions focused on particular areas which had been the subject of the Best Value inspection and which included grants.

As part of the Directions, a Grants Action Plan was developed and agreed. As part of that Plan, a recommendation was to review arrangements post Commissioners for future executive decision-making and the action arising was to establish a cross party working group to develop proposals for future arrangements. A proposal was put to the Commissioners at their Decision Making Meeting on 1<sup>st</sup> March 2016 that a Sub-Committee of the Overview and Scrutiny Committee should act as the “cross-party forum” to be established to review Officer recommendations prior to their consideration at a Commissioners’ Decision Making Meeting and this proposal was agreed. The Commissioners agreed to receive a further report setting out the details of the Committee arrangements.

### Recommendations:

The Overview and Scrutiny Committee is recommended to:

1. Agree to add to the Overview and Scrutiny work programme, the review of Officer recommendations regarding grants and award of grants prior to their consideration at a Commissioners’ Decision Making Meeting;
2. Agree to the establishment of an Overview and Scrutiny Grants Sub-Committee which will act as a scrutiny panel to undertake the reviews in recommendation 1 above;
3. Consider and agree the terms of reference; forward plan; composition; chairing arrangements; and training programme for such Sub-Committee; and
4. Agree that a report be presented to Overview and Scrutiny Committee in 3 months to review the work of the Overview and Scrutiny Grants Sub-Committee and whether changes need to be made to its Terms of Reference

or composition.

## **1. REASONS FOR THE DECISIONS**

- 1.1 It is recognised that the third sector is an important part of the fabric of life in Tower Hamlets and plays a unique and crucial role in the delivery of services to residents of the borough. The broad range of voluntary and community sector organisations in the borough also contribute towards building social capital and fostering community cohesion.
- 1.2 The impact of the Directions on the Council has inevitably resulted in a number of significant changes to the way the Council makes decisions in relation to Grant Making, which has had consequences for the third sector. This has also created the need to ensure Members of the Council have the ability to have timely, transparent and informed input to the grant making process.
- 1.3 Member input is vital at the development and delivery stage i.e. ensuring that the overall objectives of the grant scheme are being met, that a fair geographical distribution of funding is being proposed and that the full range of community needs are being met. Further at the scrutiny stage, the Council's Overview and Scrutiny Committee contributes to the Council's approach to continuous improvement. The recommendations set out in this report will enable the Mayor, the Executive Members and Commissioners to have a mechanism for transferring grant decisions back to the Council post March 2017.

## **2. ALTERNATIVE OPTIONS**

- 2.1 The council is required to comply with Secretary of State Directions and to deliver the actions set out in the Best Value Action Plan. These proposals extend transparency and propriety of decision-making, an integral part of the best value action plan. No alternatives are therefore proposed.

## **3. DETAILS OF REPORT**

### **3.1 Commissioners Background**

- 3.2 The Council is a best value authority within the meaning of Part 1 of the Local Government Act 1999. As a best value authority, the Council has an obligation 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).
- 3.3 Where the Secretary of State is satisfied that an authority is not meeting its best value duty, the Secretary of State may: (1) direct the authority to take action to bring itself into compliance with that duty; (2) direct that specified

functions be carried out by the Secretary of State or a nominee and that the authority follow the Secretary of State's instructions and provide such assistance as may be required (Local Government Act 1999).

- 3.4 In accordance with this power the Secretary of State gave directions to the Council on 17<sup>th</sup> December 2014, 29<sup>th</sup> April 2015 and 6<sup>th</sup> May 2015. By letter dated 23<sup>rd</sup> October 2015 from the Secretary of State confirmed that the Directions of 6<sup>th</sup> May 2015 lapsed on 31<sup>st</sup> October 2015. The directions are enforceable by the Secretary of State, who may seek an order in the High Court requiring the Council to remedy any breach. In the circumstances, it is appropriate for the Council to take steps to comply with the directions and to monitor its compliance with the directions.
- 3.5 The Directions issued to the London Borough of Tower Hamlets on 17<sup>th</sup> December 2014 required: 'Within 3 months from the date of these Directions i.e. 17<sup>th</sup> March 2015 to draw up and agree with the Commissioners a strategy and action plan for securing the Authority's compliance with its best value duty (to include as appropriate complying with the specific directions set out below and putting in place robust and transparent arrangements for grant decisions)'.
- 3.6 The Best Value Strategy and Action Plan was agreed by Cabinet on 4<sup>th</sup> March 2015, the requirement for the cross party forum was originally set out in December 2014
- 3.7 The council has implemented a number of actions set out in the Best Value Action Plan, with the actions either fully implemented or on track to be delivered as planned. The Best Value Action Plan on Grants contains a recommendation to review arrangements post Commissioners for future executive decision-making and the action arising was to establish a cross party working group to develop proposals for future arrangements.
- 3.8 At their Decision Making Meeting on 1<sup>st</sup> March 2016, the Commissioners considered a report on the establishment of governance arrangements that included a "cross-party forum" to review and input to the grants decision making process. This report stressed the critical nature of the development and agreement to appropriate governance arrangements, needed to ensure the priorities, knowledge and views of Executive and non-Executive Members, inform the grants decision making process.
- 3.9 The proposal put to the Commissioners at that meeting was that a Sub-Committee of the Overview and Scrutiny Committee should act as the "cross-party forum" be established to review Officer recommendations prior to their consideration at a Commissioners' Decision Making Meeting and this proposal was agreed, with a further more detailed report to be presented to the Commissioners at the April Commissioners Decision Making Meeting.
- 3.10 In compliance with the recommendations set out in the report of 1<sup>st</sup> March 2016, this report sets out the background to the role of Overview and Scrutiny as well as the detailed proposals on the governance arrangements for

managing the grant making process through an Overview and Scrutiny Sub Committee. The report also considers the Sub-Committee's composition; its Terms of Reference; training requirements (e.g. predisposition, predetermination, bias and interests) and the process by which both Executive and Non-Executive members' views will be reflected and reported both, prior to and after the Decision Making meeting.

3.11 Quarterly performance reports on grants will continue to be published in line with the Overview and Scrutiny Committee, Cabinet and Commissioners' Decision-Making Meeting timetables.

### 3.12 **Overview and Scrutiny Background**

3.13 The Council is required by section 9F of the Local Government Act 2000 to have an Overview and Scrutiny Committee and to have executive arrangements that ensure the committee has specified powers. Consistent with this obligation, Article 6 of the Council's Constitution provides that the Overview and Scrutiny Committee may consider any matter affecting the area or its inhabitants. The Committee may also make reports and recommendations to the Full Council or the Executive in connection with the discharge of any functions.

3.14 Under the Terms of Reference for the Overview and Scrutiny Committee, it can appoint such Sub-Committees or Scrutiny Panels as the Committee considers appropriate from time to time to carry out individual reviews under the Overview and Scrutiny work programme.

3.15 The Mayor, mindful of the Directions (Annexe A9) and the Council's Best Value Action Plan in relation to Grant Making, has in consultation with the Chair of Overview and Scrutiny asked the Chair of the Overview and Scrutiny to appoint a Grants 'Sub-Committee' as a scrutiny panel. The formulation of this Sub-Committee will enable the Council to ensure a transparent, executive and cross party process.

### 3.16 **Proposed Governance Arrangements – Terms of Reference**

3.17 The proposed Terms of Reference of the Overview and Scrutiny Grants Sub-Committee are attached as **Appendix A**. The Terms of Reference assume that Options 1 in respect of both Composition and Chairing arrangements are adopted in the first instance, but that this will be reviewed in early 2016/17. If alternative options are adopted then appropriate revisions to the Terms of Reference will need to be made.

### 3.18 **Proposed Governance Arrangements – Forward Plan**

3.19 The Forward Plan that provides the scheduling of the Commissioners Decision Making Meetings is attached at Appendix B. The Overview and Scrutiny Grants Sub Committee meetings will be agreed subject to the Committee's agreement to establish the Sub Committee and its schedule of



meetings will be incorporated into the Forward Plan in line with the Overview and Scrutiny Committee Terms of Reference.

### **3.20 Proposed Governance Arrangements – Composition**

3.21 Option 1 – The membership is proposed to consist of five (5) members, namely the Chair of Overview and Scrutiny (or his/ her nominated Deputy) and two other Members of Overview and Scrutiny Committee from the administration and one each from the opposition parties.

3.22 Option 2 - The membership is proposed to consist of seven (7) members, namely the Chair of Overview and Scrutiny (or his/ her nominated Deputy) and four other Members of Overview and Scrutiny Committee from the administration and one each from the opposition parties

3.23 Option 3 - The membership is proposed to consist of five (5) members, namely the Chair of Overview and Scrutiny (or his / her nominated Deputy) and two other Members from the administration and one each from the opposition parties.

6 Option 4 – The Membership is proposed to consist of five (5) members drawn from Overview and Scrutiny Committee, based on the proportionality above; the Chair of Overview and Scrutiny Committee need not be a Member of the Sub-Committee

3.1 Option 5 –The Membership be as Option 1 but with the addition of co-opted non-voting members, the exact number to be agreed.

3.2 Whatever Option is chosen, the Sub-Committee is required to reflect the political make-up of the Council and therefore the proportionality principles apply.

### **3.3 Proposed Governance Arrangements – Chairing**

3.4 Option 1 - The Chair of Overview and Scrutiny (or his/ her nominated Deputy) is chair of the Grants Sub-Committee.

3.5 Option 2 – The Chair be one of the Overview and Scrutiny Members, serving on the sub-committee; this may be an opposition Member.

### **3.6 Proposed Governance Arrangements – Training**

3.7 As part of these arrangements and in acknowledgement of Commissioners requests for the same, training for all Members of Overview and Scrutiny will be delivered. The training will be provided to CfPS (Centre for Public Scrutiny) standards and will have a particular emphasis on pre-disposition, pre-determination, bias and interests and appropriate action in the event that such should arise.

3.8 Subject to the Committee's agreement to establish a Sub Committee, it is proposed that the training will be provided in advance of the Commissioners Decision Making Meeting on 12<sup>th</sup> April 2016 to enable the Sub Committee.

### **3.9 Other Governance Arrangements**

3.10 It is proposed that the composition of the Grants Sub-Committee is initially piloted and reviewed after the first three months by the Overview and Scrutiny Committee.

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

4.1 The financial implications of establishing the Sub Committee will be met from existing resources.

## **5. LEGAL COMMENTS**

5.1 Legal Services have been involved in the preparation of this report and any legal implications are addressed in the body of the report.

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

6.1 The council's support of the voluntary and community sector through grants, contributes to the delivery of the One Tower Hamlets priorities and objectives

## **7. BEST VALUE (BV) IMPLICATIONS**

7.1 Compliance with this duty has been a feature, to the extent relevant, of the Council's action in response to the directions

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

8.1 There are no immediate sustainability or environmental issues to consider.

## **9. RISK MANAGEMENT IMPLICATIONS**

9.1 The recommendations made in this report will minimise the risk of failing to implement the actions agreed in the Best Value Action Plan on grants and the requirements of the Directions made by the Secretary of State.

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

10.1 There are no immediate Crime and Disorder reduction implications.

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

### **Linked Report**

- Commissioners Decision Report 1<sup>st</sup> March 2016 - Initial proposals for a Cross Party Forum on Grants.

### **Appendices**

- 1. Proposed Terms of Reference
- 2. Forward Plan.

### **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.

- Best Value Strategy and Action Plan

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

- Steve Hill  
Telephone 020 7364 7252  
[steve.hill@towerhamlets.gov.uk](mailto:steve.hill@towerhamlets.gov.uk)

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**Terms of Reference**

**1. Introduction and Aims**

- 1.1 Member input is vital at the development and delivery stage of the grants process by ensuring that the overall objectives of the grant scheme are being met based on identified need, that a fair geographical distribution of funding is being proposed, and that the full range of community needs are being met.
- 1.2 The Grants Sub-Committee will support an objective, fair, transparent and co-ordinated approach to grant funding across the Council including but not restricted to the following.
- (a) overseeing the process and arrangements for awarding and administering grants and related procurement processes to ensure a strategic approach;
  - (b) overseeing the processing arrangements for developing grants criteria and assessment methodology
  - (c) overseeing the monitoring, performance management and evaluation arrangements in relation to funded projects; and
  - (d) ensuring fairness and transparency in the grant awarding process.
- 1.3 The Grants Sub-Committee will be mindful of the Council's objective to create an environment for a thriving Third Sector. In this context, the following are key factors:
- (a) improve partnership working between local organisations;
  - (b) provide longer-term funding to organisations;
  - (c) ensure that funding is aligned to the Strategic Plan and Community Plan;
  - (d) ensure that the Council achieves value for money from its grants; and
  - (e) ensure that funding supports appropriate services for the benefit of local residents.

**2. Responsibilities**

- 2.1 The Overview & Scrutiny Grants Sub-Committee will discharge the Council's statutory functions to undertake overview and scrutiny, insofar as these pertain to grants matters. This will include:
- (a) Reviewing and/or scrutinise recommendations, decisions made or actions taken in connection with the discharge of the council's grants;
  - (b) Advising the Mayor, DCLG Commissioners or Executive of key issues/questions arising in relation to grants reports due to be considered by the Mayor, DCLG Commissioners or Executive; and
  - (c) Making reports and/or recommendations to the full Council and/or the Mayor, DCLG Commissioners or Executive in connection with the discharge of grants functions
- 2.2 The Grants Sub-Committee will have a broad range of responsibilities. This will include scrutinising adherence to grant eligibility, appraisal, and monitoring arrangements.

- 2.3 Other areas of responsibility for the Grants Sub Committee include but are not restricted to the following:
- (a) monitoring and reviewing all grant programmes across the Council;
  - (b) maintaining an overview of performance and value for money for all London Borough of Tower Hamlets grant funding;
  - (c) support an appropriate, fair and transparent commissioning and appraisal process is followed when allocating any grant funding;
  - (d) ensure that the Service agreements used in relation to the various Council grant regimes are fit for purpose and that appropriate monitoring and assurance systems are implemented and in place; and
  - (e) receive grant programme performance, monitoring reports and agreeing appropriate action to be taken in respect of projects which are under-performing.

### **3. Membership**

- 3.1 The membership of the Grants Sub-Committee will consist of the Chair of Overview and Scrutiny (or his nominated Deputy) as Chair of the Grants Sub-Committee, with the composition consisting of three Members of the Overview and Scrutiny Committee from the administration and one each from the opposition parties (5 in total).

### **4. Actions and Responsibilities**

- 4.1 Below are some of the specific actions and responsibilities required to ensure the effective operation of the Grants Sub-Committee.
- 4.2 **Servicing of meetings.** The servicing of meetings will be undertaken by the Council's Democratic Services Team and which work will include:
- (a) dispatch of reports;
  - (b) taking of minutes and recording of actions/decisions;
  - (c) dissemination of minutes and decisions; and
  - (d) audio recording of meetings.
- 4.3 **Meeting frequency.** The Grants Sub-Committee will meet as required in order to consider grant awards in a timely manner.
- 4.4 Officers preparing reports for consideration must liaise with Democratic Services in good time to ensure that meetings are able to be convened as required to consider reports.
- 4.5 **Preparation and presentation of Reports.** The Lead Manager/Officer of the appropriate grant/funding programme will be responsible for preparing and presenting reports to the Grants Sub-Committee. This will include:
- (a) preparing reports and recommendations;
  - (b) obtaining legal and financial clearance of reports;
  - (c) sending completed reports to Democratic Services for dispatch;
  - (d) presenting reports ; and

(e) implementing actions/decisions agreed.

4.6 **Record of attendance.** All members of the Sub-Committee present during the whole or part of a meeting must sign their names on the attendance sheet before the conclusion of every meeting to assist with the record of attendance.

## 5. **Proceedings**

5.1 The Grants Sub-Committee will generally meet in public and conduct its proceedings in accordance with the relevant rules of procedure contained in the Council's Constitution such as the:

- (a) Council Procedure Rules;
- (b) Access to Information Procedure Rules, and
- (c) The Overview and Scrutiny Procedure Rules.

5.2 For the purposes of the Grants Sub-Committee, Rule 19 of the Council Procedure Rules (Petitions) applies.

## 6. **Declaration of Interests**

6.1 In accordance with the Council's Code of Conduct for Members, Members are reminded that it is a requirement to declare disclosable pecuniary interests and any other interest that they may have within the published register of interests.

## 7. **Decision making**

7.1 Currently the Council is subject to Direction from the Secretary of State and Commissioners are responsible for decision making on Grants.

Updated: 23<sup>rd</sup> March 2016

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# COMMISSIONERS DECISION MAKING MEETING FORWARD PLAN

## Grants Meetings Deadlines: Commissioners' Decision Making in Public

1	2	3	4	5	6	7
FP1 Publication Deadline	Pre-Agenda Planning Meeting Report Deadline (for Commissioners Meeting)	Draft Reports Deadline	Pre-Agenda Planning Meeting (with Commissioners)	Final Reports Deadline (noon)	Agenda Publication Deadline	Commissioners Decision Making In Public
Send FP1 forms to Dem Services- David Knight for publication	Draft reports to be sent to Louise Fleming	Send DMT/CMT cleared reports to Finance and Legal for publication clearance	Date of Meeting	Send reports to Dem Services - Antonella Burgio for printing	Statutory Publication Date	Date of Meeting (Tuesday's 6.30pm)
11th December 2015	10th December 2015	18th December 2015	16th Dember 2015	23rd December 2015	4th January 2016	12th January 2016
29th January 2016	4th February 2016	16th February 2016	9th February 2016	19th February 2016	22nd February 2016	1st March 2016
11th March 2016	17th March 2016	29th March 2016	22nd March 2016	1st April 2016	4th April 2016	12th April 2016
22nd April 2016	28th April 2016	10th May 2016	3rd May 2016	13th May 2016	16th May 2016	24th May 2016
3rd June 2016	9th June 2016	20th June 2016	14th June 2016	24th June 2016	27th June 2016	5th July 2016
15th July 2016	21st July 2016	1st August 2016	26th July 2016	5th August 2016	8th August 2016	16th August 2016
25th August 2016	1st September 2016	12th September 2016	6th September 2016	16th September 2016	19th September 2016	27th September 2016
7th October 2016	13th October 2016	24th October 2016	18th October 2016	28th October 2016	31st October 2016	8th November 2016
18th November 2016	24th November 2016	5th December 2016	29th November 2016	9th December 2016	12th December 2016	20th December 2016
13th January 2017	19th January 2017	30th January 2017	24th January 2017	3rd February 2017	6th February 2017	14th February 2017

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Non-Executive Report of the:  <b>Overview and Scrutiny Committee</b>  4 <sup>th</sup> April 2016	
<b>Report of:</b> Debbie Jones, Corporate Director of Children's Services	<b>Classification:</b> Unrestricted
<b>2016-19 Children and Families Plan</b>	

<b>Originating Officer(s)</b>	Joanne Starkie/Layla Richards
<b>Wards affected</b>	All wards

## Summary

The 2016-19 Children and Families Plan sets out how the partnership will support children and families in Tower Hamlets over the next three years.

The Plan has been developed in close consultation with staff and stakeholders, as well as with children and families themselves.

The Children and Families Plan is due to be agreed by Cabinet in May 2016.

## Recommendations:

The Overview and Scrutiny Committee is recommended to:

1. Note the action taken to develop the 2016-19 Children and Families Plan to date and the next steps.
2. Review and comment on the 2016-19 Children and Families Plan.

## **1. REASONS FOR THE DECISIONS**

- 1.1 To enable the Overview and Scrutiny Committee to review how the 2016-19 Children and Families Plan has been developed.
- 1.2 To enable the Overview and Scrutiny Committee to comment on the 2016-19 Children and Families Plan.

## **2. ALTERNATIVE OPTIONS**

- 2.1 For alternative or fewer priorities for the 2016-19 Children and Families Plan to be developed.

## **3. DETAILS OF REPORT**

### **3.1 The Children and Families Plan**

- 3.1.1 The 2016-19 Children and Families Plan has been developed by the Children and Families Partnership. This partnership is made up a range of local agencies and other representatives, including health services, the Police, registered housing providers, schools and the third and voluntary sector. Different organisations will continue to have their own plans setting out how their core responsibilities will be met, however this Children and Families Plan states our collective vision for children and families in the borough. The Plan brings together priorities that require input from a range of services and organisations, as well as from children and families themselves.
- 3.1.2 The 2016-19 Children and Families Plan supersedes the 2012-15 Children and Families Plan. It should be noted that the statutory requirement for local authorities to have a “Children and Young People’s Plan” ceased in 2010. However, at this time the Tower Hamlets Children and Families Partnership Board agreed that the borough would continue to have a “Children and Families Plan”, acting as the overarching strategic plan for how children and families will be supported.
- 3.1.3 While the majority of Plan focuses on the needs of children aged 0-18 and their families, the Plan also has a focus on supporting the needs of young adults up to the age of 25 where we have specific duties to do so.
- 3.1.4 The Children and Families Plan is part of a series of key strategies in the borough which set out how local services will support and improve the lives of local residents. A full list of strategies that are most closely linked to the Children and Families Plan are included in the Plan. Key among these is the borough’s Health and Wellbeing Strategy: The 2016-19 Health and Wellbeing Strategy sets out how local services will work together in partnership to improve the health and wellbeing of local residents over the next three years. The Strategy looks at health and wellbeing in a holistic sense, recognising the importance of enabling and engaging communities and their assets, as well as providing services in response to need. The Children and Families Plan has been developed in tandem with the Health and Wellbeing Strategy, ensuring

that the two strategies collectively move us closer to the ambitions of the Tower Hamlets Community Plan.

## 3.2 Methodology for developing the Children and Families Plan

3.2.1 Needs assessment: An assessment looking at the needs of children and families in Tower Hamlets was carried out in 2015 and has driven the content of this Plan. To develop the needs assessment, a “task and finish” group was established to oversee the development of the needs assessment, with representatives from a range of services<sup>1</sup>. The needs assessment was informed by a range of intelligence, including the Joint Strategic Needs Assessment. Direct consultation with young people to inform the needs assessment took place with the Tower Hamlets Youth Council in summer 2015. Feedback raised by children and young people in other ways (e.g. through the last Pupil Attitude Survey) was also gathered and incorporated into the needs assessment.

The needs assessment was agreed by the Children and Families Partnership Board in December 2015. A summary of findings is included at the beginning of each section.

3.2.2 Child rights: The 2016-19 Children and Families Plan has been developed using a “child rights-based approach”. The headings within the Charter of Child Rights in Tower Hamlets (“reaching potential”, “living well”, “free from harm” and “playing a part and freedoms”) have provided the structure of the needs assessment and the Plan itself. These headings collectively explain those child rights that children and young people in Tower Hamlets feel are most relevant to them. Relevant articles of the United Nations Convention on the Rights of the Child<sup>2</sup> have been allocated to each of the sections and background information and context to each of these. Finally, seven child rights principles have provided the analysis framework for the needs assessment and therefore the Children and Families Plan. These principles have been developed by Unicef to act as a framework to consider when putting rights into practice within public services. These are: Dignity; participation; life, survival and development; non-discrimination; transparency and accountability; best interest; and interdependence and indivisibility. These principles have not been made explicit in the needs assessment or Plan, but have nonetheless provided the main analytical framework for the findings.

Whilst the main structure of the needs assessment and Plan are based around child rights, the sections and sub-sections also relate to other key frameworks for children and young people. These include the Marmot Review policy objectives<sup>3</sup> and Every Child Matters outcomes<sup>4</sup>.

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<sup>1</sup> Public health, early years, CCG, CAMHS, voluntary sector and the troubled family service.

<sup>2</sup> The United Nations Convention on the Rights of the Child (UNCRC) is a set of internationally agreed legal standards which lay out a vision of childhood underpinned by dignity, equality, safety and participation.

<sup>3</sup> <http://www.instituteofhealthequity.org/projects/fair-society-healthy-lives-the-marmot-review>

<sup>4</sup> <https://www.gov.uk/government/publications/every-child-matters>

3.2.3 Consultation and engagement: Consultation on the priorities within the 2016-19 Children and Families Plan was carried out with a wide range of children, families, staff and stakeholders. This included meetings with the Parent and Carer Council, with a Parent Forum at a Children's Centre, and with pupils at the Pupil Referral Unit and at a local primary school. A range of communication was initiated with staff (across the Council) and stakeholders, including the Local Safeguarding Children Board.

Collectively, almost 100 children, young people and adults told us their views on the issues affecting children and families in Tower Hamlets, as did a large number of staff from a wide range of organisations. This feedback has driven and shaped both the needs assessment and the final 2016-19 Children and Families Plan. Some of the key messages we heard from children and families included:

- The importance of professionals treating each child or young person as an individual.
- Active play and socialising is beneficial to children and families and should be protected and promoted
- Housing was highlighted by many as a problem facing a number of families, and one that can affect all other areas of life
- Whilst most younger and older children feel safe, older children cited a number of areas where young people are at risk of harm from others or themselves. Feedback was that a number of people have a fear or mistrust of some services
- Parents can need support in their parenting role, and should be encouraged to engage in activities that are relevant to their children's lives
- Mental and emotional wellbeing needs to be considered in all services.

## 3.2 The structure of the Plan

3.2.1 The Plan is broken into four sections, which comprises the main body of the Plan. The title of each section has been drawn from "The Charter of Child Rights in Tower Hamlets", reflecting our commitment to the rights of children and young people:

- i. Reaching potential. This section focuses on education and employment.
- ii. Living well. This section focuses on life, survival and development.
- iii. Playing a part and freedoms. This section focuses on civic rights and responsibilities.
- iv. Free from harm. This section focuses on protection from abuse and harm.

3.2.2 Each of these sections sets out our "vision" for children and families in Tower Hamlets, and a description of the current situation for children and families in the borough. This is followed by a core set of priorities for children and families, and a list of actions setting out how that priority will be achieved. There are a total of 18 priorities under these sections. Each priority has an assigned "group" who will work in partnership with others to carry out activities and ensure the priority is met. Finally, each section has a list of key

information that we will collect and review to be able to measure our progress against the vision and each of the priorities.

3.2.3 Furthermore, the Plan identifies three cross-cutting priorities which will underpin the work planned for the next three years:

- Help at an early stage
- Holistic support that is easy to access
- Protecting and promoting the rights of the child

### 3.3 Delivering the Plan

3.3.1 The Children and Families Partnership Board will oversee the delivery of the Plan. The Board has membership from a wide range of local organisations, and functions as one of the key strategic groups within the borough. The Board is chaired by the Deputy Mayor and Cabinet Member for Education and Children's Services.

3.3.2 Specific performance measures to enable the Board to oversee the delivery of the Children and Families Plan are included in the Plan itself at the end of each section.

3.3.3 As previously noted, each priority has an assigned "group" who will work in partnership with others to carry out activities and ensure the priority is met. These groups are articulated in the Plan itself under each priority.

3.3.3 The Plan sets out a clear set of priorities and actions to be carried out over the next three years. However, we recognise the need for flexibility, particularly in the event of unforeseen changes in the national or local environment that can impact on future plans. An annual action plan derived from the Children and Families Plan and overseen by the Children and Families Partnership Board will therefore be produced each year to capture any relevant changes.

### 3.4 Communicating the Plan

Once approved, a Communications Plan will be developed. This will set out how the 2016-19 Children and Families Plan will be communicated to staff, stakeholders and residents.

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

4.1 The Children and Families Plan outlines the activities and priorities over the three year period to 2019. It is expected that these priorities will be funded within the resources available to the Children's Services directorate and partner organisations.

4.2 The plan incorporates early help and early intervention as key themes within the draft priorities. Over the medium term this may help to mitigate some of the cost pressures which materialise as a result of more complex or advanced interventions.

## **5. LEGAL COMMENTS**

- 5.15.1 The strategy set out in the Children and Families Plan is consistent with a number of general duties of the Council. The Council has a duty 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 by virtue of section 3 of the Local Government Act 1999. This is known as its Best Value Duty.
- 5.2 The Council's functions in relation to children include a duty under section 11 of the Children Act 2004 and section 175 of the Education Act 2002 to make arrangements to ensure that its functions are discharged having regard to the need to promote the welfare of children. Section 17 of the Children Act 1989 introduced a general duty for local authorities to promote the welfare of children within their area who are in need, including children with disabilities. The Council's general duty to promote high standards of education in respect of primary and secondary school students is set out under section 13A of the Education Act 1996.
- 5.3 The Childcare Act 2006 ("the 2006 Act") imposes a number of duties on local authorities. The general duty contained in section 1 of the 2006 Act is to (a) improve the well-being of young children in their area; and (b) reduce inequalities between young children in their area in respect of various matters, including physical and mental health and emotional well-being, protection from harm and neglect, education, training and recreation, the contribution made by them to society and social and economic well-being.
- 5.4 By section 3 of the 2006 Act, a local authority must make arrangements to secure that early childhood services in its area are provided in an integrated manner, which is calculated to facilitate access to those services, and to maximize the benefit of those services to parents, prospective parents and young children. "Early childhood services" are defined by section 2 of the 2006 Act, and includes "early years provision" for young children – i.e. the provision of childcare for a young child. In deciding what "arrangements" to make under this section, a local authority must have regard to (a) the quantity and quality of early childhood services that are provided, or expected to be provided, in the area; and (b) where in that area those services are provided or are expected to be provided.
- 5.5 Under related regulations, the Local Authority (Duty to Secure Early Years Provision Free of Charge) Regulations 2012, the Council must secure free early years provision for 15 hours per week, 38 weeks per year, for all 3-4 year olds and eligible 2 year olds.
- 5.6 Section 193 of the Health and Social Care Act 2012 inserts a new s116A into the Local Government and Public Involvement in Health Act 2007, which places a duty on the Health and Wellbeing Board to prepare a joint strategic health and wellbeing strategy in respect of the needs identified in the Joint Strategic Needs Assessment. The duty to prepare this plan falls on local authorities and the Clinical Commissioning Group, but must be discharged by



the Health and Wellbeing Board. The Board must have regard to the Statutory Guidance on Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies published on 26 March 2013, and can only depart from this with good reason.

- 5.7 In the exercise of its functions, the Council must with the public sector equality duty to eliminate unlawful conduct under the Equality Act 2010, the need to have regards to equality of opportunity and the need to foster good relations between persons who share a protected characteristic, including ethnicity, and those who do not.

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

- 6.1 The needs assessment and priorities for the 2016-19 Children and Families Plan both highlight a series of equalities considerations. As a result, a number of priorities and the actions within them aim explicitly address inequality associated with age, gender, ethnic background, religion, disability, sexual orientation, gender assignment and maternity. Taking these priorities forward in the 2016-19 Children and Families Plan will enable these issues to be addressed.

## **7. BEST VALUE (BV) IMPLICATIONS**

- 7.1 The 2016-19 Children and Families Plan is a partnership-wide plan. Working effectively with partners on issues that are relevant to all will help to ensure that duplication is avoided and that resources are used in the best possible way.
- 7.2 A consistent theme running through the draft priorities is one of “early help” and “early intervention”. Providing help at an early stage will help ensure issues do not escalate into those that require resource-intensive interventions.

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

- 8.1 The priorities for the 2016-19 Children and Families Plan include those related to the environment and sustainability. These are captured in the “living well” section of Appendix II.

## **9. RISK MANAGEMENT IMPLICATIONS**

- 9.1 There are no identified risks to the Council in relation to the proposals in this report.

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

- 8.2 The priorities for the 2016-19 Children and Families Plan include those related to crime and disorder. These are captured in the “playing a part and freedoms” section of Appendix I.

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

### **Linked Report**

- NONE

### **Appendices**

- Appendix I: 2016-19 Children and Families Plan

### **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

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# **Tower Hamlets**

# **Children and Families Plan**

# **2016-19**

DRAFT

## Forewords (to be added)

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### Introduction

Welcome to the 2016-19 Children and Families Plan, setting out how local services will support children and families in Tower Hamlets over the next three years.

There are an estimated 69,000 children and young people aged 0 to 19 living in the borough. Tower Hamlets is a “young” borough, with a quarter of the whole population aged 0 to 19 years old. It is a growing borough, having experienced the fastest growing population in the country in recent years, growing almost 30% between the 2001 and 2011 Census. It is also a diverse borough, with 73 per cent of pupils having English as an additional language.

Significant progress has been made in a number of key areas since the last Children and Families Plan was produced. The number of children living in poverty has gone down, education results have gone up and more of our young people are in education, training or employment.

However, we know that many families face significant challenges. Financial hardship is an issue we know continues to affect a number of families, and we recognise that the costs of housing and

childcare are important issues in the borough. Health issues affect a number of children and families. Obesity and tooth decay levels are higher than the national average, and are linked to the access families have to affordable, healthy food. A small number of children in the borough face very significant challenges due to being harmed or exploited. In the last three years, emerging national and local issues include child sexual exploitation and the radicalisation of young people.

This Children and Families Plan seeks to continue good work where things are going well, and to tackle persistent or emerging problems. We have looked at where the protection of children's rights need to be strengthened and where they can be further promoted, recognising that child rights provides a clear framework for the lives of children and families and the role of services within this. At the same time, many public services are anticipating a likely increase in future demand in a climate of restricted resources. This Plan therefore also puts an emphasis on early and holistic help, in recognition of the need to ensure resources are used in the best possible way.

## Carrying out the 2016-19 Children and Families Plan

The 2016-19 Children and Families Plan has been developed by the Children and Families Partnership. This partnership is made up a range of local agencies and other representatives, including:

- Barts Health NHS Trust
- East London NHS Foundation Trust
- GPs
- Tower Hamlets Clinical Commissioning Group
- London Borough of Tower Hamlets
- Metropolitan Police
- Registered Housing Providers
- Schools
- Tower Hamlets College
- The third and voluntary sector

The Plan is a partnership document. Different organisations will continue to have their own plans setting out how their core responsibilities will be met, however this Children and Families Plan states our collective vision for children and families in the borough. The Plan brings together priorities that require input from a range of services and organisations, as well as from children and families themselves.

## The structure of the Plan

The Plan is broken into four main sections. The title of each section has been drawn from "The Charter of Child Rights in Tower Hamlets", reflecting our commitment to the rights of children and young people:

- The first section is "reaching potential". This focuses on education and employment.
- The second section is called "living well". This focuses on life, survival and development.
- The third section is called "playing a part and freedoms". This section focuses on civic rights and responsibilities.
- The fourth section is called "free from harm". This section focuses on protection from abuse and harm.

Each of these sections sets out our “vision” for children and families in Tower Hamlets, and a description of the current situation for children and families in Tower Hamlets. This is followed by a core set of priorities for children and families, and a list of actions setting out how that priority will be achieved. Each priority has an assigned “group” who will work in partnership with others to carry out activities and ensure the priority is met. Finally, each section has a list of key information that we will collect and review to be able to measure our progress against the vision and each of the priorities.

We recognise that the term “young person” is often more appropriate to use in reference to older children. This Plan uses the term “young person” when highlighting an issue specific to older children. However, for ease of use, the Plan uses the broader term of “children” when referencing an issue that affects all children and young people aged 0 to 18. There are, however, some areas where this Plan reflects the specific duties we have to supporting young adults up to the age of 25.

## Links to other strategies

The Children and Families Plan does not exist in isolation: Rather, it is part of a series of key strategies in the borough which set out how local services will support and improve the lives of local residents. Sitting above this collection of strategic plans is the over-arching 2015 Tower Hamlets Community Plan. The Community Plan is based around four key themes:

- A great place to live
- A fair and prosperous community
- A safe and cohesive community
- A healthy and supportive community

In addition, the Community Plan contains four cross-cutting priorities:

- Empowering residents and building resilience
- Promoting healthier lives
- Increasing employment
- Responding to population growth

This Children and Families Plan sets out how we envisage the aims of the Tower Hamlets Community Plan being met for children and families over the next three years: The priorities and actions within this Plan align with the themes and priorities of the Community Plan.

A full list of strategies that are most closely linked to the Children and Families Plan is set out in Appendix I. Key among these is the borough’s Health and Wellbeing Strategy: The 2016-19 Health and Wellbeing Strategy sets out how local services will work together in partnership to improve the health and wellbeing of local residents over the next three years. The Strategy looks at health and wellbeing in a holistic sense, recognising the importance of enabling and engaging communities and their assets, as well as providing services in response to need. The Children and Families Plan has been developed in tandem with the Health and Wellbeing Strategy, ensuring that the two strategies collectively move us closer to the ambitions of the Tower Hamlets Community Plan.

# How we developed the Plan

## Looking at the needs of children and families

An assessment looking at the needs of children and families in Tower Hamlets has driven the content of this Plan. The assessment was carried out in 2015, and looked at where things are going well for children and families and where improvements may be needed. To carry out this assessment, we looked at what issues are affecting children and families at both a national and local level. We gathered a range of evidence, facts and figures in order to do this. We heard the views of a number of children and young people and staff who work with them in order to find out where they felt things are going well and where further support may be needed. Overall, the findings of the assessment we carried out has formed the basis of this Plan. A summary of what we found out is included at the beginning of each section.

## Looking at the rights of children and young people

We used an innovative “child rights-based approach” to develop this Children and Families Plan, in partnership with Unicef.

### *What are child rights?*

The United Nations Convention on the Rights of the Child contains 54 articles that cover all aspects of a child’s life and set out the civil, political, economic, social and cultural rights that all children everywhere are entitled to. Overall, the United Nations Convention on the Rights of the Child acts as a set of internationally agreed legal standards which lay out a vision of childhood underpinned by dignity, equality, safety and participation.

*“The Convention changed the way children are viewed and treated – in other words, as human beings with a distinct set of rights instead of passive objects of care and charity. These rights describe what a child needs to survive, grow, and live up to their potential in the world”*

Child rights have informed this Plan in the following ways:

Firstly, we used “The Charter of Child Rights in Tower Hamlets” to structure this Children and Families Plan. This Charter was drawn up in partnership with children and families in the borough in 2013: It sets out the child rights that children and young people in Tower Hamlets feel are most relevant to them. These rights are grouped under the headings “reaching potential”, “living well”, “playing a part and freedoms” and “free from harm”. These headings, in turn, have been used as the main four sections of this Children and Families Plan.

Secondly, relevant articles of the United Nations Convention on the Rights of the Child have been allocated to each section of the Plan. They have provided context for each section, allowing us to see where the rights of children are being protected and promoted and where further work may be needed.

Thirdly, seven child rights principles have provided the analysis framework for the needs assessment. These principles have been developed by Unicef to act as a framework to consider when putting rights into practice within public services. These are: Dignity; participation; life, survival and development; non-discrimination; transparency and accountability; best interest; and

interdependence and indivisibility. These principles have not been made explicit in the Plan, but have nonetheless provided the main analytical framework for the findings.

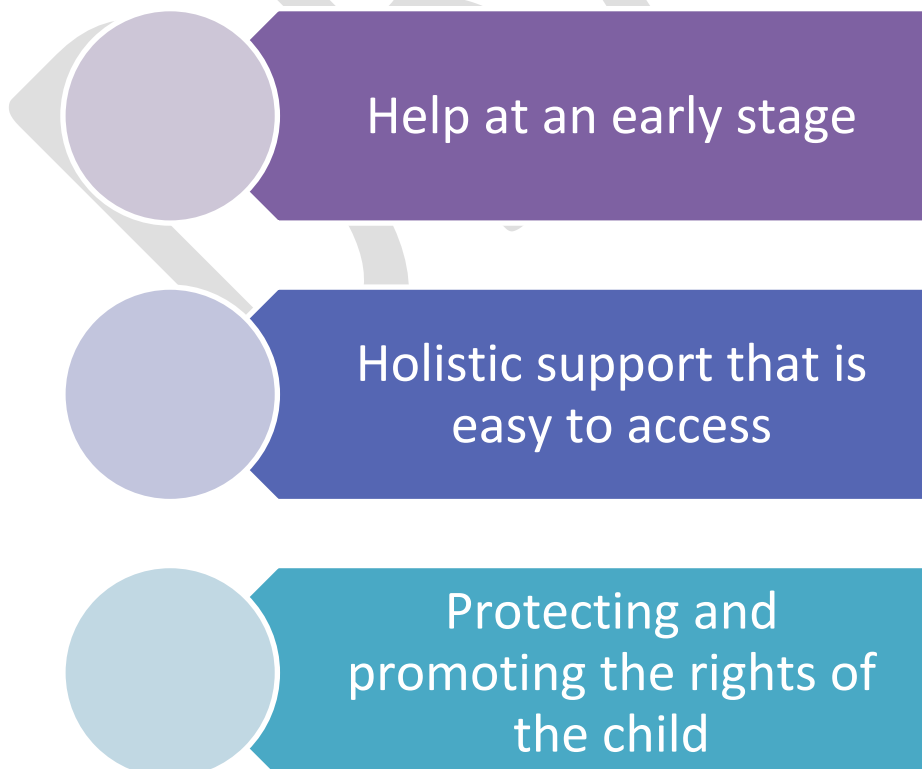
## Hearing your views and experiences

Almost 100 children, young people and adults told us their views on the issues affecting children and families in Tower Hamlets, as did a large number of staff from a wide range of organisations. This feedback has driven and shaped both the needs assessment and the final 2016-19 Children and Families Plan. Some of the key messages we heard from children and families included:

- The importance of professionals treating each child or young person as an individual.
- Active play and socialising is beneficial to children and families and should be protected and promoted
- Housing was highlighted by many as a problem facing a number of families, and one that can affect all other areas of life
- Whilst most younger and older children feel safe, older children cited a number of areas where young people are at risk of harm from others or themselves. Feedback was that a number of people have a fear or mistrust of some services
- Parents can need support in their parenting role, and should be encouraged to engage in activities that are relevant to their children's lives
- Mental and emotional wellbeing needs to be considered in all services.

## Cross-cutting priorities

Overall, we want to continue the trend where things are going well for children and families in Tower Hamlets, and to continue to tackle any problems. To do this, this Plan has three cross-cutting priorities:





### **Help at an early stage**

Evidence is clear that the early years of a child's life are crucial to their life, survival and development: As a result, this Plan has a focus on actions that support children at the beginning of their lives. Help at an early stage means getting the right support at the right time. Families and staff have stressed the importance of this, highlighting that support at an early stage can help ensure that any issues are addressed quickly, preventing further escalation or crises and ensuring resources are put to the best possible use. This Plan therefore includes a range of actions aimed at promoting wellbeing, prevention and supporting children and families at an early stage.

### **Holistic support that is easy to access**

Holistic support recognises that a problem or solution cannot be looked at in isolation. The lives of children and families are impacted by a huge range of factors including health, housing, education, employment and relationships. This Plan recognises that these factors are interlinked, and includes a focus on ensuring that support services address these interdependencies in their work. Children and families have also made it clear that it is vital that support is easy to access. The structure of support services can often appear complex to residents, so this Plan includes a number of actions aimed at improving how services work together and helping children and families to understand and access the support they need.

### **Protecting and promoting the rights of the child**

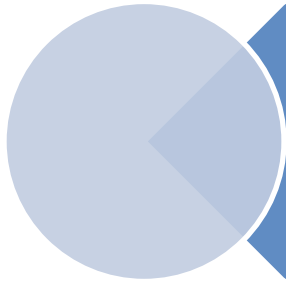
The rights of children are enshrined in the UN Convention on the Rights of the Child, and provide a holistic set of standards that children and young people can expect from adults and from government. The priorities and actions in this Plan have been driven by an assessment of what local services in Tower Hamlets can do to further promote or protect the rights of the child to ensure these standards are being met.

We recognise that "transitions" is another important area for children and families. This includes the transition to school, the transition between school years and the transition to adulthood and independence. Whilst transitions has not been identified as a cross-cutting priority, it should be noted that the number of the priorities within this plan and the actions to meet them refer implicitly or explicitly to transitioning. The aim of these priorities and actions is to ensure that children and families are supported, so that transitions are smooth and effective.

## Section 1: Reaching potential

This section looks at childcare and early education, education and employment. Analysis has been derived from child rights that have an emphasis on education and development. These are:

- Article 28: Right to education
- Article 29: Goals of education
- Article 32: Child labour



*Vision: For each child and young person in Tower Hamlets to have the opportunity to develop their personality, talents and abilities to the full.*

### Reaching potential: The story so far

Children and young people in Tower Hamlets have achieved much success in recent years. For example:

- GCSE achievement has risen, with over 64 per cent of pupils gaining five GCSEs with grades between A\* and C in summer 2015, including English and maths. This puts us considerably higher than the national average of under 53 per cent.
- The number of young people who are not in employment, education or training is at its lowest ever figure at 3.4 per cent.
- Children and young people in Tower Hamlets are ambitious. In a recent local survey, more than two-thirds of primary and secondary school pupils said they wanted to go to university.

However, we recognise that there is still work to do to:

- There is a huge range of childcare available to families in the borough, however we know that childcare can be expensive for families and expensive for childcare providers. A number of families on low incomes who are eligible for free childcare for two-year-olds are not using this, and may benefit from doing so.
- Children's Centres in the borough are well thought of by local families in Tower Hamlets. We want to further develop the role of Children's Centres, and to encourage more disadvantaged families to use them.
- Although our children and young people achieve considerable success at school, Key Stage 1 results (for children aged 5 to 7 years old) and A-Level results are the two areas where we are

improving year on year but are below the national average. In addition, our research indicates that education choices for pupils aged over 16 who do not want to take A or AS Levels is not as wide as it could be.

- Children and young people tell us that school work, exams and what to do after Year 11 can be a major source of worry. We want to do more to support children and young people with these concerns.
- Some of our children and young people can experience particular challenges in school. Children who are looked after and children in need of help or protection from social care can face problems, and whilst the average performance of these children is in line with or above national averages for these groups, performance is still below the borough average. Recent research has also identified that performance at school is lower than average for pupils of a white working class British background.
- Young people need the skills that provide them with opportunities in the current labour market.
- Children with special educational needs and disabilities get good support to achieve their potential, but we want to improve this further to ensure the right support is provided at an earlier stage.
- Across the UK, the relationship between the local authority and schools is changing as the number of academy schools grows. We need to ensure that children and families continue to receive the best possible education in line with these changes.

## Reaching potential: What we will do

This section describes our top four “reaching potential” priorities and what we will do differently over the next three years. Each priority has a set of actions underneath it, setting out how we envisage the priority being met. The group or team of staff responsible for these is also stated. These groups or teams will work in partnership with a range of organisations in the borough and with children and families to ensure the priorities are met.

### ★ **Priority 1: Give children the best opportunity to reach their potential**

- Continue to develop Children’s Centres as “hubs” for a range of support, including strengthening links with child health services
- Work with disadvantaged and vulnerable children and families to increase their access to Children’s Centres
- Ensure all families are aware of the childcare options available to them
- Review how all families with children of all ages can be supported to find affordable childcare
- Undertake work with parents/carers, nursery and primary schools and other partners to support and improve “school readiness” for Nursery and Reception Years and transitions between the school age phases, including the identification and targeted support of vulnerable and disadvantaged children
- Encourage higher levels of attendance for Reception Year children in primary schools
- Support children through the educational system, including looked after children and newly arrived children
- Provide support to vulnerable children and young people and those that have extra caring responsibilities, e.g. for a parent or relative, so that they can engage in positive activities

➔ *The local authority’s Learning and Achievement Senior Management Team and the Children’s Centre Board will lead on this priority.*

### ★ **Priority 2: Help more young people reach their full potential**

- Address the unevenness of post-16 provision by carrying out a review and taking appropriate action
- Continue to improve A/AS Level results in the borough
- Continue to reduce the number of young people not in education, employment or training through early intervention and tailored support
- Improve educational and employment outcomes for care leavers, young offenders and teenage parents through targeted work
- Review and develop the opportunities available to young people to develop skills that will be of benefit in the labour market
- Review and develop advice to families and young people on exams and what to do when they are older, promoting aspirations within this
- Reduce inequalities in education and attainment levels by carrying out research on the reasons behind areas of over or underrepresentation among different groups of children, and by carrying out actions agreed from research into White British working class educational attainment and evaluating this
- Raise awareness amongst children and family service providers of Idea Stores, highlighting their role as learning hubs for children and families

- Ensure the provision of enjoyable, engaging, positive activities which children and young people can access after school in an informal education setting in order to support their achievement and aspirations

➔ *The local authority's Learning and Achievement Senior Management Team and the Post-16 Forum will lead on this priority.*

### ★ **Priority 3: Strengthen partnership working in education**

- Work together to implement and evaluate the impact of the 2015 Education and Adoption Bill
- Review the links between the local authority and educational models outside local authority control to see how these links can be strengthened
- Promote the use of person-centred planning to strengthen partnership working between families, education, providers, health services and social care
- Strengthen the link between Idea Stores and other learning and achievement services for children and families

➔ *The local authority's Learning and Achievement Senior Management Team and Resources Management Team will lead on this priority.*

### ★ **Priority 4: Ensure that children with special educational needs and disabilities get the support they need**

- Review how children with special educational needs and their families are supported so that effective support is provided at an early stage
- Improve the experiences of young people with significant special educational needs as they transition into adulthood, so that they have increased employment opportunities, are actively involved in their community, live independently and manage their health better
- Work to improve how children with a disability transition into adulthood and into adult social care where applicable so that holistic support is provided at an early stage

➔ *The local authority's Learning and Achievement Senior Management Team and a new "task and finish" group will lead on this priority.*

## **Reaching potential: How will progress be measured?**

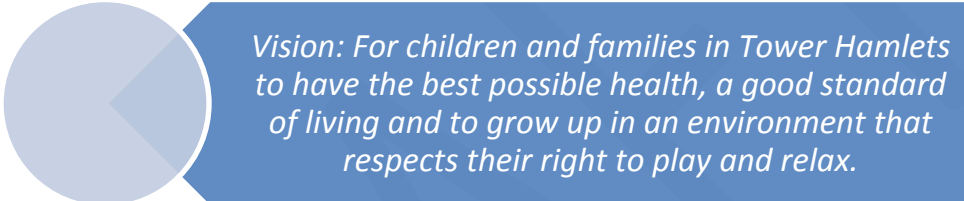
The following are the key indicators we will use to help us measure progress over the next three years:

- "Good" levels of development for very young children
- Key Stage results
- Levels of young people not in employment, education or training
- Number and experience of children with special educational needs
- Feedback from children, families and stakeholders

## Section 2: Living Well

This section looks at housing, poverty, healthy food, healthcare and protection and play and leisure time. Analysis has been derived from child rights that have an emphasis on life, survival and development (listed below). We recognise that the wider determinants of health and wellbeing go beyond housing, economic wellbeing and play, however this needs assessment has identified these three topics as key issues to explore as they are explicitly referenced in the UN Convention on the Rights of the Child.

- Article 6: Life, survival and development
- Article 24: Health and health services
- Article 26: Social security
- Article 27: Adequate standard of living
- Article 31: Leisure, play and culture



*Vision: For children and families in Tower Hamlets to have the best possible health, a good standard of living and to grow up in an environment that respects their right to play and relax.*

### Living well: The story so far

Children and families in Tower Hamlets have experienced improvements in their health, wellbeing and quality of life over many areas. For example:

- While still high, child poverty levels in the borough have fallen from 39 per cent in 2012 to 35 per cent in 2015.
- The number of young children achieving a “good” level of development has improved significantly over recent years.
- Immunisation levels are generally very good in Tower Hamlets, and the childhood immunisation programme in Tower Hamlets has been very successful over the last two years.
- In a recent survey, 75 per cent of primary school pupils and 62 per cent of secondary school pupils said they feel happy about life at the moment<sup>1</sup>.
- A programme of work is already underway to improve how care services work together. The “Vanguard” programme in Tower Hamlets aims to develop a new integrated model of care for children, with a focus on prevention, early help and access to high quality “joined up” services.

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<sup>1</sup> 2015 Pupil Attitude Survey – provisional results

However, we recognise that there are a number of significant challenges for children and families in this area:

- We know that housing is a key issue for many families in the borough. Living in Tower Hamlets is expensive for many and unaffordable for some. We recognise that this combined with problems over the quality of some local housing has profound implications for families in the borough, and we need to support families with this in every way we can.
- Whilst the situation is improving, a significant number of our children and young people live in poverty. Across the UK, welfare reform is likely to add increased financial pressures for families in receipt of benefits, presenting a key challenge for some families.
- Tackling problems associated with diet and exercise – including obesity and dental health – remains a priority for us going forward. Access to healthy and affordable food is key to the issue, as is ensuring that children and young people are able to play safely and access open spaces.
- We want to do more to promote the emotional health and wellbeing of children and families. Estimates indicate that we have high levels of mental health disorders compared to the England average. Children and families have highlighted a number of areas where they feel emotional support in the borough could be improved.

## Living well: What we will do

This section describes our top five “Living Well” priorities and what we will do differently over the next three years. Each priority has a set of actions underneath it, setting out how we envisage the priority being met. The group or team of staff responsible for these is also stated. These groups or teams will work in partnership with a range of organisations in the borough and with children and families to ensure the priorities are met.

### ★ **Priority 5: Supporting families to be in the best possible position to access stable, affordable and good quality housing**

- Strengthen joint working between housing, health and local authority Children’s Services by ensuring appropriate representation at a strategic level and by ensuring relevant housing strategies include specific actions for children and families. Strategies can include actions to review information available to children and families on housing options to ensure informed choices can be made, and to investigate the experience of families who live in the private rented sector to see how they can be best supported by housing services
- Further develop and improve cross-departmental case-working to deliver the best outcomes for children and families, with an emphasis on preventing homelessness wherever possible
- Investigate the issue of family mobility in the borough and take appropriate action to support children and families as much as possible

➔ *The Health and Housing Sub-Group of the local authority’s Housing Forum and a new “task and finish group” will lead on this priority.*

### ★ **Priority 6: Minimise the negative impact of welfare reform and poverty**

- Ensuring that there are specific actions from the Welfare Reform Task Group for children and families, focusing on financial inclusion to support families to maximise their income and support into employment
- Develop appropriate resettlement support for families forced to relocate as a result of welfare reform and/or homelessness in partnership with the Housing Options Service

➔ *The local authority’s Welfare Reform Task Group will lead on this priority.*

### ★ **Priority 7: Improve the diet, nutrition and physical activity of children and young people**

- Promote healthy weight and good oral health by building on primary school neighbourhood pathfinder projects, improving the availability of healthier food choices for children and families, strengthening community engagement and wider partnership working and reviewing oral health services targeted at children and families
- Developing a new Play Strategy in order to promote physical activity and the use of open space including adventure playgrounds, to improve Vitamin D levels and ensure children and young people are able to play and socialise. A Play Strategy will also aim to combat negative stereotypes of young people that can deter them from accessing public spaces

➔ *Public health and the Health and Wellbeing Board will lead on this priority.*



## ★ **Priority 8: Promote emotional health and wellbeing**

- Strengthen mental health promotion and early support, including support for parents during the early years
- Review and improve information and advice provided to families and young people in relation to sex, relationships and handling feelings
- Review and improve information provided to families on mental health services and systems
- Improve the focus and impact of services on good mental health outcomes through the delivery of the Mental Health Strategy and Transformation Plan for Children and Young People's Mental Health and Wellbeing
- Carry out further analysis on the needs and experiences of newly arrived families, and taking appropriate action to ensure they receive appropriate support

➔ *The Children and Young People Mental Health and Emotional Wellbeing Strategy Group will lead on this priority.*

## ★ **Priority 9: Reduce preventable illness and injury**

- Implement a range of self-management initiatives to support children, young people and their families to better manage minor ailments and long term conditions and improve appropriate use of GP and primary care services by families worried about their children's health and wellbeing to reduce unnecessary Accident and Emergency attendance
- Improve care pathways for common conditions amongst children and young people, including asthma, eczema and constipation
- Ensure communities and services recognise and respond appropriately to acute serious illness requiring urgent response (e.g. asthma attacks, high fever, risk of diabetic coma etc.) through awareness raising and targeted staff training
- Increase protection against vaccine preventable disease by continuing to monitor and improve on immunisation coverage

➔ *The Clinical Commissioning Group Children Young People Programme Board (including public health) will lead on this priority.*

### **Living well: How will progress be measured?**

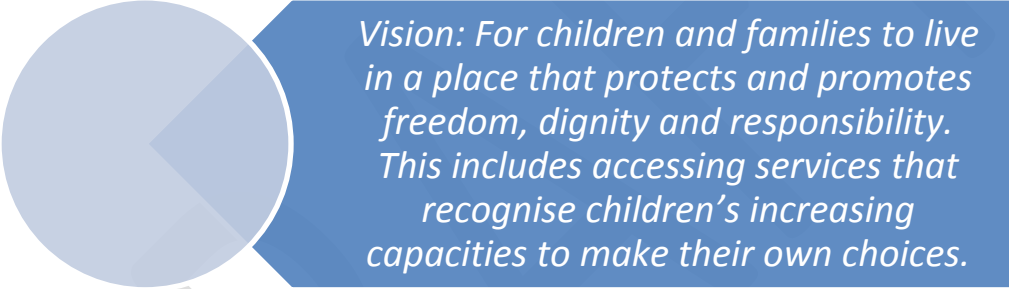
The following are the key indicators we will use to help us measure progress over the next three years:

- Child poverty
- Family overcrowding
- Childhood obesity and dental decay
- Implementation of a new mental health outcomes framework for children and families
- Accident and Emergency Attendance for 0-4 year olds and immunisation coverage
- Child immunisation coverage
- Feedback from children, families and stakeholders

## Section 3: Playing a part and freedoms

This section looks at participation, communication, community cohesion, privacy and confidentiality and crime and youth justice. Analysis has been derived from child rights that have an emphasis on civic rights and responsibilities. These are:

- Article 5: Parental guidance and a child's evolving capacities
- Article 12: Respect for the views of the child
- Article 13: Freedom of expression
- Article 14: Freedom of thought, belief and religion
- Article 15: Freedom of association
- Article 16: Right to privacy
- Article 17: Access to information from the media



*Vision: For children and families to live in a place that protects and promotes freedom, dignity and responsibility. This includes accessing services that recognise children's increasing capacities to make their own choices.*

### Playing a part and freedoms: The story so far

Children and families in Tower Hamlets are active in their communities, and there is much to be proud of. For example:

- There is a wide range of ways for children and families to participate in the decisions that affect their lives. Our School Councils, Youth Council and Parent and Carer Council are all excellent examples of this.
- We know that many children and families play an active role in their communities, ranging from volunteering to political participation. For example, the turn-out in the 2015 Young Mayor elections was 72 per cent.
- Tower Hamlets is diverse, with over 90% of pupils belonging to an ethnic background other than "White British". We are proud of this diversity and what this brings to the lives of local children and families.

However, we recognise that there is still room for improvement in these areas, and there are challenges to be overcome:

- We want to further develop the ways in which children and families are engaged with and influencing services and decision-making.
- We recognise that the ways we communicate with children and families need to keep pace with the ways children and families communicate with each other: This includes looking at how we use digital technology and improving how complex information is communicated.
- It is important that children and families feel part of their community, and we want to explore this issue in more detail to ensure this goal is met.

DRAFT

## Playing a part and freedoms: What we will do

This section describes our top three “Playing a Part and Freedoms” priorities and what we will do differently over the next three years. Each priority has a set of actions underneath it, setting out how we envisage the priority being met. The group or team of staff responsible for these is also stated. These groups or teams will work in partnership with a range of organisations in the borough and with children and families to ensure the priorities are met.

### ★ **Priority 10: Make sure the views of children and families are considered and taken seriously**

- Develop mechanisms to hear the views of children and families where there are gaps
- Develop processes for collating and sharing key messages from feedback to ensure they are acted on, articulated through an annual set of factsheets on the “views of children and young people”
- Ensure children and young people’s participation is integrated into all relevant strategies, policies and decisions, in line with the Tower Hamlets Community Engagement Strategy
- Develop “good practice” materials for all frontline staff on how to effectively engage with children at an individual level
- Provide additional support and promote the use of person-centred planning as a mechanism to ensure the views of vulnerable children and young people are listened to and taken seriously when making decisions which affect them
- Encourage parental engagement in the services used by children and young people by identifying where improvements are needed and taking appropriate action
- As part of the strategic review of the youth service ensure that the views of children and young people are taken into account and acted upon

➔ *The local authority’s Policy, Programme and Community Insight team and the Local Safeguarding Children Board Sub-Group will lead on this priority.*

### ★ **Priority 11: Improve access to reliable information that is easy to understand**

- Develop “child and family friendly” information for relevant services by identifying areas for improvement and working with children and young people to address this. This will include information for newly arrived families on how to understand and navigate complicated systems
- Review the information provided to children and young people on issues of confidentiality
- Develop digital communication mechanisms that services use with children and young people in line with feedback, through the development of a shared “Communication Strategy”
- Review research on the impact of “screen use” on families as this emerges and taking appropriate action
- Promote the use of person-centred planning to ensure that information is accessible and meaningful to children and young people with special educational needs and disabilities
- Support parents with parenting responsibilities through improved information, advice and support
- As part of the strategic review of the youth service ensure that information is available on the range of positive activities, “the youth service offer”, that children and young people can participate in
- Promote children and young people’s rights and responsibilities

➔ *The local authority’s Policy, Programme and Community Insight team and the voluntary sector will lead on this priority.*

★ **Priority 12: Support children and families of different backgrounds getting along well together**

- Carry out research to decipher the extent to which children and families feel that Tower Hamlets is a place where people of different ethnic background get along well together, and the reasons and solutions behind any identified issues
- Promote community cohesion, including intergenerational work and work to build a sense of community around where children and families live

➔ *The local authority's Policy, Programme and Community Insight team and the Local Safeguarding Children Board Sub-Group will lead on this priority.*

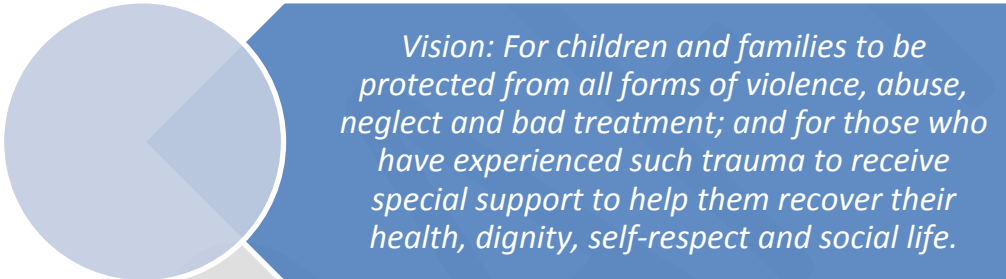
**Playing a part and freedoms: How will progress be measured?**

Feedback from children, families and stakeholders will be central in measuring progress towards these three priorities over the next three years.

## Section 4: Free from harm

This section looks at situations where children and young people have been harmed or are at risk of being so. Analysis has been derived from child rights that have an emphasis on protection. These are:

- Article 19: Protection from violence, abuse and neglect
- Article 20: Children unable to live with their family
- Article 34: Sexual exploitation
- Article 25: Review of treatment in care
- Article 21: Adoption
- Article 33: Drug abuse
- Article 37: Inhumane treatment and detention
- Article 40: Juvenile justice



*Vision: For children and families to be protected from all forms of violence, abuse, neglect and bad treatment; and for those who have experienced such trauma to receive special support to help them recover their health, dignity, self-respect and social life.*

### Free from harm: The story so far

Through safeguarding activity, we have worked hard to protect children and young people from harm and to support families. Some of our key achievements to date are as follows:

- In a recent survey, 80% of primary and secondary school pupils said they felt very or quite safe in the area where they live.
- We have carried out a range of awareness-raising activity on issues relating to being free from harm. For example, last year over 1,000 young people and over 350 professionals attended training and workshops on tackling violence against women and girls.
- We have worked hard to support children and young people who are looked after. Compared to the England average, looked after children in Tower Hamlets are more likely to be placed close to home and are more likely to have a stable placement.
- Last year, the rate of referrals for Children's Social Care in Tower Hamlets was higher than the England average. We think these figures show that organisations are good at working together to help children at an early stage.

- We have carried out research on a number of areas of concern in order to get a full understanding of particular issues and how they need to be addressed. Recent examples include research on our approach to child sexual exploitation in Tower Hamlets and research into incidents where young people were involved in serious violent crime.

Building on these successes we recognise that there are areas we need to address over the next three years which include the following:

- We know that neglect can play a part in a number of child protection cases in Tower Hamlets. We want to continue to tackle this issue through our Neglect Strategy.
- We know that violent crime can have a devastating impact on both victims and perpetrators. There is evidence to suggest that violent crime involving young people is a particular concern in the borough, and we recognise that action is needed to address this.
- Domestic abuse and gender-based violence are key issues in the borough, and we recognise that they can have far-reaching and devastating impacts on children and families. We want to continue to tackle this and work through the Tower Hamlets Violence towards Women and Girls Plan.
- The radicalisation of young people has been an emerging issue in recent years. A range of activity has been put in place to ensure that children and young people are protected from harm in this regard, and we are committed to developing this work further.
- The use of psychoactive “legal highs” is another emerging issue, and we recognise that the advice and support provided to young people needs to reflect emerging trends.
- We continue to be ambitious for our looked after children. Looked after children can experience a range of barriers and issues, and we have developed a Looked After Children Strategy in order to tackle these.

## Free from harm: What we will do

This section describes our top six “Free from Harm” priorities and what we will do differently over the next three years. Each priority has a set of actions underneath it, setting out how we envisage the priority being met. The group or team of staff responsible for these is also stated. These groups or teams will work in partnership with a range of organisations in the borough and with children and families to ensure the priorities are met.

### ★ **Priority 13: Protect children and families from harm and exploitation**

- Invest in families to protect children from harm and exploitation
- Reduce the number of children and young people experiencing neglect through the Neglect Strategy
- Combat child sexual exploitation through the Child Sexual Exploitation Strategy
- Reduce inequalities for children in need of help and protection by investigating the reasons behind these and taking appropriate action
- Address homophobic and transgender bullying by identifying and sharing good practice on this issue
- Support young carers by the development and delivery of a Carer Strategy
- Tackle child trafficking by gathering intelligence on the scale and nature of the problem in Tower Hamlets

➔ *The Local Safeguarding Children Board, the Family Wellbeing Steering Group and a new “task and finish” group will lead on this priority.*

### ★ **Priority 14: Protect children from radicalisation and extremism**

- Combat radicalisation and extremism through the Prevent Delivery Plans and related work. This includes work to meet the following local strategic Prevent objectives:
- Target social, peer and educational support and advice to individuals identified as at risk of involvement in extremist activity and violence
- Strengthen positive social networks and institutions to increase their capacity to challenge extremism and violence and disrupt networks and organisations that are sympathetic to extremism and terrorism
- Increase Prevent awareness and enhance referrals for those that are vulnerable to extremism

➔ *The Prevent Programme Board will lead on this priority.*



★ **Priority 15: Address the causes and impact of violent crime for both victims and perpetrators**

- Carry out the recommendations arising from the review of cases where young people are involved in serious violent incidents, including reviewing mental health support for young people
  - Review the use and impact of Criminal Behaviour Orders in the borough
  - Continue to reduce offending and re-offending levels through implementing recommendations from the 2014 inspection of youth offending services
  - Review the experiences of young people in secure accommodation by working directly with them to see if any improvements are needed
  - Reduce inequalities in offending levels by investigating the reasons behind these and taking appropriate action
  - Improve understanding between the Police and young people through the development of a compact.
- ➔ *A new “task and finish” group linked to the Gang Strategic Advisory Group will lead on this priority.*

★ **Priority 16: Protect children and families from the experience of and exposure to domestic abuse and gender-based violence**

- Ensure there are clear and explicit actions for children and families in the Violence towards Women and Girls plan
  - Investigate the issue of children who harm in more detail to understand the scale and nature of the issue and take appropriate action
- ➔ *The local authority’s Community Safety team and a new “task and finish” group linked to the Local Safeguarding Children Board will lead on this priority.*

★ **Priority 17: Protect children and young people from drug and alcohol abuse**

- Annually assess alcohol and substance misuse levels in parents, families and young people in order to inform appropriate action
  - Ensure children, families and staff have access to appropriate education, advice, education, support and specialist treatment services relating to substance misuse, delivered through the Borough’s Drug and Alcohol Strategy
  - Address the harm of “legal highs” by regulation, education, enforcement and, where appropriate, treatment ensuring the information, advice and service provision available to young people and professionals meets identified need including keeping up-to-date on emerging trends
  - Review substance misuse information and advice in line with feedback from children and young people
  - Address parental substance misuse by strengthening a multi-agency approach to the hidden harm agenda
- ➔ *The Hidden Harm Family Steering Group will lead on this priority.*

★ **Priority 18: Ensure looked after children get the support they need**

Improve the experience and support provided to looked after children through the delivery of a Looked After Children's Strategy. This includes further increasing the stability of placements, improving the number of looked after children placed close to home, further improving on health checks and outcomes for care leavers and looked after children, ensure that children are coming into care when they need to, reducing inequalities for looked after children and care leavers and reviewing information for looked after children on what will happen when they are older.

➔ *The local authority's Children's Social Care Senior Management team will lead on this priority.*

**Free from harm: How will progress be measured?**

- Local Safeguarding Children Board monitoring activity and annual report
- Violence towards Women and Girls plan delivery
- Number of bullying incidents due to homophobia
- Incidences of violence with children and young people as perpetrators or victims
- Admissions to hospital for under 18 year olds for alcohol specific issues
- Number of young carers receiving support
- Feedback from stakeholders, children and families

# Monitoring the 2016-19 Children and Families Plan

The Tower Hamlets Children and Families Partnership Board plays an essential role in monitoring the delivery of the Children and Families Plan. The Board is made up of key partners, including representatives from the local authority, the Police, education and health. The core duties of the Board in relation to the 2016-19 Children and Families Plan are as follows:

- To approve, manage and review the Children and Families Plan and yearly action plans.
- To ensure the alignment to the decisions at a senior management level, the Health and Wellbeing Strategy and the Council Strategic and Community Plans.
- To scrutinise and challenge services to ensure that the priorities of the Children and Families Plan are delivered, taking a troubleshooting role where there are concerns about performance.
- To make decisions about alignment or pooling of resources to meet the priorities identified in the Children and Families Plan.
- To monitor progress against the Children and Families Plan and deliver an annual progress report for publication.


A report summarising our progress on delivering the 2016-19 Children and Families Plan will be published each summer, starting from summer 2017.

## Appendix I: Strategies related to the plan

The Children and Families Plan is the overarching strategic plan for children and families in the borough. The success of this Plan depends on the success of a number of interrelated strategies and plans that are held across the Partnership. These include:

- The 2016-19 Health and Wellbeing Strategy
- The 2016 Tower Hamlets Community Engagement Strategy
- The 2016-19 Carer Strategy
- The 2016 Tower Hamlets Local Plan
- The 2016 Looked After Children Strategy
- The 2016 Violence towards Women and Girls Plan
- The 2015 Ending Groups, Gangs and Serious Youth Violence Strategy
- The 2013 Mental Health Strategy
- The Community Safety Partnership Plan
- The Child Sexual Exploitation Strategy
- The Neglect Strategy
- The Tower Hamlets Drug and Alcohol Strategy
- The Annual Prevent Delivery Plan
- The Annual Youth Justice Plan
- Idea Store Health Strategy

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Non-Executive Report of the:  <b>Overview and Scrutiny Committee</b>  4th April 2016	
<b>Report of: Melanie Clay, Director of Law, Probity and Governance</b>	<b>Classification:</b> Unrestricted
Challenge Session Report - Improving disabled and ethnic minority staff representation at the senior manager (LP07+) level	

<b>Originating Officer(s)</b>	Kevin Kewin, Interim Service Head Corporate Strategy and Equality  Leo Nicholas, Senior Strategy, Policy & Performance Officer, Corporate Strategy & Equality
<b>Wards affected</b>	All Wards

**Summary**

- 1.1 This report submits the Report and recommendations for improving disabled and ethnic minority staff representation at the senior manager (LP07+) level

**Recommendations:**

- 2.1 The Overview and Scrutiny Committee is recommended to:
  - Agree the draft report and the recommendations.
  - Authorise the Interim Service Head Corporate Strategy & Equality to amend the draft report before submission to Cabinet, after consultation with the Scrutiny Lead.

### **3. BACKGROUND**

- 3.1 The challenge session took place on 10<sup>th</sup> February 2016 as a result of concern amongst Members around the slow progress against the council's commitment to have a senior management that is reflective of the local disabled and ethnic minority community. Particularly as the council has been recognised for its efforts on LGBT inclusion and meeting its strategic priority for 50% of senior managers (LP07+) to be women.
- 3.2 The aim of the challenge session was to explore ways in which the council can improve ethnic minority and disabled staff representation at the senior management level (LP07+).
- 3.3 The session was underpinned by the following core questions:
- a) Is there a perception of a glass ceiling for ethnic minority and disabled staff?
  - b) Are there any positive action schemes in place and if so, are they have any effect?
  - c) How do we manage talent within the council?
- 3.5 The report with recommendations is attached at Appendix One. 6 recommendations have been made:
- **Recommendation 1**  
The council should adopt a new talent management process for all staff to replace navigate and actively promote the scheme to ethnic minority and disabled staff through all available communication channels.
  - **Recommendation 2**  
The council to ensure that all HR schemes and policies to improve ethnic minority and disabled staff representation at the senior manager level include clear objectives and intended results. These need to be communicated to all staff. Additionally, the impact of any implemented scheme and policy will need to be monitored.
  - **Recommendation 3**  
The council should reinvigorate the BAME and disabled staff forums and ensure that they are fit for purpose, are representative; are led by effective chairs and have senior champions whose roles are communicated clearly to all staff.
  - **Recommendation 4**  
The council undergo an organisational culture audit focusing on diversity and inclusion; specific areas of focus should include line management practice; talent management processes; the effectiveness of current equality and diversity training and staff engagement
  - **Recommendation 5**  
The council to roll out a survey for all staff to provide their views on career

development and any barriers, if any, that are perceived. The survey should be targeted to BAME and disabled staff especially.

- **Recommendation 6**

The council's HR service to provide a detailed action plan on how they will address any concerns raised through the survey with regular performance monitoring reports provided to the Tower Hamlets Equality Steering Group.

3.6 Once agreed, a report will be submitted to Cabinet for a response to the recommendations.

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

#### **5. LEGAL COMMENTS**

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

6.1 Representation of disabled and ethnic minority staff at LP07+ are both Strategic Plan measures and measures on the council's Single Equality Framework. They are key measures to combat inequality in the workforce and to promote equality of opportunity.

6.2 This challenge session aimed to improve performance against these strategic measures and improve overall disabled and ethnic minority representation within the workforce. Should the reports or its recommendations lead to service or policy change a full equality analysis will be undertaken.

#### **7. BEST VALUE (BV) IMPLICATIONS**

7.1 The recommendations in this report are made as part of the Overview & Scrutiny Committee's role in helping to secure continuous improvement for the council, as required under its Best Value duty.

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

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

#### **9. RISK MANAGEMENT IMPLICATIONS**

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

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

- 10.1 There are no direct crime and disorder reduction implications arising from the report or recommendations.
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## **Linked Reports, Appendices and Background Documents**

### **Linked Report**

- NONE

### **Appendices**

Appendix 1 – Improving disabled and ethnic minority staff representation at the senior manager (LP07+) level - Scrutiny Challenge Report

### **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.

- These must be sent to Democratic Services with the report
- NONE

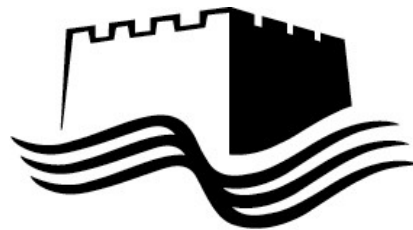
### **Officer contact details for documents:**

- N/A



**Improving Disabled and Ethnic Minority staff representation at the  
senior manager (LP07+) level**

**Scrutiny Challenge Session Report**



**TOWER HAMLETS**

**London Borough of Tower Hamlets  
March 2016**

## Chair's Foreword

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### **Councillor Maium Miah, Scrutiny Lead for Resources**

The council is committed to ensuring that its workforce is reflective of the community and has rightfully set targets for its senior management in terms of women, disability and ethnicity (specifically ethnic minorities). This scrutiny challenge session looks at the progress at the senior management level the council has made to date in this area and suggest areas for improvement.

The review invited staff forum representatives from the BAME staff forum and Disabled staff forum; HR officers and Councillors with an interest in a workforce to reflect the community in order to evaluate the council's performance to date and foster improvement. Additionally, statements from the council's external recruitment agencies were also provided.

Since 1998 the council has had a commitment to having a senior management that reflects the community and has progressed in terms of representation of women. However, progress against having an ethnically diverse senior management and representative levels of disabled senior managers has been challenging and not as rapid as hoped. This review is a small but positive endeavour to boost the efforts and rejuvenate the focus on this important area.

More than two thirds (69%) of the of the borough's population belong to minority ethnic groups. Having a senior management and workforce that is reflects the community ensures that the community's needs, perspectives and priorities are addressed by the council and enables the council to deliver services that are? Appropriate and reflects the community we seek to serve. It was clear throughout the challenge session that there is a way to go in relation to representation at the senior level but there is a clear desire to improve disabled and ethnic minority representation at the senior management level within the council and I hope that the recommendations outlined in this report are turned into reality.

I would like to thank everyone who participated in this challenge session, particularly the staff members who shared their perspectives, and the scrutiny and policy team, who helped inform the recommendations outlined in this report.

Cllr Maium Miah  
Canary Wharf ward  
07983 798 791

## Summary of recommendations

### **RECOMMENDATION 1:**

The Council should adopt a new talent management process for all staff to replace navigate and actively promote the scheme to ethnic minority and disabled staff through all available communication channels.

**RECOMMENDATION 2:** The council to ensure that all HR schemes and policies to improve ethnic minority and disabled staff representation at the senior manager level include clear objectives and intended results. These need to be communicated to all staff. Additionally, the impact of any implemented scheme and policy will need to be monitored.

**RECOMMENDATION 3:** The council should reinvigorate the BAME and disabled staff forums and ensure that they are fit for purpose, are representative; are led by effective chairs and have senior champions whose roles are communicated clearly to all staff.

**RECOMMENDATION 4:** The council undergo an organisational culture audit focusing on diversity and inclusion; specific areas of focus should include line management practice; talent management processes; the effectiveness of current equality and diversity training and staff engagement

**RECOMMENDATION 5:** The council to roll out a survey for all staff to provide their views on career development and any barriers, if any, that are perceived. The survey should be targeted to BAME and disabled staff especially.

**RECOMMENDATION 6:** The council's HR service to provide a detailed action plan on how they will address any concerns raised through the survey with regular performance monitoring reports provided to the Tower Hamlets Equality Steering Group.

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## 1. INTRODUCTION

- 1.1. Tower Hamlets is one of the most diverse boroughs in the country with over half of residents in the borough from an ethnic minority background. Since 1998 the council has prioritised having a workforce that reflects the community. Strategic targets for senior managers (LP07) were developed for disabled, women and ethnic minority staff.
- 1.2. WFTRC is a key activity in the council's single equality framework and strategic plan. Having a workforce that reflects community ensures that council services are delivered appropriately for the community and local needs are fully understood.
- 1.3. The aim of the challenge session was explore ways in which the council can improve ethnic minority and disabled staff representation at the senior management level (LP07+)
- 1.4. The session was underpinned by the following core questions:
- Is there a perception of a glass ceiling for ethnic minority and disabled staff?
  - Are there any positive action schemes in place and if so, are they have any effect?
  - How do we manage talent within the council?
- 1.5. The session was chaired by Councillor Maium Miah (Scrutiny Lead Resources) on Wednesday 10<sup>th</sup> February 2016. The session took the form of a presentation by the Service Head for HR and Workforce Development and the Senior HR Manager, a statement from one of the procured recruitment agencies, Green Park and a roundtable discussion.
- 1.6. The session was attended by:

Councillor Maium Miah	Scrutiny Lead Resources
Councillor Amina Ali	Vice-Chair of the Somali Taskforce and Chair of Health Scrutiny Panel, LBTH
Councillor Oliur Rahman	LBTH
Simon Kilbey	Service Head, HR and Workforce Development, LBTH
Corinne Hargreaves	Senior HR Manager, LBTH
Leo Nicholas	Senior Strategy, Policy and Performance Officer, LBTH
Assan Ali	Staff forum representative, LBTH
Lorina Dujon	Staff forum representative, LBTH
Sarla Meisuria	Staff forum representative, LBTH

Ali Khan	Advisor to the Independent Group, LBTH
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## **2. THE COUNCIL'S COMMITMENT TO A WORKFORCE TO REFLECT THE COMMUNITY (WFTRC)**

### **Context of a WFTRC**

- 2.1 The Council's Workforce to Reflect the Community Strategy was introduced in 1998 to:
- Make positive steps towards combating poverty in the Borough by opening up job and training opportunities to local people, particularly targeting those groups within the community who are under-represented in the workforce.
  - Work towards more responsive service delivery by employing more local people from under-represented groups.
  - Promote the Council as a responsible employer.
- 2.2 Targets were set for the percentage of top 5% earners, senior managers (LP07+), who are disabled, women or from an ethnic minority. Additionally, targets for all staff were set. These targets have featured in the council's strategic priorities since the strategy was introduced in 1998.
- 2.3 In 2014/15 the council set a target for 50% of senior managers (LP07+) to be women, this target was essentially reached, in 2014/15 49.89% of top earners were women.

### **Current performance for ethnic minority and disabled managers**

- 2.4 Currently 26.85% of top earners are from an ethnic minority. A target of 30% has been set for 2015/16. However, 49.3% of the working age population in the borough is from an ethnic minority.
- 2.5 The disabled target for top earners within the council is 11.8%, which is the same as percentage of the working age population in the borough (Census 2011). Currently 8.17% of top earners within the Council have a disability.

### **Legislation**

- 2.6 The council's commitment to having a senior management that reflects the community is supported by two pieces of legislation. The Equality Act 2010 and the Local Government and Housing Act 1989.
- 2.7 Under the Equality Act 2010, the council must in the exercise of its functions, have due regard to the need to:
- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act.
  - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

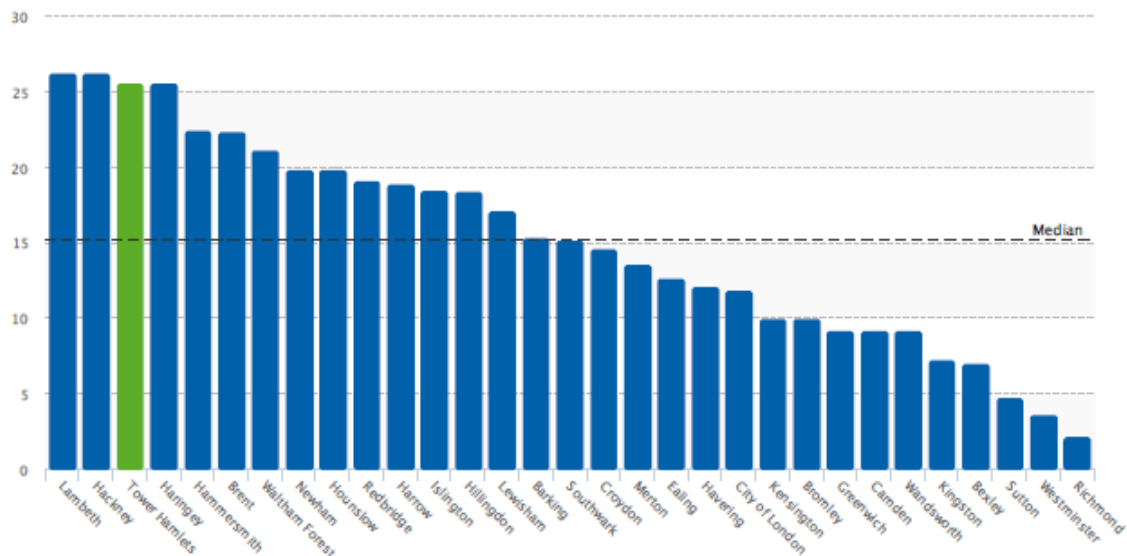
- Foster good relations between persons who share a relevant protected characteristic<sup>1</sup> and persons who do not share it.
- 2.6 Section 7 of the Local Government and Housing Act 1989 provides that all appointments should be made on merit; however section 159 of the Equality Act 2010 allows employers to use positive action on a case by case basis when recruiting and promoting. Additionally, the Act makes it lawful to select the candidate from a disadvantaged or underrepresented group where two candidates are both ‘as qualified’ as each other.

### Performance in comparison to other local authorities

2.7 The tables below show Tower Hamlets’ performance against other local authorities when comparing the number of ethnic minority and disabled top 5% of earners. Tower Hamlets is one of the highest performing local authorities; however data showing each local authorities performance against their community is not available. Tower Hamlets council appears to be the only local authority in London with a commitment to having a workforce that reflects the community as a strategic priority.

Ethnicity - Percentage of top 5% earners: BAME

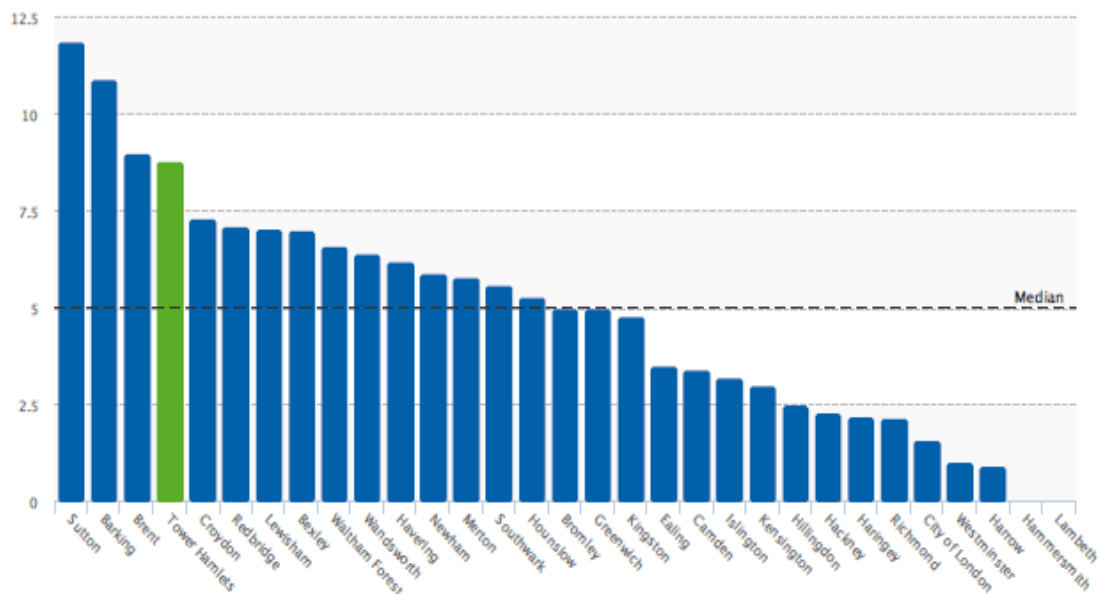
*The following analysis excludes Councils that have not yet submitted data for this metric, ie: Barnet, Enfield.*



<sup>1</sup> There are nine protected characteristics defined by the Equality Act 2010. They are: pregnancy & maternity; age; disability; gender reassignment; race; religion or belief; sex; sexual orientation and marriage & civil partnership.

## Disability - Percentage of top 5% earners who are disabled

The following analysis excludes Councils that have not yet submitted data for this metric, ie: Barnet, Enfield.



### The council's policy – positive action

- 2.9 Since 2006 the council has phased out all positive action schemes (the last positive action scheme was suspended in 2010); with all activities open to all staff, with targeted promotion to encourage take up from certain groups of staff, including ethnic minority and disabled staff members.
- 2.10 Current activities in place which are advertised to ethnic minority and disabled staff include:
- Mentorwise - a staff development opportunity to support individual career aspirations. The council has joined the London mentoring network MyMentor, which provides an online matching system for mentees to identify suitable mentors. The system also allows staff to have access to a wide and diverse pool of potential mentors in different public sector organisations, should an internal mentor not be available.
  - Disability awareness days – staff and managers are provided with information on supporting staff with disabilities. External organisations are invited to provide talks. Information on reasonable adjustments, flexible working and access to work payments are made readily available.
  - Navigate – the council's internal talent management scheme. Its aim is to develop potential leaders and managers of the future and support progression. Participants receive development in the form of psychometric assessments; in-depth 1-2-1s; coaching and secondment and/or shadowing opportunities.



### **The council's policy – internal recruitment of senior managers**

- 2.11 The council has several policies in place to ensure that the recruitment and selection processes for senior management vacancies are fair and robust. These processes are managed and monitored by the council's HR and workforce development service and in the case of Service Heads and above, by a Member level HR Appointment Committee.
- 2.13 Recruitment training – in order for a staff member to sit on a recruitment panel, mandatory recruitment licensing training must be completed. This training covers the council's duty on the equalities act; unconscious bias; the council's policy on discrimination and the recruitment process.
- 2.14 Elected Members sit on the recruitment panels for vacancies that are Service Head level or above. They undergo mandatory recruitment training and are supported by the Service Head for HR and workforce development. Recruitment panel selections are ratified by the HR appointments committee.
- 2.15 Recruitment panels – All recruitment panels for council vacancies must be diverse with an expectation that panel members represent a range of the protected characteristics under the Equality Act 2010. A member of HR is required to sit on the panel for vacancies that are LP07 and above. It is their responsibility to ensure that the panels are diverse.
- 2.16 Internal recruitment first – all vacancies are advertised internally, vacancies that are below Service Head level are exclusively advertised internally and is put out for external advertisement should the role not be filled.
- 2.17 'Take a Chance' scheme – the scheme is a new approach. The aim is to offer an individual who comes close to being offered a job the chance to be permanently appointed following a six month 'probationary' period supported by a programme of development. The scheme applies to posts PO3 and above (to the service manager level) that are advertised internally.

### **The council's policy – external recruitment, Service Head and above**

- 2.16 Vacancies that are for Service Head and above are advertised internally and externally, in order to ensure the best person for the senior leadership role is found. Recruitment agencies are used to source suitable candidates for these posts.
- 2.17 The council has a procurement framework in place to undertake the recruitment of Service Head and above positions. The framework is

made up of 4 organisations and an equalities statement is submitted as part of the tender quotation for each post.

- 2.18 The quotation evaluation criteria that is used during the external recruitment process is detailed below. “Evidence of identifying and sourcing diverse candidates’ has the second highest score weighting.

<b>Quality Criteria</b>	<b>Criterion weighting (multiplier x)</b>
<b>Knowledge of role</b>	4
<b>Knowledge of Tower Hamlets</b>	1
<b>Market Knowledge</b>	2
<b>Experience in recruiting to similar role</b>	4
<b>Experience in recruiting for other London boroughs or similar organisations</b>	1
<b>Evidence of innovative solutions in addressing market challenges</b>	1
<b>Evidence of innovative solutions in improving decision-making</b>	1
<b>Evidence of identifying and sourcing diverse candidates.</b>	3
<b>Evidence of commitment to Equality and Diversity in recruitment processes</b>	1
<b>Resources Allocated (named consultants)</b>	1
<b>Flexibility in pricing and cost in line with expectations and budget.</b>	2

### **Penna's external recruitment process**

- 2.19 Penna, the main recruitment agency that the council uses for external posts (at the Service Head and above level), provided a submission of their recruitment processes.
- 2.20 Penna focus on attracting a diverse readership by advertising in media (both on and offline) that have a highly diverse readership. This includes mailing up to 100+ diversity groups across London that circulates their vacancies to their networks and communities.
- 2.21 Targeted search (where appropriate) into markets/sectors which have high levels of diversity in their workforce and good transferable skills. This ensures that the application and selection processes are highly accessible; meet best practice standards and do not consciously or unconsciously disadvantage any candidate.

### 3. KEY FINDINGS AND RECOMMENDATIONS

- 3.1 The session began by exploring HR's efforts to reaching a senior management that is representative of the ethnic minority and disabled community in Tower Hamlets. The Service Head for HR and Workforce Development and the Senior HR Manger provided a presentation.

#### **Talent Management**

- 3.2 The session initially focused on talent management and the process of developing staff who will eventually become the senior leadership within the council. The challenge session noted that this is challenging times for the council, with government imposed cuts and a shrinking pool of senior manager posts. However, it was felt that developing staff, middle managers and team leaders in particular, should still be a priority.
- 3.3 It was noted that the council has a talent management scheme in place called 'Navigate'. The scheme is linked to the PDR process and open to all staff. The scheme offers coaching and tuition but its impact on progression was questioned. Navigate as a scheme is advertised to all staff but attendees from the BAME and disabled staff forums felt that the approach to enrolment should be specifically targeted towards ethnic minority and disabled staff members.
- 3.4 HR confirmed that a review focusing on the impact of Navigate and its reach is being undertaken. Attendees agreed with the need for a review and suggested a new talent management scheme is developed to replace navigate.

#### **RECOMMENDATION 1:**

**The Council should adopt a new talent management process for all staff to replace navigate and actively promote the scheme to ethnic minority and disabled staff through all available communication channels.**

#### **Existing HR policies and their impact**

- 3.5 The session considered the impact of existing HR policies on representation of ethnic minority and disabled staff at the LP07+ level. It was felt that attendees that HR had implemented a large number of policies and schemes in order to facilitate an improvement but these were poorly understood by managers; staff and a need for clear outcomes.
- 3.6 The HR Senior Manager confirmed that there was concern about the low number of staff being promoted through the "Take A Chance" scheme and only a handful of recruiting managers had used the scheme. Additionally, it was confirmed that all managers were given

essential training in 2014/15 which focused on the importance of equality and diversity within teams; the benefits of a diverse workforce and best practice when recruiting.

- 3.7 Attendees felt that HR's approach to recruiting a diverse senior management was welcomed but there were some crucial aspects missing. Staff forum members felt that managers understanding of HR policies and schemes needs to be improved. There was a feeling that junior staff members were not progressing due to poor managerial understanding about schemes such 'take a chance' and 'navigate'. It was felt that clear outcomes need to be communicated to staff before a policy and/or scheme is implemented. Additionally, there is a need to monitor the impact of these schemes and whether they are contributing the increased levels of ethnic minority and disabled staff within the senior management cohort.

**RECOMMENDATION 2: The council to ensure that all HR schemes and policies to improve ethnic minority and disabled staff representation at the senior manager level include clear objectives and intended results. These need to be communicated to all staff. Additionally, the impact of any implemented scheme and policy will need to be monitored.**

#### **The role of the staff forums**

- 3.8 It was recognised by session attendees that the staff forums have a significant role to play in having a senior management with good representation of disabled and ethnic minority staff. Forum representatives felt that the disabled and BAME staff forums needed a clearly defined role and purpose.
- 3.9 It was brought to the meeting's attention that the disabled staff forum needed a chair and issues such as representation of disabled staff at the senior management couldn't be discussed without some sort of leadership in place for this forum.
- 3.10 The Service Head for HR and Workforce Development highlighted the diversity of CMT and the strength of the council's leadership as a consequence. Attendees felt that CMT should be portrayed as role models to staff forum members and their role as senior champions for ethnic minority and disabled staff should be communicated to the workforce clearly and routinely.

**RECOMMENDATION 3: The council should reinvigorate the BAME and disabled staff forums and ensure that they are fit for purpose, are representative; are led by effective chairs and have senior champions whose roles are communicated clearly to all staff.**


## Organisational culture audit

- 3.11 Attendees felt that the organisational culture within the council needed to be addressed. It was noted that although the number of ethnic minority senior managers had improved year on year, progress was slow. Additionally, awareness around employees with a disability could be improved.
- 3.12 Issues such as managerial understanding about: reasonable adjustments in the workplace; access to work support for disabled staff; flexible working arrangements; the importance of development opportunities and training and the benefits of recruiting a diverse workforce need to be addressed.
- 3.13 The session received a statement from Green Park, one of the recruitment agencies used to recruit Service Heads and above externally. Green Park reiterated their belief in the robustness of the council's recruitment processes but a possible barrier to having a senior management that is representative of the local disabled and ethnic minority community could be the organisational culture and this should be explored further.
- 3.14 Attendees from the staff forums were agreement. A member of the BAME staff forum confirmed that the BAME staff forum has always had ethnic minority representation at the senior management level as one of the forum's priorities. Forum members felt that the staff need to be consulted on the barriers to progression for disabled and ethnic minority staff and how these could be overcome.

**RECOMMENDATION 4: The Council undergo an organisational culture audit focusing on diversity and inclusion; specific areas of focus should include line management practice; talent management processes; the effectiveness of current equality and diversity training and staff engagement**

**RECOMMENDATION 5: The Council to roll out a survey for all staff to provide their views on career development and any barriers, if any, that are perceived. The survey should be targeted to BAME and disabled staff especially.**

**RECOMMENDATION 6: The Council's HR service to provide a detailed action plan on how they will address any concerns raised through the survey with regular performance monitoring reports provided to the Tower Hamlets Equality Steering Group.**

<p>Non-Executive Report of the:</p> <p><b>Overview and Scrutiny Committee</b></p> <p>8<sup>th</sup> March 2016</p>	
<p><b>Report of: Melanie Clay, Director of Law, Probity and Governance</b></p>	<p><b>Classification:</b> Unrestricted</p>
<p>Challenge Session Report - Promoting a shared responsibility and removing barriers to improved recycling in the borough</p>	

<p><b>Originating Officer(s)</b></p>	<p>Kevin Kewin, Interim Service Head Corporate Strategy and Equality</p> <p>Vicky Allen, Strategy, Policy &amp; Performance Officer, Corporate Strategy &amp; Equality</p>
<p><b>Wards affected</b></p>	<p>All Wards</p>

**Summary**

- 1.1 This report submits the report and recommendations of a recycling Scrutiny Challenge Session for consideration by the Overview and Scrutiny Committee.

**Recommendations:**

- 2.1 The Overview and Scrutiny Committee is recommended to:
  - Agree the draft report and the recommendations.
  - Authorise the Interim Service Head Corporate Strategy & Equality to amend the draft report before submission to Cabinet, after consultation with the Scrutiny Lead.

### **3. BACKGROUND**

- 3.1 The challenge session took place on 19<sup>th</sup> January 2016 as a result of concerns amongst some Members that the council and its partners were not doing all that they could to support residents to improve their recycling habits. Waste and recycling is a key service for local authorities and dealing with waste represents a significant expense for the council at a time continuous decline in council resources. Sending recyclable material to landfill and other waste facilities is both expensive and damaging to the environment. Reducing waste collection costs by increasing recycling rates and reducing contamination rates could save an estimated £500,000 per year which could help limit the impact of public sector cuts.
- 3.2 Whilst it is recognised that the Council is one of the best performing recyclers of dry recyclates in London it faces a particularly difficult and costly operational environment in relation to high rise food waste collection and severely limited operational opportunities to increase green waste recycling given the lack of private gardens. Notwithstanding this there was a concern that the borough's overall recycling rate is well below the London and England average, and significantly below the EU's 50 percent recycling target for the country by 2020.
- 3.3 Ensuring residents increase the amount of waste they recycle whilst reducing the amount of recycling that is contaminated is key to achieving the Council's sustainability objectives as well as the savings identified above. Whilst there are well researched barriers to recycling which create a real challenge, the council must nevertheless find ways to promote a sense of accountability amongst residents, landlords and landowners.
- 3.4 The aim of the challenge session was therefore to explore ways in which the council and its partners could influence residents to increase the amount of recycling and to 'recycle right'; and how social housing landlords and landowners can work together to facilitate this.
- 3.5 The session was underpinned by three core questions:
- a) What actions can the council and its partners take to inform residents of the importance of recycling and to encourage residents to increase the amount of recycling they do and reduce the amount that is contaminated?
  - b) How can landlords, landowners, managing agents, and developers improve recycling facilities on their estates and how can they facilitate residents to recycle more, and recycle right. And how can the council support this?
  - c) What financial opportunities can the council access to support recycling activities and what the options to use S106 planning obligations or the Community Infrastructure Levy are?
- 3.6 The report with recommendations is attached as Appendix 1. 12 recommendations have been made:



- **Recommendation 1:** Review the Local Reward Scheme running in the borough with a view to implementing it more widely.
- **Recommendation 2:** Promote and coordinate visits to the Material Recovery Facility (MRF) for residents and estates staff.
- **Recommendation 3:** Promote messages about recycling to residents through ESOL sessions.
- **Recommendation 4:** Improve communication and education campaigns by making the additional costs associated with dealing with contaminated recycling waste explicit. Include clear explanatory messages about issues such as food waste and using black bin liners.
- **Recommendation 5:** Promote recycling messages on paper communications from the council (e.g. envelopes).
- **Recommendation 6:** Improve the size, quality, quantity and distribution of bags provided for residents for recycling waste, for example:
  - Introduce smaller bags;
  - Increase the number of bags produced to meet demand; and
  - Increase the number of collection points bags can be obtained
- **Recommendation 7:** Introduce a re-balancing of general and recycling waste bins on estates in the borough
- **Recommendation 8:** Undertake a feasibility study to assess the suitability of a range of alternative service design improvements including re-use facilities in the borough.
- **Recommendation 9:** Promote the THHF public-realm sub group, encourage attendance and the sharing of good practice amongst Registered Providers.
- **Recommendation 10:** Amend Local Plan policy DM14 Managing Waste to provide more explicit guidance on waste and recycling facilities.
- **Recommendation 11:** Work with developers to incorporate innovative general waste and recycling waste management systems into the Isle of Dogs opportunity area, area planning framework where possible.
- **Recommendation 12:** Lobby Government to require packaging industry to include standardised recyclability messages on all recyclable material.

3.7 Once agreed, the Working Group's report will be submitted to Cabinet for a response to the recommendations.

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

- 4.1 The report details in section 3.6 twelve recommendations for Cabinet to consider which are likely to involve additional cost in some cases to the Council. It is likely that some of those recommendations can be delivered through existing resources. However, the financial implications of the recommendations will need to be assessed and quantified and considered as part of the council's Medium Term Financial Strategy before they are considered for implementation.

## **5. LEGAL COMMENTS**

- 5.1 The Council is required by section 9F of the Local Government Act 2000 to have an Overview and Scrutiny Committee and to have executive arrangements that ensure the committee has specified powers. Consistent with this obligation, Article 6 of the Council's Constitution provides that the Overview and Scrutiny Committee may consider any matter affecting the area or its inhabitants. The Committee may also make reports and recommendations to the Full Council or the Executive in connection with the discharge of any functions.
- 5.2 Recycling and waste disposal are services supplied to all households in the borough. Increasing recycling rates and reducing contamination of recycling waste will have a financial benefit to the whole community through a reduced budget spend on waste disposal. The current cost of disposing of uncontaminated recycling waste is £17.85 per tonne compared to up to £129.05 for heavily contaminated recycling waste. Savings could potentially be diverted to other frontline services that residents rely on.
- 5.3 One of the aims of the challenge session was to look at best practice in positively influencing residents to recycle more and right. Recommendations have had regard to households who may be on low incomes as they relate to better communications and incentives rather than penalties.
- 5.4 When considering its approach to recycling and waste disposal, 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 do not. A proportionate level of equality analysis is required to discharge the duty and information relevant to this is contained in the One Tower Hamlets section of the report.

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

- 6.1 Recycling and waste disposal are services supplied to all households in the borough. Increasing recycling rates and reducing contamination of recycling waste will have a financial benefit to the whole community through a reduced budget spend on waste disposal. The current cost of disposing of uncontaminated recycling waste is £17.85 per tonne compared to up to £129.05 for heavily contaminated recycling waste. Savings could potentially be diverted to other frontline services that residents rely on.

6.2 One of the aims of the challenge session was to look at best practice in positively influencing residents to recycle more and right. Recommendations have had regard to households who may be on low incomes as they relate to better communications and incentives rather than penalties.

6.3 Recommendation three is aimed at supporting residents to recycle more, and to recycle right despite any language barriers they may face.

## **7. BEST VALUE (BV) IMPLICATIONS**

7.1 The recommendations in this report are made as part of the Overview & Scrutiny Committee's role in helping to secure continuous improvement for the council, as required under its Best Value duty. Improving recycling amongst local people will contribute to increased efficiency.

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

8.1 The recommendations in this report are aimed at increasing the borough's recycling rates and improving the quality of recycling waste through less contamination, and should therefore actively promote sustainable action for a greener environment.

## **9. RISK MANAGEMENT IMPLICATIONS**

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

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

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

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

#### **Linked Report**

- NONE

#### **Appendices**

Appendix 1 – Promoting a shared responsibility and removing barriers to improved recycling in the borough - Scrutiny Challenge Report

#### **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.

- These must be sent to Democratic Services with the report

1. Presentations from:

- **Resource London.** The challenges to recycling in London
- **LBTH Planning and Building Control Service and Public Realm Service.** Tower Hamlets policy & practice in relation to recycling.
- **Local Green Points.** About the Local Green Points scheme.
- **Veolia.** About their communications, education and outreach team and how they support recycling in Tower Hamlets.

Vicky Allen ext 4320

[vicky.allen@towerhamlets.gov.uk](mailto:vicky.allen@towerhamlets.gov.uk)

***Report authors should refer to the section of the report writing guide which relates to Background Papers when completing this section. Please note that any documents listed in this section may be disclosed for public inspection. Report authors must check with Legal Services before listing any document as 'background papers'.***

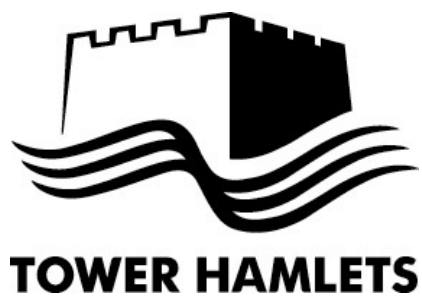
**Officer contact details for documents:**

- N/A

**APPENDIX ONE**

**Promoting a shared responsibility and removing barriers to improved recycling in the borough**

**Scrutiny Challenge Session Report.**



**London Borough of Tower Hamlets  
April 2016**

## **Chair's Foreword**

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**Councillor Denise Jones**

### **Chair of the review panel, Scrutiny Lead for Communities, Localities and Culture**

Recycling is a topic which is continually featured in the news. Waste management is one of the few council services that affect everyone. There is a perception that Local Authorities apply unnecessary and overly bureaucratic rules when it comes to recycling which residents don't understand.

The UK is bound by legislation and targets from Europe which has set a target of 50 percent of all waste produced to be sent for recycling by 2020 and Tower Hamlets rate is significantly below this. Whilst most Local Authorities need to improve performance, Members are acutely aware of the well-researched barriers to recycling such as the high proportion of flatted properties, the level of social deprivation, and the relatively transient population, which pose a particular challenge in the borough.

In addition, stricter controls regulating the quality of waste sent to recycling materials recovery facilities means contaminated loads are hit by unnecessary charges due to additional processing required.

Overview and Scrutiny wanted to investigate what the council could do to influence residents in their recycling habits. They also wanted to understand the key national and local policy, the barriers to recycling affecting our residents, what steps the local authority has already taken, and what other opportunities are available to improve both the quantity and quality of waste sent for recycling.

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

Members identified a number of recommendations which focus on increasing the amount of waste sent for recycling and improving its quality by reducing contamination rates. The recommendations focus on influencing behaviour through improved communications and education, investigating the worth of incentive schemes, better joint working with landlords, and service-redesign.

I would like to thank the officers and external speakers that contributed to the challenge session, especially Simon Baxter, Interim Service Head Public Realm, Owen Whalley, Service Head Planning and Building Control; and Jackie Odunoye, Service Head Strategy, Regeneration and Sustainability. I am also grateful to my Overview and Scrutiny co-opted colleagues for their support, advice and insights and to Vicky Allen, Corporate Strategy, Policy and Performance Officer for her endless support.

## Recommendations

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**Recommendation 1:** Review the Local Reward Scheme running in the borough with a view to implementing it more widely.

**Recommendation 2:** Promote and coordinate visits to the Material Recovery Facility for residents and estates staff.

**Recommendation 3:** Promote messages about recycling to residents through ESOL sessions.

**Recommendation 4:** Improve communication and education campaigns by making the additional costs associated with dealing with contaminated recycling waste explicit. Include clear explanatory messages about issues such as food waste and using black bin liners.

**Recommendation 5:** Promote recycling messages on paper communications from the council (e.g. envelopes).

**Recommendation 6:** Improve the size, quality, quantity and distribution of bags provided for residents for recycling waste, for example:

- Introduce smaller bags;
- Increase the number of bags produced to meet demand; and
- Increase the number of collection points bags can be obtained

**Recommendation 7:** Introduce a re-balancing of general and recycling waste bins on estates in the borough

**Recommendation 8:** Undertake a feasibility study to assess the suitability of a range of alternative service design improvements including re-use facilities in the borough.

**Recommendation 9:** Promote the THHF public-realm sub group, encourage attendance and the sharing of good practice amongst Registered Providers.

**Recommendation 10:** Amend Local Plan policy DM14 Managing Waste to provide more explicit guidance on waste and recycling facilities.

**Recommendation 11:** Work with developers to incorporate innovative general waste and recycling waste management systems into the Isle of Dogs opportunity area, area planning framework where possible.

**Recommendation 12:** Lobby Government to require packaging industry to include standardised recyclability messages on all recyclable material.

## **1. Introduction**

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- 1.1 Waste and recycling is a key service for local authorities and dealing with waste represents a significant expense for the council at a time when funding is continually decreasing. Sending recyclable material to landfill and other waste facilities is both expensive and damaging to the environment. Reducing waste collection costs by increasing recycling rates and reducing contamination could save an estimated £500,000 which could help limit the impact of public sector cuts.
- 1.2 Whilst it is recognised that the Council is one of the best performing recyclers of dry recyclates in London it faces a particularly difficult and costly operational environment in relation to high rise food waste collection and severely limited operational opportunities to increase green waste recycling given the lack of private gardens. In addition, Notwithstanding this there was a concern that the borough's overall recycling rate is well below the London and England average, and significantly below the EU's 50 percent recycling target for the country by 2020.
- 1.3 UK waste policies operate on the basis of shared responsibility. Everyone generates some amount of waste, so everyone has a part to play in preventing unnecessary waste by recycling more.
- 1.4 Ensuring residents increase the amount of waste they recycle whilst reducing the amount of recycling that is contaminated by 'recycling right' is key to achieving the savings identified above. However there are well researched barriers to recycling faced by local authorities, relating to the housing mix and demography which creates a real challenge. Nevertheless, the council must find ways of supporting residents, landlords and landowners to become more accountable.
- 1.5 The aim of the Challenge Session was therefore to explore ways in which the council and its partners could influence residents to increase the amount of recycling and to 'recycle right'; and how landlords and landowners can work together to facilitate this.
- 1.6 The session was underpinned by three core questions;
  - a) What actions can the council and its partners take to inform residents of the importance of recycling and to encourage residents to increase the amount of recycling they do and reduce the amount that is contaminated?
  - b) How can landlords, landowners, managing agents, and developers improve recycling facilities on their estates and how can they facilitate residents to recycle more, and recycle right. And how can the council support this?
  - c) What financial opportunities can the council access to support recycling activities and what are the options to use S106 planning obligations or the Community Infrastructure Levy?



1.7 The session was chaired by Councillor Denise Jones (Scrutiny Lead Communities, Localities and Culture) on Tuesday 19<sup>th</sup> January 2016. The session took the form of a round table discussion, informed by four presentations:

- The challenges to recycling from Resource London;
- Tower Hamlets policy and practice;
- Information about the Local Green Points incentive scheme;
- Veolia, the council's waste and recycling collection provider, provided details about their education and outreach work.

1.8 Also in attendance were representatives from Registered Social Landlords (RSLs) and Developers. The session was supplemented by a visit to the Bywaters Materials Recovery Facility. Other Overview and Scrutiny Committee Members that were present at the session are:

1.9

<b>Nozrul Mustafa</b>	OSC Co-opted Member
<b>Reverend James Olanipekun</b>	OSC Co-opted Member

1.9. The session was supported by

<b>Vicky Allen</b>	Strategy, Policy and Performance Officer
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1.10. Evidence was received from a range of officers and experts:

<b>Andres Taborda</b>	Poplar Harca
<b>Dave Bowman</b>	Resource Recovery Client Manager, Bywaters
<b>Gemma Scott</b>	Local Authority Support Manager, Resource London
<b>Graham Simmonds</b>	Managing Director, Local Green Points
<b>Joanna Morris</b>	Communications, Education and Outreach Manager, Veolia
<b>Maeve Kavanagh</b>	Local Green Points
<b>Nicholas Spencerley</b>	Tower Hamlets Homes
<b>Paul Maton</b>	Estates Director, Ballymore Asset Management Ltd
<b>Paul Wilson</b>	East End Homes
<b>Adele Maher</b>	Strategic Planning Manager, Planning and Building Control, Tower Hamlets Council
<b>Fiona Heyland</b>	Head of Waste Strategy Policy and Procurement, Tower Hamlets Council
<b>Jackie Odunoye</b>	Service Head Strategy, Regeneration and Sustainability, Tower Hamlets Council
<b>Liz Nelson</b>	Interim Head Clean and Green, Tower Hamlets Council
<b>Owen Whalley</b>	Interim Service Head, Planning and Building Control, Tower Hamlets Council
<b>Simon Baxter</b>	Interim Service Head, Public Realm, Tower

	Hamlets Council
<b>Tracey St. Hill</b>	Principal Registered Provider Partnership Officer, Tower Hamlets Council

## 2. Legislative and Policy Background

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### European Policy

2.1 Government bodies across the European Union are bound by a set of treaty obligations and directives governing waste and recycling. The definition of recycling is set out in the EU Waste Framework Directive as:

‘any recovery operation by which waste materials are reprocessed into products, materials or substances whether for the original or other purposes. It includes the reprocessing of organic material but does not include energy recovery and the reprocessing into materials that are to be used as fuels or for backfilling operations’.

2.2 The EU Directive has set specific recycling targets and requires that Member States take the necessary measures designed to achieve the following targets in relation to household waste:

‘by 2020 the preparing for re-use and recycling of waste materials such as at least paper, metal, plastic and glass from households and possibly from other origins as far as these waste streams are similar to waste from households, shall be increased to a minimum of overall 50 percent by weight’.

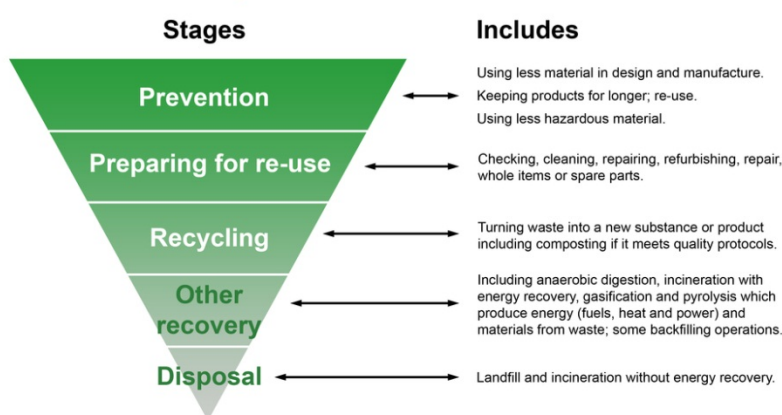
2.3 A further target of 60 percent of municipal waste has been included in the EU package on the Circular Economy for 2025 and by 2030 this rises to 65 percent of municipal waste. According to a House of Commons report<sup>1</sup>, ‘fines for non-compliance including failing to meet the recycling targets are not automatic but would follow a set process’. These targets have also been adopted nationally and regionally through the Waste Management Plan for England and the London Mayor’s Municipal Waste Management Strategy.

2.4 The Directive establishes the ‘waste hierarchy’; the identification of five waste management activities in descending order of preference. The preferred activity is waste reduction; and the least desirable is landfill disposal.

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<sup>1</sup> Household recycling in the UK (October 2015)

## The Waste Hierarchy



## UK and Regional Policy

- 2.5 The Environmental Protection Act 1990 defines the structure and authority of waste management in the areas of collection, recycling and disposal. Section 45A requires a local authority to provide recycling services, placing a duty on all England waste collection authorities to collect at least two types of recyclable waste separately from other household waste. In 2015 Regulation 13 of the Waste Regulations 2012 increased the requirement for providing recycling collection services to cover the collection of paper, metal, plastic and glass materials separate from other waste and potentially in separate streams, if necessary, in order to achieve 'high quality recycling'.
- 2.6 The Review of Waste Policy in England 2011 sets out 13 commitments to moving towards a 'zero waste' economy, prioritising efforts to manage waste in line with the waste hierarchy. Required under EU law, the Waste Management Plan for England 2013 (DEFRA) brings together existing waste management policies under a single umbrella. The document sets out where the country is in terms of waste generated in England how the country manages those materials.
- 2.7 The Waste Hierarchy has been incorporated through the planning system via an update to Planning Policy Statement 10: Planning for Sustainable Waste Management. The policy provides a framework to enable waste planning authorities to work collaboratively with their communities and consider, through their Local Plans, what sort of waste facilities are needed and where they should go, while also protecting the local environment and local amenity by preventing waste facilities being placed in inappropriate locations.
- 2.8 The London Mayor's Municipal Waste Management Strategy 2011: London's Wasted Resource, outlines proposals and policies for the recovery, treatment and disposal of municipal waste for London.
- 2.9 Waste collection and disposal responsibilities amongst the London Boroughs are split between joint statutory partnerships and independent waste authorities. At present, there are four statutory

partnerships encompassing 21 London Boroughs. The boroughs of Croydon, Kingston, Merton and Sutton form a fifth voluntary partnership known as the South London Waste Partnership. The London Borough of Tower Hamlets is one of eight authorities which independently manage their waste collection and disposal obligations.

- 2.10 Since 1996 the Government has imposed a tax<sup>2</sup> on all waste sent to landfill sites. The tax was set to encourage efforts to minimise the amount of waste produced and the use of non-landfill waste management options which might include, recycling, composting and recovery. This tax is paid per tonne in addition to the gate fee charged; the current standard fee for Landfill Tax is £82.60 per tonne.

### Local Context

- 2.11 As a waste authority, Tower Hamlets has a duty to collect all waste including recycling, from all residential premises (and with the exception of garden waste) free of charge. This duty does not extend to waste created at business premises for which the council provides a separate, chargeable service. It is an offence to mix business waste with household waste.

### The Council's Waste and Recycling contract

- 2.12 There are currently two contracts in place that allow the council to discharge its obligations to collect household and commercial waste. One contract is the municipal waste management (cleansing) contract and the second contract is for the co-mingled dry recyclable materials and food and garden waste that is collected for composting. Both contracts are held with Veolia.

#### Integrated Recycling Contract

- 2.13 This contract covers the collection of co-mingled dry recyclable material from all domestic properties; the collection of food and garden waste from street level properties; and processing of food and garden waste.
- 2.14 Veolia provide a weekly collection service for a range of co-mingled dry recyclable materials from all domestic properties identified by the council. This obligation includes all domestic properties that are managed by Registered Providers including Tower Hamlets Homes. This service uses a variety of receptacles for the collections including pink recycling sacks, wheeled bins and communal bulk bins for flats and estates.
- 2.15 They also collect food and garden waste from a proportion of properties within the borough. The limited numbers of properties receiving this service are predominantly those street level properties that have gardens but the service does include a small number of flats. Food and garden waste is taken to Veolia's Greenwich depot where it is

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<sup>2</sup> Finance Act 1996 (sections 39-41)

combined with green waste from other local authorities, compressed into bundles and then sent to a plant in Barking and Dagenham for processing.

### Waste Treatment and Disposal

- 2.16 Tower Hamlets historically relied on landfill as the main method for disposing of its waste. However through the negotiation to extend the waste disposal contract that took place in 2012, Veolia now arrange a number of different waste disposal routes for Tower Hamlets residual waste. The waste technologies that are used include Energy from Waste (EfW) and Mechanical Biological Treatment (MBT) – the ‘other recovery’ stage of the Waste Hierarchy. These technologies are more environmentally friendly than landfill (the ‘disposal’ stage) and are also not subject to the Landfill Tax and so are more cost effective.
- 2.17 Under this contract Veolia also operate the Re-use and Recycling Centre in Yabsley Street which is open to the public seven days a week. Residents can dispose of larger items of household waste at this site.
- 2.18 The co-mingled dry recycling that is collected from households and businesses is currently sorted at a Materials Recovery Facility (MRF) operated by Bywaters (Leyton) Ltd.
- 2.19 The borough works closely with organisations such as Resource London, the Local Authority Recycling Advisory Committee (LARAC) and the GLA as well as other London boroughs, sharing best practice, benchmarking activities and information on services and on issues of collaboration, for example around procurement. In April there is a Pan-London Love Food, Hate Waste campaign launching which Tower Hamlets will be a part of.

### **3. Barriers to recycling**

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- 3.1 The House of Commons report identified a number of barriers to recycling faced by councils relating to housing mix and demography. It reported that rates tend to be lower where there are challenges with social deprivation, urban classification in the index of multiple deprivation, education and language barriers. In Tower Hamlets there are over 100 community languages spoken, and the borough is ranked highly in index of multiple deprivation.
- 3.2 Another common challenge for Local Authorities is the negative correlation between lower recycling rates and high density housing with little space for recycling receptacles. In Tower Hamlets, 86 percent of households live in flats, one of the highest proportions in London. The report also correlated lower recycling rates in areas where there is an increase in multi-occupancy dwellings, transient populations and in urban inner-city areas. Tower Hamlets has relatively high levels of

population mobility or ‘turnover’<sup>3</sup>. In 2013/14 the turnover rate was 229 per 1000 population – the 10th highest rate in England and Wales, and 8th highest in London.

- 3.3 Over the decade to 2014, the Tower Hamlets population has increased by 34.5 per cent – the largest increase of all local authority areas in England and Wales and is projected to increase equally dramatically over the next few years.
- 3.4 An OECD report ‘Greening Household Behaviour’<sup>4</sup> identified household size as a key characteristic in determining waste generation; while overall larger households naturally produce more waste, the waste generated per person is usually lower in larger households. Higher education levels has also been found to be associated with lower waste generation, as well as a strong positive association between home ownership and recycling rates.
- 3.5 Resource London has identified improving the yield of dry recycling from flats as one of their main areas of work.

Recycling performance

- 3.6 Over the last six years the borough has seen a 6.5 percent increase in the percentage of household waste it sends for recycling, reuse and composting; bringing it from 26.4 percent in 2009/10 to 28.1 percent at the end of 2014/15. The rate of improvement is broadly in line with England and London but is still significantly below both the London average (33.1 percent) and the England average (42.7 percent).

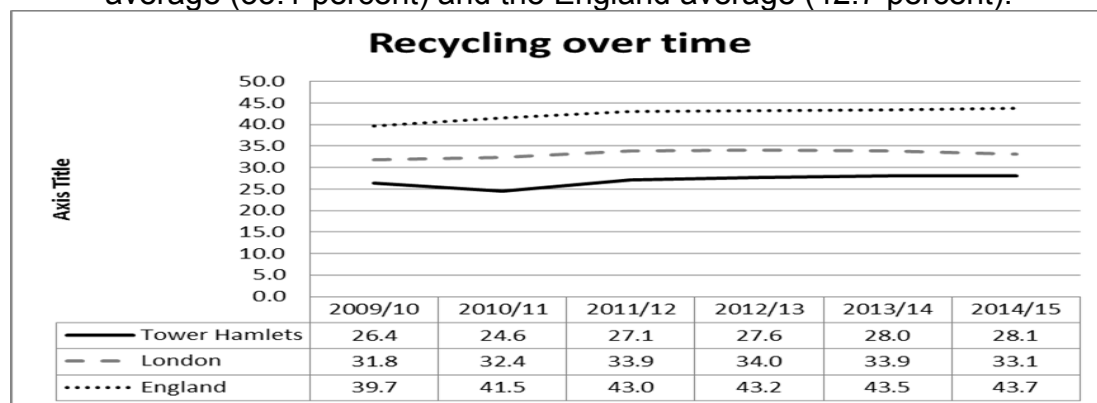


Figure 1: (source: WRAP) Recycling performance over time

- 3.7 Figure 1 above shows that performance across the country has plateaued in the last three years; with Tower Hamlets seeing just a 1.8 percent increase in recycling over this period. In London, thirteen of the 33 London local authorities have seen their recycling rates decrease two years in a row; only eight local authorities have seen an increase in performance over the past two years.

<sup>3</sup> Population turnover rates capture the size of the population flows in and out of the borough each year, relative the size of its population.

<sup>4</sup> OECD (2014), Greening Household Behaviour: overview from the 2011 survey

3.8 Department for Environment, Food and Rural Affairs (DEFRA) statistics on collected waste for 2015 show that whilst households in Tower Hamlets produced a much lower amount of waste compared to the London average (just over half), they also recycled a lower proportion (28.1 percent, against 32.8 percent for London). Of the 20,146 tonnes of household waste which was sent for recycling / composting or reuse in Tower Hamlets, 95 percent was dry recycling compared to the London average of fewer than 66 percent. The green recycling (food and garden waste) was five percent compared to the London average of 34 percent.

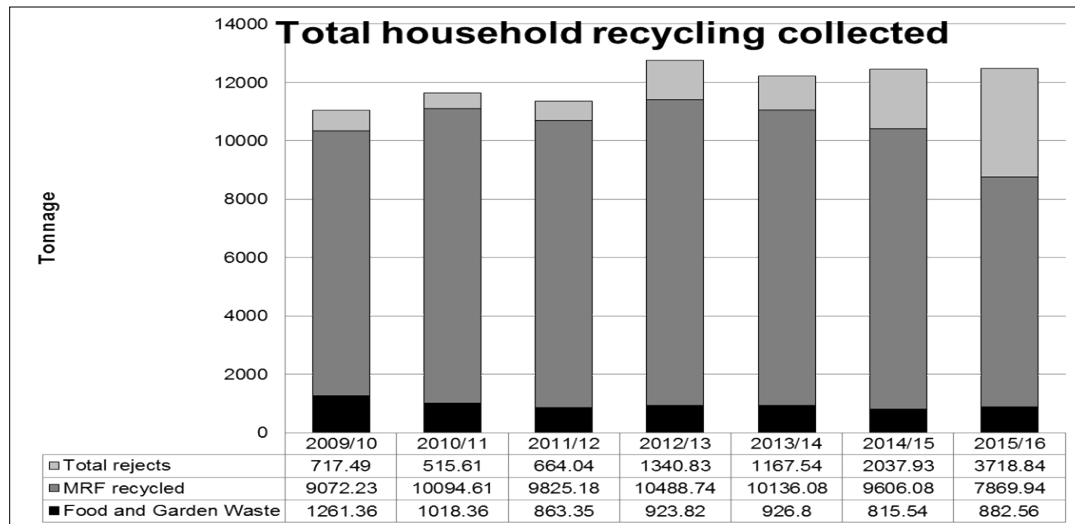


Figure 3: total household recycling waste collected

3.9 The graph above shows the total amount of recycling waste collected from Tower Hamlets households since 2009. Whilst there has been a steady increase in the total tonnage collected, the level of contamination has more than trebled in the last three years.

3.10 A major factor in the low proportion of green waste collected is attributable to the high proportion of flats in the borough. Whilst it is recognised that more can be done to improve the proportion of green recycling waste compared to dry, this report focuses mainly on dry recycling waste as this is the area where a bigger gain and impact is possible.

#### 4. Key Findings and Recommendations

##### The recycling process

4.1 Recycling is the process of converting waste into a reusable material. Improving residents understanding of the recycling process is key to helping them to appreciate the importance of recycling right. To facilitate this, a visit to Bywaters, the council's contracted materials recovery facility (MRF) was arranged.



- 4.2 The Bywaters MRF processes mixed dry recycling waste into a form that can be sold on for recycling into another reusable material. It processes cardboard, mixed plastics (e.g. PET, HDPE,<sup>5</sup> and film), paper, aluminium and ferrous cans, tetrapack, and glass on its 9.2 acre site in Bow. As a 'dry' MRF, food and green waste are not processed at the Bywaters site.
- 4.3 When a lorry arrives at the MRF, its load is deposited away from the general pile of recycling waste for a visual inspection so that an assessment of the level of contamination can be made. The load is also photographed so that assessments can be evidenced and negotiated if necessary because the cost of depositing the load varies depending on the level of contamination. Waste contained within black bin liners is assumed to be contaminated and classified as general waste.
- 4.4 Once this process is complete, the load is combined into a larger pile of material for the separating process to begin. The MRF separates the materials into different material types. This is done through a combination of sorting machinery and by hand. Once the materials are sorted by material type, they are baled and sold onto approved suppliers to be processed into new recycled products.
- 4.5 The sorting process begins with the removal of incorrect items. A vibrating machine separates cardboard and paper. The remaining recyclables continue onwards where steel cans are removed using magnets. Different types of plastics are identified and separated using optical scanners. Aluminium cans are separated as is glass. Smaller materials falling through a grid of 45mm<sup>2</sup> are recorded as 'fines' and are processed as 'low grade recyclates'. Finally other materials end up in a large container for waste disposal (the majority of which is energy from waste and a small percentage to landfill).
- 4.6 Incorrect items being put through the MRF have to be removed by hand. This is a time consuming job which slows down the recovery process; there is a risk that incorrect items could damage the machinery contributing to the increased fees charged. During the visit the party saw evidence of black bin bags and carrier bags getting caught up and starting to clog the cardboard and paper sorting machinery.

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<sup>5</sup> Polyethylene terephthalate (PET) type of plastic found in fizzy drink and water bottles and salad trays. High Density Polyethylene (HDPE) type of plastic found in milk bottles, bleach containers and most shampoo bottles.



Figure 4: Bywaters MRF paper and cardboard sorting machinery

- 4.7 There has been a drop in the value of recyclable material due to the falling price of oil and the slowdown of the Chinese economy. In addition, new legislation covering reporting by Materials Recovery Facilities on the quality of recyclable materials produced by them, are making MRF operators more vigilant about the quality of recyclable materials they receive from local authorities.

### **Improving recycling through incentives and charging**

- 4.8 One of the objectives for this review was to explore to what extent the council and its partners could influence residents' recycling behaviours through both charging and incentive schemes.

#### Pay as you throw (PAYT)

- 4.9 A House of Commons briefing paper identified the UK's weaker policy levers as a barrier faced by local authorities to improving recycling rates. High performing EU states are able to use stronger incentives such as PAYT schemes where households are charged for having non-recyclable waste collected.
- 4.10 The OECD report presented findings from a household behaviour survey including attitudes to waste and recycling. The survey was conducted in 2011 and covered 12,000 households across 11 OECD countries<sup>6</sup>. PAYT schemes were found to be common in three of the surveyed countries: Switzerland (53 percent of households), Korea (42 percent) and Japan (35 percent). The report found that households operating under PAYT disposed of less mixed waste than those which were charged a flat rate. Where the fee was charged, the volume of general household waste reduced: in Japan the reduction was around 40 litres per week for the average household and in Switzerland, the reduction was around 36 litres. The report found that weight based billing for waste disposal generally decreased waste generation by around 20 percent however the proportion of waste recycled changed to a much lesser degree.

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<sup>6</sup> Australia, Canada, Chile, France, Israel, Japan, Korea, Netherlands, Spain, Sweden, Switzerland

- 4.11 Unsurprisingly, when the households surveyed ranked their support for a range of waste-reduction policies, charging for general waste collection by volume or weight was the least popular policy.
- 4.12 The Republic of Ireland (ROI) operates a kerbside PAYT system; where householders buy general waste bags or a tag to go on their wheelie bin for general waste (around €10 per bin) but recycling bags are free. However, households' expectations may be different in ROI compared to households in the UK; they may be more used to paying for services individually (doctors' appointments for example). Whether the PAYT can be deemed successful is unclear; as the most recent recycling rate for the country was 40 percent<sup>7</sup>, four percentage points lower than that of the UK.
- 4.13 Section 23 of the London Local Authorities Act 2007 created penalty charge provision to enable LAs to fine individuals and businesses for not complying with rules relating to waste and recycling. In 2009, under the Climate Change Act, the Labour Government trialed a scheme which gave five councils in England powers to establish PAYT pilots; households which recycled the most rubbish and left the least in their bin received a rebate while charging those who put out the most non-recycled rubbish. Electronic chips were fitted to bins to monitor and fine households which threw away too much.
- 4.14 With the introduction of the Deregulation Act 2015 LAs are still able to issue fixed penalty notices (FPN) and penalty charge notices, however it has been made more difficult and less cost-effective to do so; with the process of issuing FPNs lengthier, the fines lower and more opportunities for appeals. In addition, non-payment of a FPN is no longer a criminal offence.

#### Rewards and incentives

- 4.15 The England PAYT trial did not continue and in June 2011, the Coalition Government introduced a reward scheme which provides an incentive to get involved in recycling as part of the Waste Review. In introducing the fund the government said:

“it is better to reward households for doing the right thing with their waste than to penalise them for doing the wrong thing. Through the scheme, we are encouraging councils to reward people who recycle or re-use their waste”.

- 4.16 Reinforcing desired behaviour with rewards is becoming popular and in 2015 Government funding was made available by the Department for Communities and Local Government (DCLG) to run reward and recognition schemes. £6m was shared between the 46 projects chosen. Guidance produced by the DCLG indicates that rewards could include financial rewards for example vouchers, donations to charities,

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<sup>7</sup> Eurostat newsrelease54/2015 26 March 2015 (Eurostat, the statistical office for the European Union)

and cash or discounts on goods and services; recognition could include personalised feedback about how much a household has recycled, or a letter about how donating an item for re-use has helped the local community.

4.17 DEFRA commissioned an evaluation of the first round of its scheme<sup>8</sup> which looked at the strengths and weaknesses of 8 of the 28 schemes funded. Limitations recognised in the report included difficulty in monitoring performance attributable to the schemes, the need to rely on self-reported participation and funding the scheme. However, the evaluation also highlighted that the schemes were likely to have a positive impact because they could be used to validate, reinforce and improve pre-existing behaviour rather than act as a catalyst for new behaviour. It identified six preconditions that it said should be considered for a reward and recognition scheme to be successful:

- Stable, simple, easily accessible and effective service provision;
- Clear information and strong communications tapping into different channels;
- In-depth knowledge of target audience;
- Tailored and regular recognition and feedback of service-use;
- Ability to demonstrate impact and attribution of rewards; and
- Tailored assessment and careful selection of reward delivery mechanism.

4.18 At the Challenge Session, Graham Simmonds from Local Green Points gave a presentation on their schemes. Local Green Points provides services to local authorities focused on waste and recycling, specialising in motivating harder to reach households to recycle, reuse and reduce waste. Local Green Points do this by using a combination of a strong community focus, communications and technology. Points are awarded to signed-up households for collectively achieving a reduction in waste and a corresponding increase in recycling. Points can be redeemed on a selection of purchases or donated to a local charity, depending on the set-up of the scheme. In addition to motivating households in recycling, Local Green Points promote the benefits of businesses signing up to the scheme being that a local loyalty card can support local high streets, driving more traffic to independent retailers and other businesses. There is no cost for local businesses to become part of the card scheme and they can benefit from free promotion and extra footfall.

Some examples of existing reward and incentive schemes are as follows:

4.19 **London Borough of Bexley** is an outer London borough and has the highest recycling rate in London, in 2014/15 the borough's recycling rate was 54 percent. Local Green Points is Bexley council's incentive scheme which has been running for several years to flats and estates

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<sup>8</sup> 'Waste Reward and Recognition Scheme: emerging findings report', Brook Lyndhurst (December 2013)

properties in the borough. The scheme started small and this year the council has received further funding to expand this to cover all street level properties and for 1,500 flats above shops. Participating households can benefit from a wide range of discounts and offers provided by retail partners on the high streets and as a thank you for recycling more, are given some Green Points which can be put towards a purchase, or be donated to one of three charity projects. Green points are loaded onto a pre-pay card on a quarterly basis; 1,000 green points equates to £3.25, the equivalent cost of an adult swim. A report by London Councils (“Helping London Recycle more”) notes Bexley has issued 1.2m green points (equating to a cash value of around £3,000, £800 of which was donated to one of the three charities).

- 4.20 Bexley reported that they had initially found it difficult to measure the success of the scheme because they had been unable to correlate the increase in recycling with the households signed up for the scheme, especially in flats within their estates. However the scheme is now seen as a success and the total tonnage of waste has been reduced.
- 4.21 **London Borough of Ealing** recycling rate was 40.1 percent at the end of 2014/15, significantly higher than Tower Hamlets. The council was awarded some money to support the borough’s current **Greendream**<sup>9</sup> incentive scheme by targeting the four worst performing wards in terms of recycling, offering full value rewards such as iTunes vouchers and shopping vouchers for local shops. The full value rewards are extremely popular, however they are expensive to purchase, and as such residents are required to accumulate many more point than they would need for a traditional coupon. The full value rewards are consequently good at driving residents’ participation in all aspects of the project to enable them to collect the points required for the reward. The prize draw where residents can win points and prizes such iPads are also extremely popular.
- 4.22 The take up rate of the scheme had not been as high as anticipated and in addition, the scheme has been expensive to run. However, the scheme has only been operating for two years in Ealing and is still bedding in. The borough advised that a business case would be put forward to decide the future of the scheme.
- 4.23 **London Borough of Lambeth** recycling rate was 28.1 percent at the end of 2014/15, which is on a par with the Tower Hamlets. The Golden Ticket Recycling Draw is the scheme running in Lambeth in the 2015/16 financial year. Western Riverside Waste Authority (WRWA) launched a prize draw open to all Lambeth residents whereby households received ‘Golden Tickets’. Households fill out their contact details on the tickets and place them along with their clean, dry recycling into the recycling sack or bin for collection to be in with a

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<sup>9</sup> information provided by David Goodship, Ealing Council, Waste Minimisation and Recycling Officer

chance of winning a cash prize. Households can enter a ticket each time they fill a recycling sack or use their shared recycling bin.

- 4.24 Once recycling arrives at WRWA's Materials Recovery Facility for sorting, all Golden Tickets found with the correct clean and dry materials are entered into the draw. The first draw took place in October 2015 with further draws taking place up until March 2016.
- 4.25 **London Borough of Hackney's** recycling rate for 2014/15 was 25.3 percent – lower than Tower Hamlets. The Community Rewards scheme, scheduled to start in June 2016 onwards, is an incentive scheme for all households, including residents living in flats. The funding received from the DEFRA incentives fund will cover the setup costs for a specialist company to implement the scheme in partnership with Bexley and Camden and will run for three years. All three councils will focus the schemes on a Community Points Model where residents earn points on performance and choose how to spend those points from a range of products offered by the contractor via an online account; alternatively in Hackney points can be donated to community groups or charities. Once signed up, residents will be able to gain points based on recycling performance and waste minimisation behaviours specific to their ward. In Hackney, flatted properties with the highest performance will also be eligible for a monthly individual award in addition to the Community Points. Estate properties are on different rounds to the street properties – individual lorries are weighed and the round with the highest recycling is awarded the points – spread evenly between properties signed up. Hackney council intends to roll the scheme out to all households.
- 4.26 A Community Points scheme was introduced to the 65 flats of Stockholm House, on the St George's Estate in Tower Hamlets in April 2015. The scheme is a collaboration between the East End Homes and Local Green Points and without input from the council. The project has funding support from waste contractor Urbaster and performance measurement support from London Metropolitan University. It is focused on motivating residents to compost their food waste using a new community composting system, and to dispose of cooking oil correctly. Residents can also earn points for dry recycling, compete with their neighbours to compost the most to win donations for local schools and community projects.
- 4.27 There is a competitive element to the scheme with a league table for four community projects (St George Greening Project, St Paul's Primary School, Shapla Primary School, St George Seniors club). Households sign up online, creating a low-cost communications channel that people want to use and an on-line leader board informs residents how their team is doing, according to Local Green Points. Participants are encouraged to help their charity to the top of the leader board by recycling.

- 4.28 Twenty percent of homes are signed up to the scheme (a sign up rate of 15-30 percent is typical for these schemes). An awards ceremony for community prizes and personal reward has been scheduled for spring 2016 to mark the end of the pilot.
- 4.29 Analysis of the reward schemes shows that in order to achieve success, projects should be ongoing, intensive and provide consistent communication across all channels to boost engagement. In addition an educational element about raising awareness, and the competitive element combined with financial incentives, is also important.

**Recommendation 1:** Review the Local Reward Scheme running in the borough with a view to implementing it more widely.

### **Reducing contamination – education and communications**

- 4.30 Reward or penalty schemes should be complemented by work to provide an understanding of why it is important to both increase the amount of waste put out for recycling and reducing the level of contamination. Contaminated (ie. non-recyclable or non-targeted) waste put out by householders for recycling can result in an increase in collection, sorting and reprocessing costs; a reduction in the quality and quantity of waste destined for recycling; and higher processing costs for local authorities.

#### Contamination costs

- 4.31 The cost of depositing waste for recycling at the MRF is based on both the weight of the load (tonnes) and on the level of contamination. The level of contamination is assessed via a visual inspection by the Quality Control Operator. There are three fee tiers:
- 0-5 percent contamination (tolerance level) = £17.85 per tonne (Standard gate fee or 'acceptable')
  - 6-50 percent contamination = £66.85 per tonne (Intermediate gate fee)
  - Over 50 percent contamination = £129.05 per tonne. ('unacceptable' or non-conforming / rejected loads). The council reserves the right to verify that the load rejection is appropriate prior to any further action being taken by the MRF.
- 4.32 Where the MRF is unable to accept and process a load due to the level of contamination a price is put forward for additional handling to recover the proportion of the waste that is suitable for recycling. However, Veolia staff on recycling rounds identify bins which are clearly contaminated. This visual inspection of communal recycling bins identifies amongst other things, black plastic bags which are assumed to contain general waste. These contaminated bins are tagged, dated and left for specialist contamination crews who clear the site within 72 hours. This contaminated recycling is taken to an alternative MRF

facility for processing for which the Council is charged £99.69 per tonne. Some material recovery for recycling is achieved by these contractors and any waste not suitable for recycling is sent on for energy to waste (EFW) processing; less than one percent of the borough's waste is sent to landfill.

- 4.33 The majority of the council's loads fall within the intermediate gate fee. In December 2015 there were 214 loads tipped at the MRF with a total cost excluding VAT of £54,623.80, broken down as follows:

Contamination	Tonnage	Percent of Loads at Gate Fee	Total cost for Dec (EX VAT)
0-5 percent	325.52	32.71 percent	£5,810.50
6-50 percent	730.34	67.29 percent	£48,823.30
50 percent+	0.00	0.00 percent	£0.00
TOTALS	1055.86	100.00 percent	£54,623.80

- 4.34 A monthly sample report produced by Bywaters shows the percentage of particular material types passing through the MRF; in December 2015, 20 percent of waste sent for recycling was identified as general waste which was not recyclable. Non-conformance reports are also produced on a monthly basis, highlighting other items which are on the surface of the tipped load and large enough to be removed from the load by the Quality Control Officer eg large plastic toys which can be removed as it does not contaminate the rest of the load. Bywaters may not count this towards the contamination percentage; however they will still notify the council of them. In December the most common contaminants identified on the non-conformance report were kitchen and food waste, black sacks, soil and wood. Since the introduction of the 5 pence carrier bag tax, there has been a dramatic reduction in the number of these received into the MRF.
- 4.35 Islington Council provided evidence about their ongoing problems with contamination; including dumping and general abuse of public and estate recycling sites in the borough. They reported that this had got worse since the MRFs introduced stricter controls following the introduction of new legislation and the MRF Code of Conduct last year. As a result more sites are being deliberately not emptied by crews to avoid contamination of their loads, resulting in more sites overflowing and extra resources to empty bins as waste. Various teams work on this problem: recycling teams with letters to residents, stickers and door knocking; operations with managing the collections and reporting problems; enforcement, housing and caretakers. The council is drafting a strategy to address contamination in recycling collections and support better joined up working.

#### Communications and education



- 4.36 Tower Hamlets communications has been recognised as good practice for a campaign it ran in 2011, ‘recycling makes sense in every language’<sup>10</sup>. Recognising the number of languages spoken in the borough, the council, Veolia, and designers Billington Cartmell, worked together to plan a high-impact campaign to communicate with all residents including non-English speaking residents. A creative campaign was developed based on translations of community languages with illustrations encouraging residents to recycle more using the strapline ‘recycling makes sense in every language’. Informal interviews with residents identified a low use of computers and smart phones, meaning that digital communications would not reach all the audience. It was decided that outdoor advertising would be visible to all residents, and carefully picked to target residents rather than commuters. Where possible, free of charge routes were used to ensure costs were kept to a minimum. The campaign routes included DLR platforms; local streets; recycling collection vehicles; selected local bus routes; park and lamppost banners; public LCD screens; posters in Idea Stores; the council’s website; and press adverts and releases including translations; local schools and events. Since 2011, recycling in Tower Hamlets has improved by one percentage point.
- 4.37 As part of their contract with the council, Veolia undertake a range of communications, advertising and outreach work. The ‘Lets Sort it / Right Stuff, Right Bin’ campaign informs residents that putting the right material in the right bin saves money by reducing contamination rates. The campaign says ‘you might think it’s just a bin but putting the wrong stuff in the wrong bin costs Tower Hamlets over £500,000 per year”.
- 4.38 The campaign was launched in November 2015 and focusses on contaminated recycling waste especially in communal bins. Since this campaign began there has been a reported 15 percent rise in the number of ‘acceptable’ loads from estates to the MRF as well as an eight percent increase in recycling tonnage. As part of the campaign a letter and leaflet was sent to all residents from the Cabinet Member for Environment with details of exactly what can be put in recycling bins, what should be put in general waste, and addressing common questions.
- 4.39 Veolia’s outreach work includes daily door knocking and speaking to residents individually about recycling. They specifically target new build properties where a ‘welcome pack’ is provided which includes pink recycling bags and leaflets explaining the recycling do’s and don’ts in the borough. Recognising the high churn in the borough, the team re-visit areas in order to reach as many residents as possible.
- 4.40 Veolia’s Education Officer works with schools; attending workshops and assemblies and setting up competitions whereby schools compete to recycle the most. The council’s recycling mascot is R3cycler is brought along to schools and community events, getting children

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<sup>10</sup> London Councils ‘Helping London recycle more best practice case studies (May 2012)

involved through influencing behaviour at an early stage and getting them to influence their parents.



Figure 5: Veolia's R3cyclor mascot

- 4.41 At the Challenge Session, Poplar HARCA provided leaflets and other promotional material about recycling they developed for their residents, providing local information and advice specific to their estates. Since the visit to the MRF, caretakers are now actively looking for black bags which have been placed into recycling waste bins, given the assumption at the MRF that black bin bags contain general rubbish. Caretakers try and identify which residents have contaminated the recycling bins, and when proof is found, residents are contacted about their responsibilities reminding them how to dispose of general waste and recycling waste correctly.
- 4.42 One of the barriers to recycling faced by residents is a lack of understanding about what happens to waste once it has been put out for recycling. The visit to the Bywaters MRF provided valuable insight into this process, and could be especially beneficial to change the perceptions of those who were sceptical about recycling.
- 4.43 During the tour of the MRF, participants heard about the education work undertaken by Bywaters; they have a newly refurbished classroom where groups of school children come and learn about the importance of recycling in a hands-on way. A pictorial diagram commissioned by Bywaters (below) covers a wall in the classroom, and depicts the journey of the material coming into the MRF and being processed into materials ready to be sold to factories for recycling.

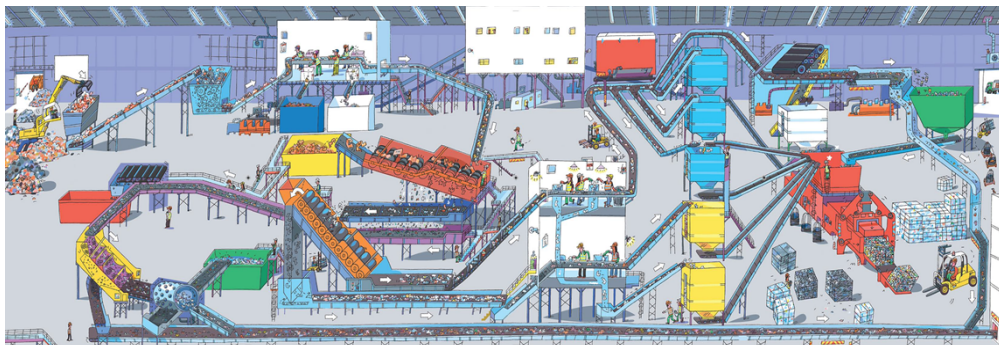


Figure 6: Picture commissioned by Bywaters of their MRF

- 4.44 A group of team leaders, caretakers and cleaners from Poplar HARCA Estates Services Department were invited to visit the MRF. The visit consisted of a tour of the MRF, video presentation and Q&A session. HARCA feedback was very positive, staff found it engaging and it helped them to understand the wider issues of recycling and the effects of contamination. The caretakers saw first-hand the human element that goes into the process of sorting. They felt that the things they learned on the tour would help them to communicate the message to their residents, to encourage their staff to highlight issues of contamination and assist the council in its aim to tackle such issues.
- 4.45 Whilst under-18s are not able to visit the 'shop floor' for health and safety reasons, Bywaters actively encourages groups of over-18s to book a visit whereby they can walk along a viewing platform to see the MRF in action.

**Recommendation 2:** Promote and coordinate visits to MRF for residents and estates staff.

- 4.46 Some participants at the Challenge Session had views about the lack of civic responsibility that some residents displayed with regard to duties around general and recycling waste. There has been an increase in instances of residents putting dirty nappies and half eaten take-aways in with recycling waste. This is highly unpleasant for MRF operatives to deal with as, if they get past the visual inspection stage, operatives have to remove these items by hand. In addition, as a dry mixed recycling facility, Bywaters is not set up to deal with waste which is wet and contaminated with food or other non-recyclable waste.
- 4.47 Whilst participants agreed that selfish behavior could explain some instances, they felt that language barriers or a lack of understanding about recycling in general was also likely to be behind both poor recycling rates and contamination. In addition, the different recycling arrangements in each borough are an added confusion for residents and a particular problem for Tower Hamlets, which has a relatively high population churn. Residents may think they are complying with the council's rules by recycling in accordance to what they did in their previous authority.
- 4.48 Recognising the role education plays in changing behaviour, participants thought that incorporating key messages about recycling into the curriculum of the many ESOL courses in the borough would be a good enhancement to the existing education campaigns. As many of Veolia's communications materials are picture heavy and text light, in order to get over difficulties faced because of language barriers, it was suggested that these were used in the ESOL settings.

**Recommendation 3:** Promote messages about recycling to residents through ESOL sessions.

- 4.49 Highlighting the benefits of improved recycling rates and lower contamination with council finances is recognised as an important way to get across the recycling message. This method was used in Hammersmith and Fulham who identified a potential cost saving of £500,000 per year, and in Hounslow<sup>11</sup>, where the link was made between increased recycling and savings on council tax.
- 4.50 Whilst the current Tower Hamlets ‘Lets sort it / Right stuff, right bin’ campaign makes the link between recycling right and cost savings, as well as identifying what can and can’t be included in recycling waste, it does not explain why. A newsletter from Australia (“What a Waste!”<sup>12</sup>) presents recycling FAQs in a clear and concise way. It explains the reasons behind the recycling rules, for example, why plastic bags cannot be accepted. The newsletter highlights interesting facts, which could stick in people’s minds, helping to promote the recycling message. For example:
- recycling one tonne of paper and cardboard saves 13 trees and two and a half barrels of oil; and
  - recycling one aluminium can saves enough energy to run a TV for three hours.
- 4.51 Participants at the Challenge Session all agreed that it was crucial to drive the message home to residents about using black plastic bags. If residents understand that recycling contractors equate black plastic bags with general waste and that processing them increases our waste and recycling costs, it may change habits. As black plastic bags are automatically treated as general waste, potentially many tonnes of perfectly acceptable recycling materials are consigned to general waste because residents do not understand the significance of using them.

**Recommendation 4:** Improve communication and education campaigns by making the additional costs associated with dealing with contaminated recycling waste explicit. Include clear explanatory messages about issues such as food waste and using black bin liners.

- 4.52 There are wide arrays of symbols (for example the Mobius loop) on packaging and paper which help people to identify what materials packaging is made from and how they can be recycled. They also identify whether they can be collected for kerbside recycling or whether the item needs to be taken to the local recycling centre.
- 4.53 Many companies are now including recycling messages on the envelopes of the correspondence they send to consumers. For example, BT are using the ‘widely recycled’ symbol along with a strapline ‘together we can reduce paper consumption’ and another

<sup>11</sup> London Assembly ‘Waste not, want not: a review of why recycling rates vary across London (Oct 2011).

<sup>12</sup> What a waste! Recycling, Clean up Australia Ltd, July 2009

company, cpp, use the Mobius loop symbol with the strapline 'please recycle me'.

- 4.54 The Recycle for London campaign was re-launched last year. The brand messages are aligned with local authority collection data which is updated annually. Brand guidelines were issued with the idea of all London boroughs adopting the same look and feel to their campaigns with a Recycle for London type logo – to ensure greater consistency in recycling messaging and branding across London. Tower Hamlets has adopted the Recycle Now swoosh for their recycling campaigns.



- 4.55 However, there are no recycling messages on other materials produced by the council or communications sent to residents. Bespoke messages or well-known symbols and logos about recycling on products such as envelopes can help to deliver sustainability promises and address criticisms about the proliferation of packaging and often unsolicited mail. They can also act as a reminder to consumers to 'do the right thing'.

**Recommendation 5:** Promote recycling messages on paper communications from the council (e.g envelopes).

### **Improving recycling facilities on estates**

- 4.56 One of the aims of the Challenge Session was to explore how landlords could improve recycling rates on their estates by working together and introducing service re-design. There are a number of initiatives relating to service re-design being undertaken in Tower Hamlets and other boroughs from which lessons could be learned. The benefits to landlords of working together include clarity for residents, potential pooling of resources, and adopting best practice ways of working; with the aim of gaining better recycling rates across all estates.

### Service re-design and improvements

- 4.57 In Tower Hamlets, pink recycling sacks are provided to residents to store and dispose of recycling waste, either in their own kerbside recycling bins or in communal bins on flatted estates. There is evidence to suggest that the current pink recycling sacks are themselves a barrier to recycling for some residents, especially for those living in flats on estates. At the Challenge Session Registered Providers reported complaints from residents about the size and quality of the bags, a lack of supply, and the amount and variety of places that they can be obtained from. Council complaint statistics show that in 2014/15 issues relating to dry recycling were the tenth most common

complaint issue, with many of the complaints relating to the pink recycling sacks.

- 4.58 The sacks are seen as being too large for many residents who often live in overcrowded conditions or with small kitchens, making the large recycling bags inconvenient. In addition, there have been complaints about the quality of the sacks which often split. These issues can be compounded for residents who struggle to take them down to the recycling bins, often having to juggle children and pushchairs.
- 4.59 There is acknowledgement from Veolia about the quality and size of the sacks and Veolia is considering alternative designs including reusable designs such as string bags. Whilst a re-usable recycling vessel would suit many residents, participants felt that this may discourage some residents from using them if they are taking down recycling on the way out. Some participants felt that smaller sacks which could be taken down more regularly and take up less space would encourage more recycling.

**Recommendation 6:** Improve the size, quality, quantity and distribution of bags provided for residents for recycling waste, for example:

- Introduce smaller bags;
- Increase the number of bags produced to meet demand; and
- Increase the number of collection points bags can be obtained

- 4.60 There is a need for a bin audit and re-distribution exercise as there is both an over provision of bin storage for residual waste, and an under provision of recycling bins. This is particularly true in the borough's older estates managed by RSLs. In addition, there is a higher collection frequency of general waste compared to recycling waste.
- 4.61 Peabody Housing Association provided written evidence relating to the service changes they had instigated on their estates in partnership with several London boroughs around bin re-distributions. A survey of Peabody estates in the City of Westminster identified a mismatch in the ratio of general waste and recycling facilities which was addressed on key estates by re-balancing bins to an even 50:50 split. A final round of survey and re-binning will be taking place between January–April 2016. This will also be supported by a review of collection frequencies for refuse, with a view to removing one weekly collection from key estates (there are often two/three refuse collections per week, but just one recycling collection). Evening up collection frequencies is seen as fundamental to offer an equal service for recycling if recycling performance improvements are being sought. The City of Westminster which received London Waste and Recycling Board (LWARB) funding, delivered door knocking to Westminster residents, reaching around 35

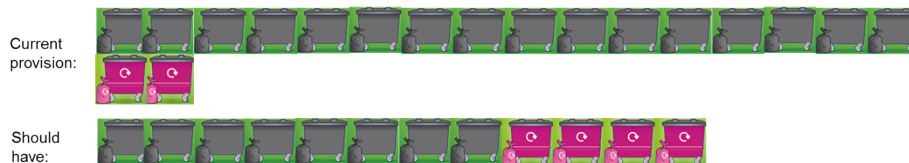
percent. With the re-binning, this resulted in recycling levels (on estates) improving from 29 percent to 36<sup>13</sup> percent.

4.62 A re-balancing of waste and recycling bins also took place on the Peabody's Pembury Estate in Hackney to a 50:50 split. Peabody caretakers delivered a letter from the Trust (as opposed to the council), informing residents of the changes to the recycling facilities and specifically asking them to recycle more of their waste. The letter used the Recycle Now iconography and communications guidelines. Peabody reported that there has been a subsequent increase in recycling rates on the estate which Peabody attributes to greater recycling capacity, increased collection frequencies and changing some bin locations.

4.63 In Tower Hamlets a bin and recycling facilities survey was commissioned with Keep Britain Tidy which audited the number of refuse and recycling bins located at blocks of flats. Across the sites surveyed there was found to be a 35 percent over provision of refuse bins and 40 percent under provision of recycling bins (when compared with our waste planning guidelines). Additionally, over 56 percent of blocks have more than a once a week collection of general waste, with some having up to 5 collections a week.

4.64 An example of this inadequate recycling provision and an excess of refuse bins is shown below. The graph shows that Arbour House has more than 240 litres (the size of a large wheeled bin) per household for general waste but less than 50 litres per household for recycling.

Arbour House, 61 properties



4.65 Aligning existing blocks and estates to the Council's current waste planning guidelines and new builds will provide residents with more opportunity to recycle and encourage behaviour change and greater participation.

**Recommendation 7:** Introduce a re-balancing of general and recycling waste bins on estates in the borough.

4.66 There are several innovative examples of service re-design improvement work being undertaken by other LAs and RPs. For example, as part of the estate work, Peabody and City of Westminster will be providing some transparent estate bins so that residents can see inside the bins. The aim of the exercise is to reduce contamination; if everyone can see what has been placed in the recycling bin; residents are less likely to throw general waste in. The transparent

<sup>13</sup> Figures provided by Peabody Estates January 2016

bins also help caretakers identify potential contamination, for example black sacks.

- 4.67 Some councils have re-sited their recycling bins which has minimised waste contamination by pedestrians and this had resulted in reduced cross-contamination rates. Another initiative reported by LWRB<sup>14</sup> was a link between signage improvements and increased recycling rates (especially when accompanied with reusable bags to take the recycling to deposit). Wandsworth council's Signs of Improvement scheme<sup>15</sup> improved signage at the point where residents dispose of their rubbish on estates (refuse chute loading hoppers and chamber doors), resulted in improved recycling rates as well as improving the areas to make disposal a more pleasant chore.
- 4.68 Islington council are currently considering physically restricting the opening of recycling bins by installing 'forest locks' on certain communal bins. This would restrict the ability of residents to throw large bags of waste into them; residents would have to post items through the limited opening space.
- 4.69 In addition, in order to create efficiencies and cut the cost of waste collection, Islington council have started using the Enevo One system. The system uses smart wireless sensors on bins which measure fill level data. This system aims to streamline the collection route by visiting bins which are actually full rather than the traditional fixed schedule collection method.

#### Re-use facilities

- 4.70 On the Pembury Estate in Hackney which is managed by Peabody, a bulky waste reuse programme called 'The Loop' has been established as part of the estate's commitment towards re-use of waste. The scheme is in its early days, but has already delivered a successful chair refurbishment workshop, recruited a volunteer to make things from recovered wood, held several furniture sale days, and has identified premises to create a storage area and show room. The work with Groundwork was initiated by Groundwork London, and is backed by EU Life+ funding. Peabody is contributing £60,000 over three years to match fund it. In City of Westminster, textile and Waste electrical and electronic equipment (WEEE) recycling banks are being provided on Peabody estates in order to divert bulky waste into reuse or recycling operations.
- 4.71 Access to cars is relatively low in the borough, and new build estates are often being designed to dissuade car usage. Therefore access to the re-use and recycling centre at Yabsley Street to dispose of items such as bulky waste and clothes is limited. Ballymore reported that although residents can contact the council to arrange bulky waste

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<sup>14</sup> LWRB 'Flats recycling programme evaluation report' (Aug 2013)

<sup>15</sup> London Councils 'helping London recycle more best practice case studies'



disposal, residents often tended to put these items out for general waste as an easy option. Ballymore use Mears repairs to collect the bulky waste that end up in the bin rooms on their estates. Where feasible the bulky waste items are taken to a re-use scheme for repair and selling on.

- 4.72 Islington council work with London Re-use Network to provide a free re-use collection service for Islington residents. The items are taken to 'Bright Sparks' where volunteers and trainees check the items for safety and carry out minor repairs. Unwanted furniture and some electrical items are then sold at affordable prices to members of the public and passed on to people less fortunate through the Bright Sparks shop.

<p><b>Recommendation 8:</b> Undertake a feasibility study to assess the suitability of a range of alternative service design improvements including re-use facilities in the borough.</p>
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#### Coordinated working

- 4.73 The Tower Hamlets Housing Forum (THHF) is a partnership between Registered Providers (RPs) and the council to deliver the housing vision for the borough. Its Public Realm sub-group meets every two months and focuses on initiatives that improve maintenance, cleanliness and health and safety of public areas on housing estates. Past attendance by officers from Public Realm has been sporadic, however this issue is being addressed and the service is now committed to attending the meetings. Engagement by the RPs is mixed and several of the national RPs with smaller housing portfolio in the borough does not attend the meetings.
- 4.74 It was reported that many RPs see waste and recycling management as the council's duty. A particular focus for the council's Clean and Green Team was tackling this perception, ensuring RPs as estate owners take appropriate responsibility.
- 4.75 The THHF Executive Action Plan highlights the development and implementation of a resident awareness campaign on recycling and bulk rubbish disposal as a key activity. A caretakers event has been arranged for March 2016 to start to address this issue, with key activities being to ascertain what THHF public realm group members already have in place and develop agreed messages.
- 4.76 It was reported that Bywaters will be presenting at the next meeting where an invite to visit the MRF will be extended to all THHF Public Realm sub-group members.
- 4.77 The service reported that the estates which have better recycling rates and fewer bins which were contaminated are those where management was more interested in recycling and other public realm issues.

Participants at the Challenge Session agreed that using the THHF public-realm sub-group forum to identify and disseminate good practice, such as that identified above, to gain improved recycling rates across all estates, was a good idea.

**Recommendation 9:** Promote the THHF public-realm sub group, encourage attendance and the sharing of good practice amongst Registered Providers.

### **Influencing improvements through Planning Policy**

- 4.78 One of the aims of the Challenge Session was to understand how developers could improve recycling facilities on estates; and whether there was any scope for using Section 106 (S.106) planning obligations or the Community Infrastructure Levy (CIL).
- 4.79 Government policy on the application and use of Planning Obligations is contained within the CIL Regulations 2010 (as amended), the National Planning Policy Framework (NPPF), and the National Planning Practice Guidance (NPPG).
- 4.80 S.106 funding is negotiated with developers and used to support the impact of the development on the surrounding neighbourhood, and CIL places a levy on any planning to be used towards infrastructure. The Core Strategy sets out the council's priorities for planning obligations on its Regulation 123 list of infrastructure projects which are currently: affordable housing, sustainable transport, open space, education, health, training employment and enterprise, biodiversity, community facilities, highway work and public realm. 'Community Facilities' are identified in the council's Revised Planning Obligations Supplementary Planning document as multi-use community facilities, faith centres, youth centres, idea stores and libraries, archives and leisure facilities.
- 4.81 Planning Obligations need to meet the following tests:  
(a) necessary to make the development acceptable in planning terms;  
(b) directly related to the development; and  
(c) fairly and reasonably related in scale and kind to the development.
- 4.82 As new developments are required to make proper provision for waste and recycling facilities, there is limited scope to use these funding streams for the provision of or improving community recycling facilities.
- 4.83 The National Planning Policy for Waste (2014) highlights that plans for new housing developments should ensure the design and layout of new residential and commercial development and other infrastructure complements sustainable waste management, including the provision of appropriate storage and segregation facilities to facilitate high quality collections of waste. This requirement is interpreted through the council's core strategy spatial policy 14.

- 4.84 Architects and developers are obliged to make provision for waste to be stored and collected in a manner that maximises opportunities for recycling. Consideration should be given to the design of buildings and the procedures that will be required to ensure that those who inhabit and service the building can manage the waste produced in that building in a sustainable manner.
- 4.85 The London Waste and Recycling Board (LWARB) has recently produced a good practice template recycling and waste management strategy for new build flats in London for Local Authorities to adopt. Accompanying this is their waste management planning advice for flatted properties, which has sections for developers to complete and submit with planning applicants.
- 4.86 The guidance states that in order to facilitate recycling, to meet London Plan waste management targets, while protecting visual and residential amenity and public health, proposals for flatted residential development should include detailed consideration of waste arising from the occupation of the development including consideration of how waste will be stored, collected and managed including<sup>16</sup>:
- There is adequate temporary storage space within each flat / apartment for waste generated by that flat / apartment allowing for the separate storage of recyclable materials;
  - There is adequate communal storage for waste, including separate recyclables, pending its collection;
  - Storage and collection systems for waste are of high quality design and are incorporated in a manner which will ensure there is adequate and convenient access for all residents and waste collection operatives and will contribute to the achievement of the London Plan waste management targets;
  - Measures are incorporated to manage impact caused by odour, noise and dust; and
  - Onsite-treatment of waste has been considered.
- 4.87 The council's Development Management guidance relating to Waste Management (DM14) states that a 'development should demonstrate how it will provide appropriate storage facilities for residential waste and recycling as a component element to implement the waste management hierarchy of reduce, reuse and recycle'. The accompanying waste standards suggest minimum capacity for general waste, dry recyclable waste, and compostable waste; the suggested minimum capacity per week (litres) is unbalanced with general waste almost double that of dry recyclable waste.
- 4.88 Assessment of waste and recycling facilities is provided by the council's public realm development team as part of the planning application process. The team comments on how appropriately the waste management and recycling facilities have been addressed

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<sup>16</sup> London Waste and Recycling Board and London Environment Directors' Network, January 2015

- 4.89 Whilst national policy does not provide specific detail for developers to adhere to, as part of the Local Plan preparation there is scope for the council's guidance in DM14 on managing waste to be updated based on a new Waste Management Strategy. One of the main aims of this study is to help the council to develop options for efficiently managing waste collection in high density development, including looking into new technology. The LWARB template recycling and waste management strategy could be used as a guide for this process.

**Recommendation 10:** Amend Local Plan policy DM14 Managing Waste to provide more explicit guidance on waste and recycling facilities.

- 4.90 The intensity of development in the borough, especially in the Isle of Dogs Opportunity Area, where 60-70 storey apartment blocks are being built, supports the need for innovative ways of dealing with waste and recycling need in order to deal with the sheer amount of waste and recycling facilities needed to service such large high rises.
- 4.91 As part of its recycling and waste management strategy template, LWARB produced case studies detailing the innovative ways in which developers in conjunction with local authorities have gone about tackling waste management and recycling in new flatted developments.
- 4.92 In Wembley City development, Brent, the Envac system has been installed for the collection of general waste and recycling waste for phase 1 of the residential development. Envac is a stationary, underground vacuum system with overground deposit 'portals' located outside buildings at ground level throughout the development. The waste collected is residual, food/organic waste, dry recyclables and cardboard. The benefits of the Envac system are reported as being more pleasant to use; a tidier environment, less smelly, and less likely to attract any pests. As waste is transported and stored on the development but away from residential buildings, waste collection is less invasive and often less frequent. The development achieves a 45 percent recycling rate from household waste produced by residents.
- 4.93 Brent council does not collect any household waste from the development which is dealt with by the Envac system, however because of its statutory duty to collect waste, the council makes a contribution towards the cost of collection and management by a private provider. For future development phases, Wembley City developers are not committed to using the Envac system, partly due to cost of installation.
- 4.94 At St. George's Wharf Tower, in Lambeth, the waste management system is a set of pull-out waste bins with four compartments for general and recyclable waste provided within each kitchen. In addition, accessed through a small facilities room on each floor, is a chute

system with the ability to separate waste into two factions: general waste and recycling waste. To operate the chutes, residents press one of the two buttons on the wall panel to select either general waste or recycling. Once the 'open door' light on the wall panel is illuminated, the chute door can be opened and materials can be placed in the chute. General waste is compressed to make better use of space. Whilst the development is not fully occupied, Lambeth council have identified the potential to divert over 46 percent of dry recyclable waste away from disposal.

- 4.95 Ballymore Asset Management Ltd who attended the Challenge Session reported that a number of landlord developers would be interested in coming together to look at alternative options of general and recycling waste management. The role for the council would be to provide coordination and potentially funding to support a system.

**Recommendation 11:** Work with developers to incorporate innovative general waste and recycling waste management systems into the Isle of Dogs opportunity area, area planning framework where possible.

### **Influencing improvements through Lobbying**

- 4.96 WRAP launched the On-Pack Recycling Label (OPRL) scheme in 2009 in response to research that identified a need to communicate better with consumers about what types of packaging can be recycled. The scheme has been developed for retailers and brand owners by the British Retail Consortium (BRC) in partnership with WRAP.
- 4.97 Under the scheme, labelling on packaging includes 'widely recycled', 'check local recycling' and 'not currently recycled'. The WRAP website identifies that over 145 organisations are signed up to the scheme over thousands of product lines.
- 4.98 Considering the low levels of recycling in the country as a whole, and the need to meet EU targets, central Government could play a more active role in encouraging residents in their recycling habits by requiring industries to include recyclability messages on their products and packaging in a clearly recognised and consistent format.
- 4.99 A move to standardisation of materials used in packaging would also help households to know what can and cannot be recycled.

**Recommendation 12:** Lobby Government to require packaging industry to include standardised recyclability messages on all recyclable material.

## Glossary

**Composting:** the process of breaking down organic rubbish, such as garden and food rubbish, into a material which can be added to the garden to help plants grow.

**Energy recovery from waste (EfW):** the burning of rubbish to produce energy (heat) which is used to generate electricity or to heat homes.

**General waste:** also called residual **waste**, is material from businesses and households that cannot be recycled. It includes materials such as non-recyclable plastics, polythene, some packaging and kitchen scraps, etc.

**Household waste:** this includes rubbish thrown in bins at home and collected by the local council. Also, litter collection and street sweepings, garden rubbish, rubbish from civic amenity sites and rubbish collected for recycling or composting.

**Kerbside collection:** any regular collection of rubbish for recycling (also called recyclables). This may be from businesses or households. You may have a box for recyclables, which is collected each week from outside your house.

**Landfill site:** usually a large hole in the ground, such as an old quarry or mine. Can also be an area where rubbish is piled above ground and covered, creating a hill, which will be covered in grass, a process known as landraising.

**Materials recovery facility (MRF):** a place where materials for recycling are taken for sorting into material types before delivering to reprocessors (companies who recycle).

**Recycling:** the process of changing rubbish into either the same product or a different one. It involves some kind of industrial process. For example, using old plastic bottles to make new ones.

**Reduction:** this involves using fewer materials so less rubbish is created. For example, many glass bottle makers now use less glass to make a bottle than they did 10 years ago. This means that less glass rubbish is created when we throw the bottles away.

**Residual waste:** the material that remains after the process of **waste** treatment has taken place. Such treatment can include agricultural, industrial and mining. It can also be applied in a more domestic sense, referring to the household rubbish not able to be recycled, re-used or composted.

**Reuse:** the act of using an item more than once. For example, many supermarkets now have carrier bags which you can use over and over again, and some businesses deliver goods in reusable plastic crates.

**Waste:** this is the same as 'rubbish'. It is a wide-ranging term, which includes most unwanted materials.

**Waste collection authority:** the part of the local council which collects rubbish.

## Common recycling logos and symbols

### OLRP – On-pack Recycling Label symbols

#### Widely recycled



75 percent or more of councils provide household recycling collection facilities for that packaging type in their area.

#### Check local recycling



Used when 20-75 percent of councils have household recycling collection facilities for that packaging type in their area.

#### Not currently recycled



Used when less than 20 percent of councils have household recycling collection facilities for that packaging type in their area.

#### Widely recycled at recycling points: Check



locally for kerbside Recycling provision exists in over 75 percent of councils (including both household recycling collections and at recycling centres). A household recycling collection exists in less than 75 percent of councils.

#### Plastic films

Some plastic films can also now be recycled at supermarket's carrier bag collection points. Look out for the 'Recycle with carrier bags at large stores - not at kerbside' message on your bread bag, breakfast cereal, toilet and kitchen roll wraps, grocery produce, multipack shrink wrap and newspaper and magazine wraps.



#### Metal paint cans



Empty metal paint cans are accepted for recycling at most local authority recycling centres. Check your council's website for more information.

## Other logos and labelling

### **Mobius Loop**



Indicates that an object is capable of being recycled - not that the object has been recycled or will be accepted in all recycling collection systems. Sometimes this

symbol is used with a percentage figure in the middle to explain that the packaging contains xpercent of recycled material

### **The Green Dot**



The Green Dot **does not necessarily mean that the packaging is recyclable**, will be recycled, or has been recycled. It is a symbol used on packaging in many

European countries and signifies that the producer has made a financial contribution towards the recovery and recycling of packaging

### **Glass**



Please dispose of glass bottles and jars in a bottle bank

### **Recyclable steel**

The product is made of recyclable steel



### **Compostable**

The 'seedling' is the registered trademark of European Bioplastics. Products certified to be industrially compostable according to the European

standard EN 13432/14955 may bear the 'seedling' logo

### **Tidyman**



Dispose of this carefully and thoughtfully. Do not litter. This doesn't relate to recycling, but is a reminder to be a good citizen, disposing of the item in the most appropriate manner



**PET**

### **Plastics**

Identifies the type of plastic resin used to make the item by providing a 'Resin Identification Code'. It is represented with a 'chasing arrows' symbol surrounding a number

between 1 and 7 that defines the resin used

### **Recyclable aluminium**



The item is made of recyclable aluminium

### **Waste electrical**



Waste electrical items - from household appliances to mobile phones to IT equipment

### **Paper**



To be given the National Association of Paper Merchants' mark, paper or board must be made from a minimum of 50 percent, 75 percent or 100 percent

genuine waste paper and/or board fibre, no part of which should contain mill produced waste fibre

### **Wood**



The Forest Stewardship Council (FSC) logo identifies products which contain wood from well managed forests independently certified in accordance with the rules of

the FSC.





**RESOURCE**  
**LONDON**

SUPPORTING LONDON'S WASTE AUTHORITIES

## **The challenges to recycling in London**

**Gemma Scott**

**19 January 2016**

# Who we are

## Resource London

- A newly created partnership programme formed by LWARB and WRAP.
- The new programme supports London boroughs to deliver more **consistent and efficient** waste and recycling services for London.
- The partnership represents a one-agency approach providing specific, focused and tailored regional and local support for London waste authorities. The Resource London programme went live in April 2015.

## Rationale

- Waste collection arrangements in London are complex with 33 local authorities operating within a dense urban area.
- There is a lack of consistency in the materials accepted for recycling across London, even between neighbouring boroughs that share the same disposal authority.
- London's previous population peak of 8.6 million (1939) was surpassed earlier this next year. London's population will reach 10 million by the 2030's.
- London Boroughs pay £250 million in landfill and incineration gate fees. At current performance levels, this cost will double by 2050
- Total waste management costs for London Boroughs are forecast to increase by around 30% in the next six years.

# 2013/14 Recycling Rates by Borough

## 2012/13 Recycling Rate

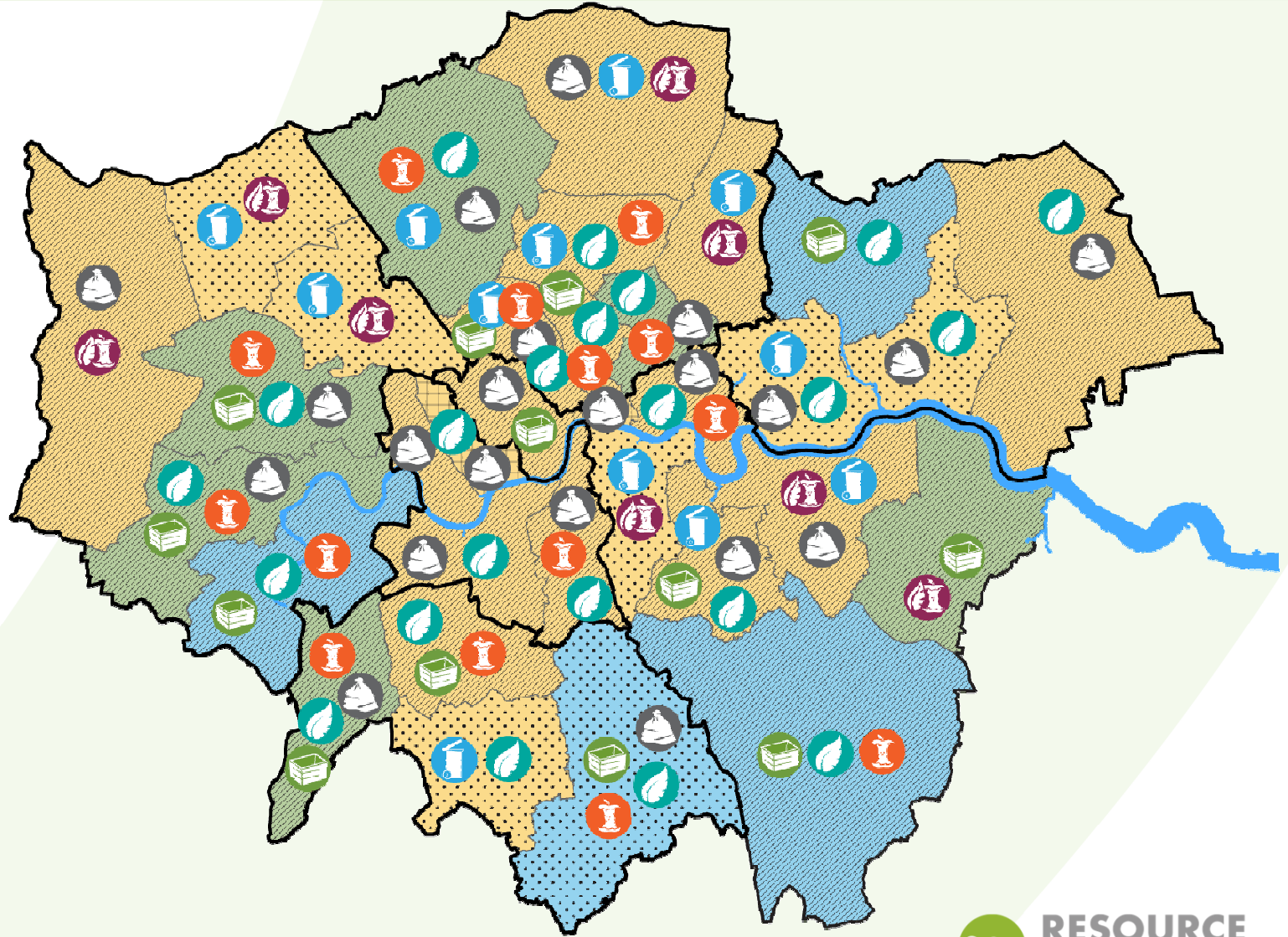
- 50%+ ●
- 40-49% ●
- 30-39% ●
- <30% ●



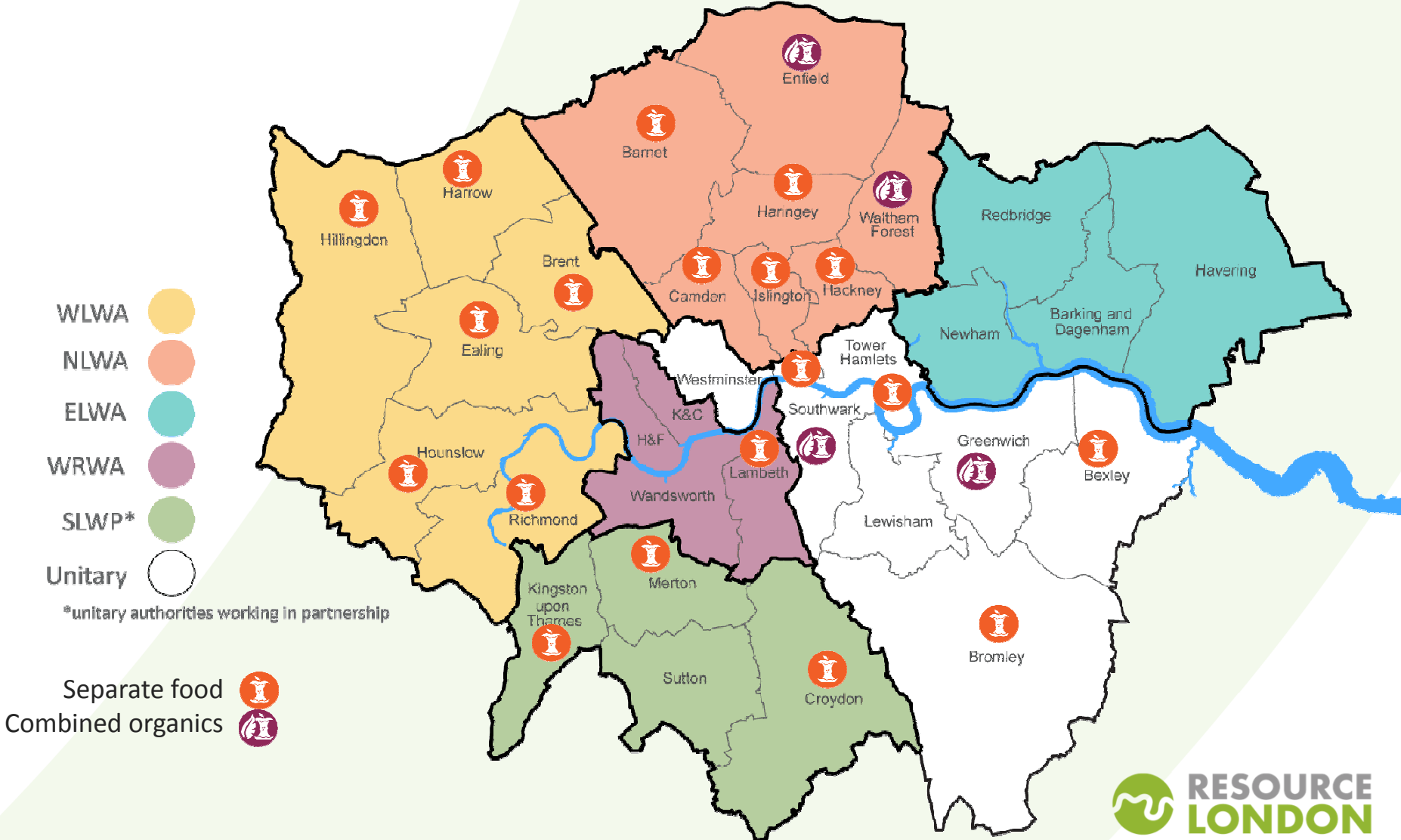
# Recycling Collection system , frequency & containers

Page 207

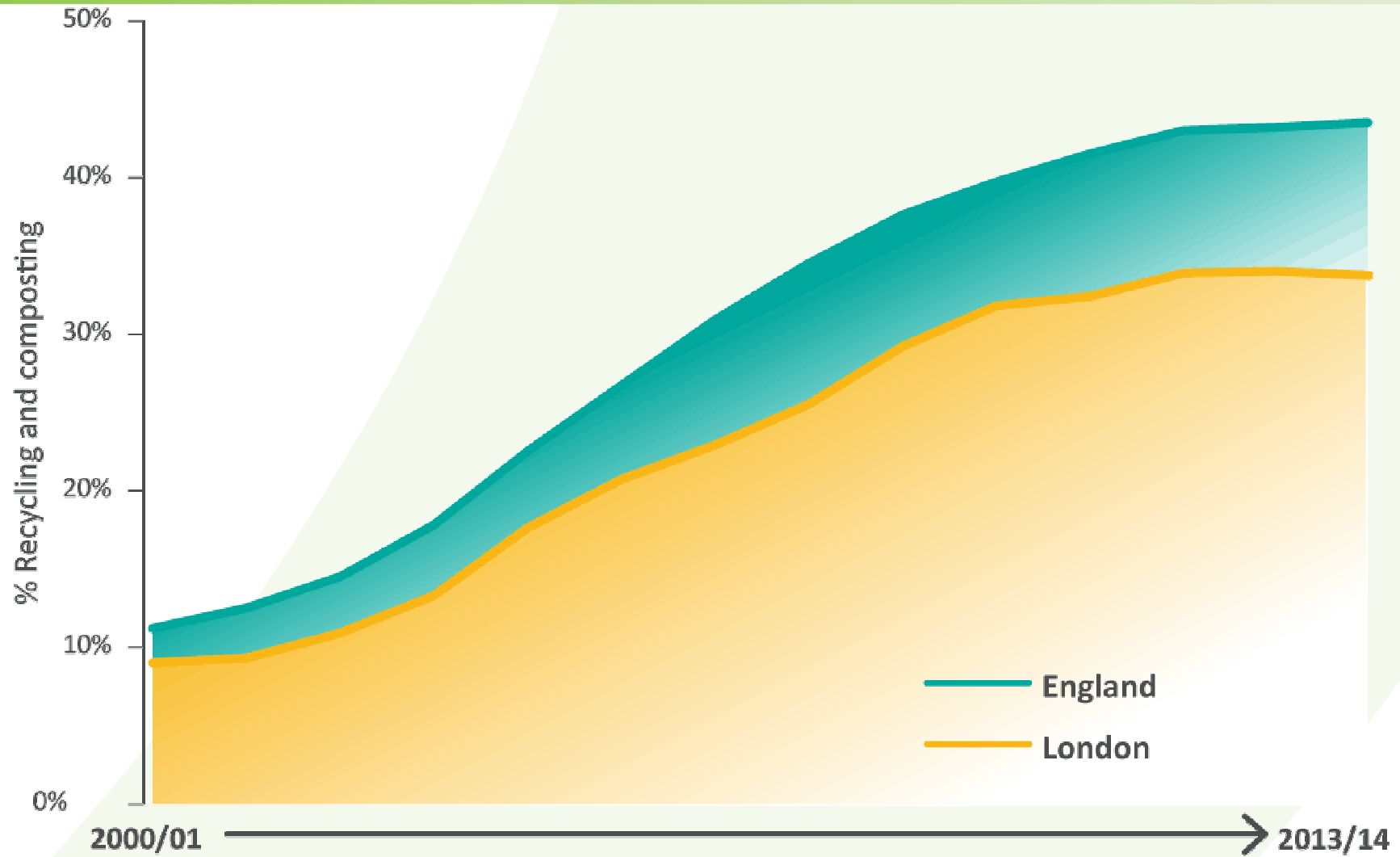
- Collection System**
- Co-mingled 
- Twin Stream 
- Kerbside sort 
- Collection Frequency**
- More than weekly 
- Weekly 
- Fortnightly 
- Collection Containers**
- Wheelie bins 
- Sacks 
- Boxes 
- Organic Collection**
- Separate Food 
- Separate Garden 
- Combined 



# London Boroughs food and mixed organic service provision



# Recycling performance 2000-2014



# What we want to achieve

The objective of the programme is that by 2020, London will have **more consistent and more efficient** waste and recycling services that:

- achieve the Mayor of London's target that London recycles 50% of local authority collected waste by 2020;
- make an effective contribution to the Mayor of London's CO2 emissions performance standard, and
- are able to make a significant contribution towards England achieving its 50% household waste recycling target in 2020.



## Programme focus areas

**Minimising the amount of waste produced by households within London and maximising re-use**

**Improving the yield of dry recycling from flats**

**Increasing and improving the capture of unavoidable food waste**

**Increasing the quality of dry recycling to maximise income and service performance**

# London Boroughs are telling us:

## Key Drivers

1. Saving Money
2. Increasing recycling

## Key service issues

- Increases in dry recycling contamination
- Low performance of dry recycling in flatted properties
- Low performance of food waste schemes across all property types
- Increase in housing development especially high rise
- Waste management issues within the private rented sector
- Fly-tipping and street scene related issues

## Future service changes

- Introducing garden and bulky waste charges
- Separate food waste collections (separating out mixed organics)
- Options around residual waste changes (fortnightly, 3-weekly etc.)

## Regional performance

**Household Recycling Rates:** London is the lowest by 5 percentage points and has fallen 0.8 percentage points.

Region	2012/13	2013/14	2014/15
North East	37.0	37.9	38.0
North West	43.9	45.6	46.5
Yorkshire and the Humber	43.3	43.9	43.6
East Midlands	46.8	46.4	45.2
West Midlands	43.5	42.2	42.2
Eastern	48.5	49.3	49.3
<b>London</b>	<b>34.0</b>	<b>33.9</b>	<b>33.1</b>
South East	43.4	43.7	45.0
South West	47.2	46.7	47.6
<b>England</b>	<b>43.2</b>	<b>43.5</b>	<b>43.7</b>

### Regional Percentage of Local Authority Collected Waste Sent to Landfill:

London has the fourth lowest waste to landfill

Region	2012/13	2013/14	2014/15
North East	30.5	19.8	8.8
North West	46.0	40.3	31.8
Yorkshire and the Humber	38.2	34.7	30.0
East Midlands	38.4	32.9	25.2
West Midlands	23.2	21.9	14.1
Eastern	43.6	42.2	34.8
<b>London</b>	<b>25.5</b>	<b>24.4</b>	<b>20.6</b>
South East	21.8	20.9	16.4
South West	42.8	40.9	36.1
<b>England</b>	<b>33.9</b>	<b>30.9</b>	<b>24.6</b>

## Regional performance

**Regional Residual Household Waste (Kilograms per Household) – London now has the highest Kilograms per Household.**

Region	2012/13	2013/14	2014/15
North East	593	583	588
North West	548	530	527
Yorkshire and the Humber	543	534	543
East Midlands	537	546	563
West Midlands	557	582	577
Eastern	525	528	531
<b>London</b>	<b>569</b>	<b>576</b>	<b>589</b>
South East	575	588	580
South West	516	526	525
<b>England</b>	<b>551</b>	<b>555</b>	<b>558</b>

**Lowest Household Waste Generation per Head (2014/15) – however London has five boroughs in the top ten for the Lowest Household Waste Generation per Head**

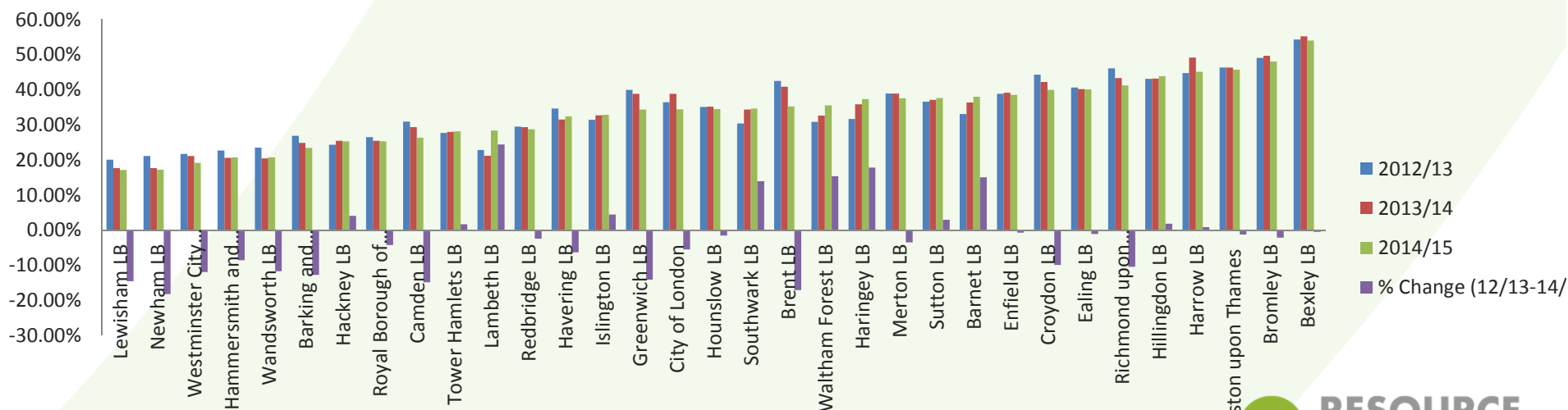
Ranking	Authority	Collected household waste per person (kg) (Ex BVPI 84a)
1	Tower Hamlets LB	261.5
2	Lambeth LB	271.4
3	Islington LB	277.0
4	Ealing LB	278.0
9	Hammersmith and Fulham LB	291.8

# London Borough Recycling Rates 2013-15

Graph shows borough recycling rates 2013 – 2015 plus the change in rate from 2013 to 2015, ordered by 2015 recycling rates.

- The bottom six performing boroughs have decreased their rates over the past two three years.
- The top performing boroughs are little changed in the past three years.
- Eight authorities have improved their recycling rates two years in a row.
- Thirteen have seen their recycling rate decrease two years in a row.

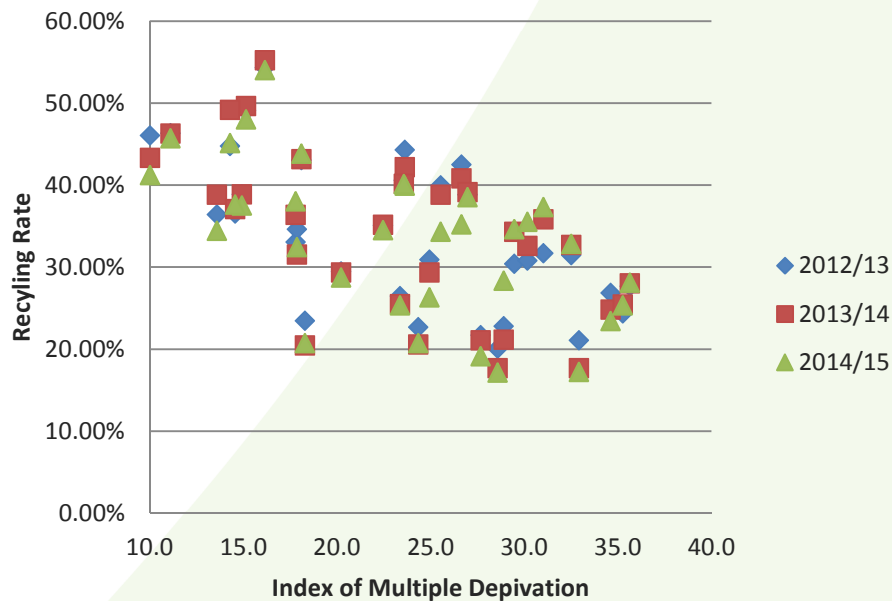
### Recycling Rates 2013 - 2015



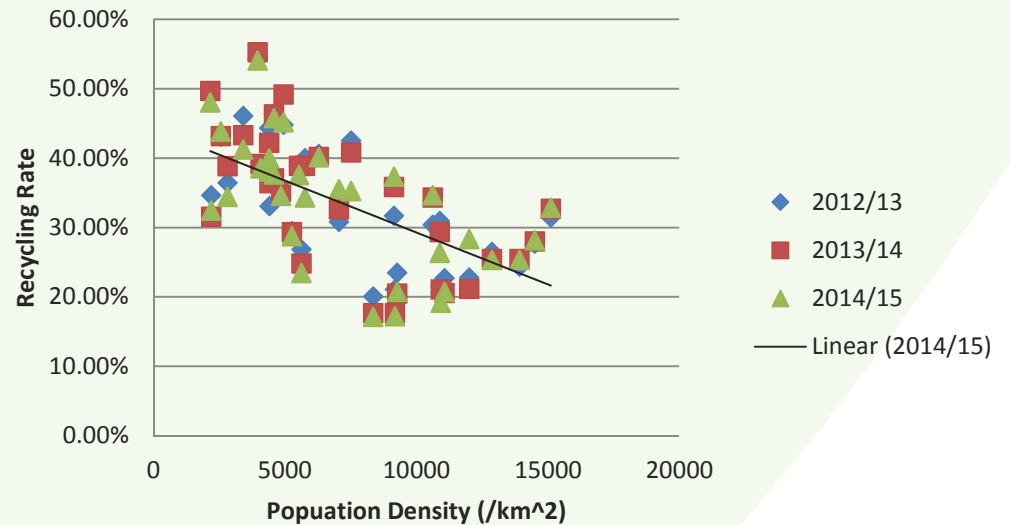
# Population Density & Index of Multiple Deprivation & Home Ownership

- There is a clear negative correlation between IMD and recycling rates & population density and recycling rates (and between Population density and IMD)
- No association is seen between change in population and change in recycling rates
- Very strong positive association between home ownership and recycling rate.

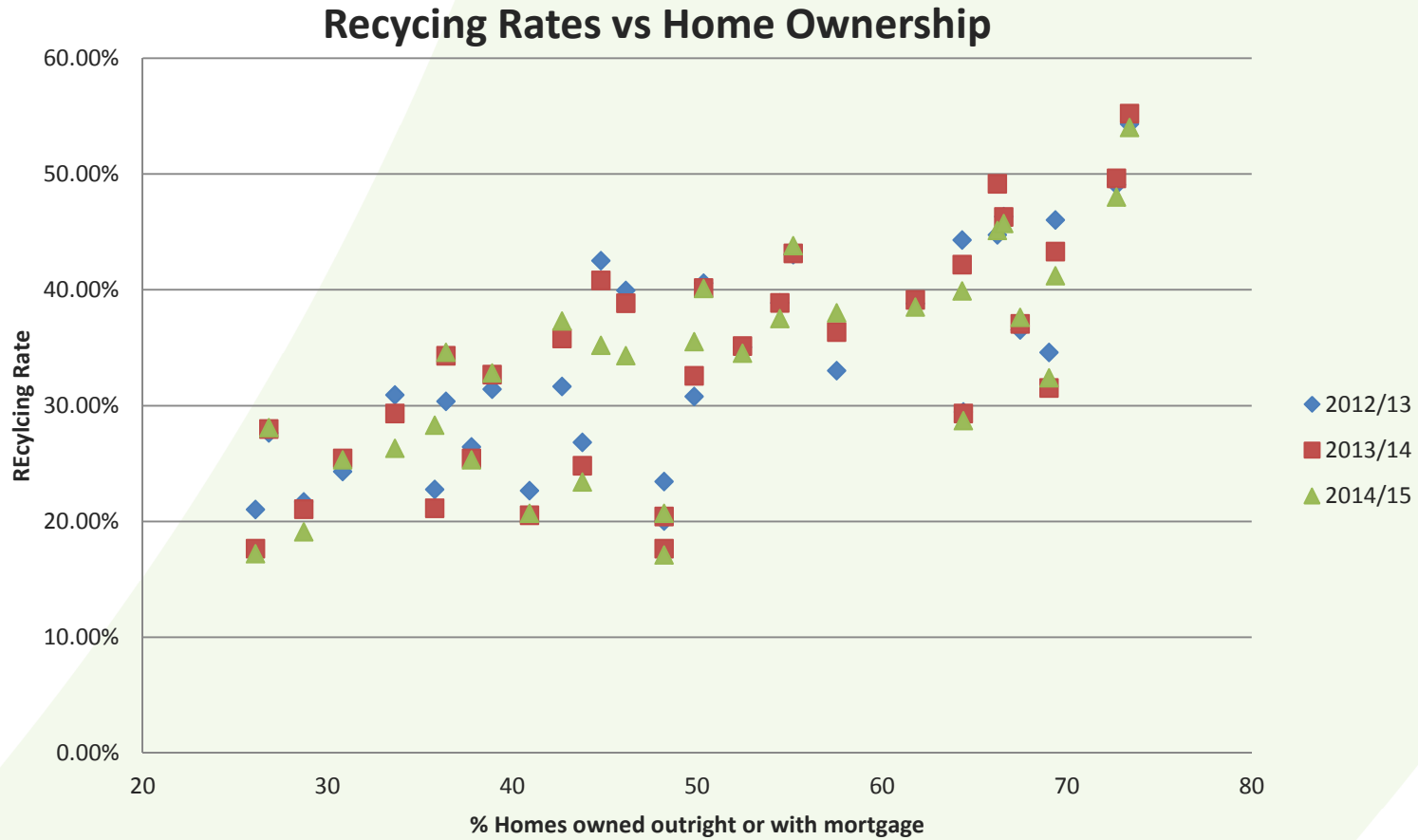
### London Authority Recycling Rates vs IMD (2015)



### Recycling Rates vs Population Density (GLA 2015 Projections)



# Recycling Rates vs Home Ownership



## Key game changers (Route map to 2020)

- Restricted residual - fortnightly
- Restricted residual – weekly (i.e. 140ltr bins)
- Separate weekly food
- Flats – intensive (food & dry recycling with a 40%>)
- Addition of new dry recyclables

There are cost implications associated with these.





# RESOURCE LONDON

SUPPORTING LONDON'S WASTE AUTHORITIES



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# Planning Policy Approach to Recycling

# Policy Context



- The borough's Development Plan consists of the National Planning Policy Framework, the Mayor of London's London Plan and the Local Plan.
- The borough's Local Plan policies must be in conformity with national and London policy.
- There is no detailed reference to recycling in the NPPF, however it directs LPAs to deliver waste management policies in the Local Plan; The National Planning Policy for Waste (2014) contains more detail and all LPAs should have regard to its policies when discharging waste duties.

# National Policy

## National Planning Policy for Waste (2014)

### Policy:

#### *Determining Planning Applications:*

When determining planning applications for non-waste development, local planning authorities should, to the extent appropriate to their responsibilities, ensure that:

New, non-waste development **makes sufficient provision for waste management and promotes good design to secure the integration of waste management facilities with the rest of the development and, in less developed areas, with the local landscape. This includes providing adequate storage facilities at residential premises, for example by ensuring that there is sufficient and discrete provision for bins, to facilitate a high quality, comprehensive and frequent household collection service;**

- *Planning to contribute towards managing waste in line with the waste hierarchy*
- *No specific policy on providing recycling facilities*

# London Plan

## Further Alterations to the London Plan (2015)

### *Policy 5.16 Waste net self-sufficiency*

A The Mayor will work with London boroughs and waste authorities, the London Waste and Recycling Board (LWaRB), the Environment Agency, the private sector, voluntary and community sector groups, and neighbouring regions and authorities to:

c work towards zero biodegradable or recyclable waste to landfill by 2026.

B This will be achieved by:

a minimising waste

b encouraging the reuse of and reduction in the use of materials

c exceeding recycling/composting levels in local authority collected waste (LACW) of 45 per cent by 2015, 50 per cent by 2020 and aspiring to achieve 60 per cent by 2031

- *Focus on increasing recycling rates*
- *No specific policy on providing recycling facilities*

# Local Plan

## Core Strategy (2010)

### *Spatial Policy 14*

Page 224  
To plan for and manage the borough's waste efficiently, safely and sustainably, by minimising the amount of waste produced, maximising recycling, and managing non-recyclable waste using treatment methods other than landfill.

1. Implement the waste management hierarchy of reduce, reuse and recycle, by:
  - a. Ensuring that local residents reduce and manage their waste effectively.
  - b. Requiring non-waste developments to appropriately design and plan for waste storage and recycling facilities.**
  - c. Requiring all developments to reduce and reuse waste from construction and demolition.
  - d. Supporting developments that use recycled materials

## Managing Development Document (2014)

### *Policy DM14*

2. Developments should demonstrate how it will provide appropriate storage facilities for residual waste and recycling as a component element to implement the waste management hierarchy of reduce, reuse and recycle.
  
3. Major development should provide a **Waste Reduction Management Plan** for the construction and operation stages.

- *The Plan Making team have commenced a review of the borough's Local Plan with the intention of adopting a new Local Plan by the end of 2017. This provides an opportunity to review all our policies*

# Building Regulations

## H6.

(1) Adequate provision shall be made for storage of solid waste.

(2) Adequate means of access shall be provided:

(a) for people in the building to the place of storage; and

(b) from the place of storage to a collection point

## Capacity

1.1 For domestic developments space should be provided for storage of containers for separated waste (i.e. waste which can be recycled is stored separately from waste which cannot) with a combined capacity of 0.25m<sup>3</sup> per dwelling or such other capacity as may be agreed with the waste collection authority. Where collections are less frequent than once per week, this allowance should be increased accordingly.

- *Main guidance for specific design and provision (location, size, circulation, accessibility etc).*

# How recycling requirements are applied in Development Management

Page 226

## Planning Application Stage:

- Assessment made of the adequacy of the location, size and design of waste facilities, from a resident and collection perspectives.
- Comments provided by LBTH Waste Team

## Permission Granting:

- Adequate waste provision forms part of the conditions for the granting of planning permission



# Tower Hamlets Recycling Services Policy and Practice

Page 227

Presented by Simon Baxter  
Interim Service Head Public Realm



# Overview of Recycling Services in Tower Hamlets

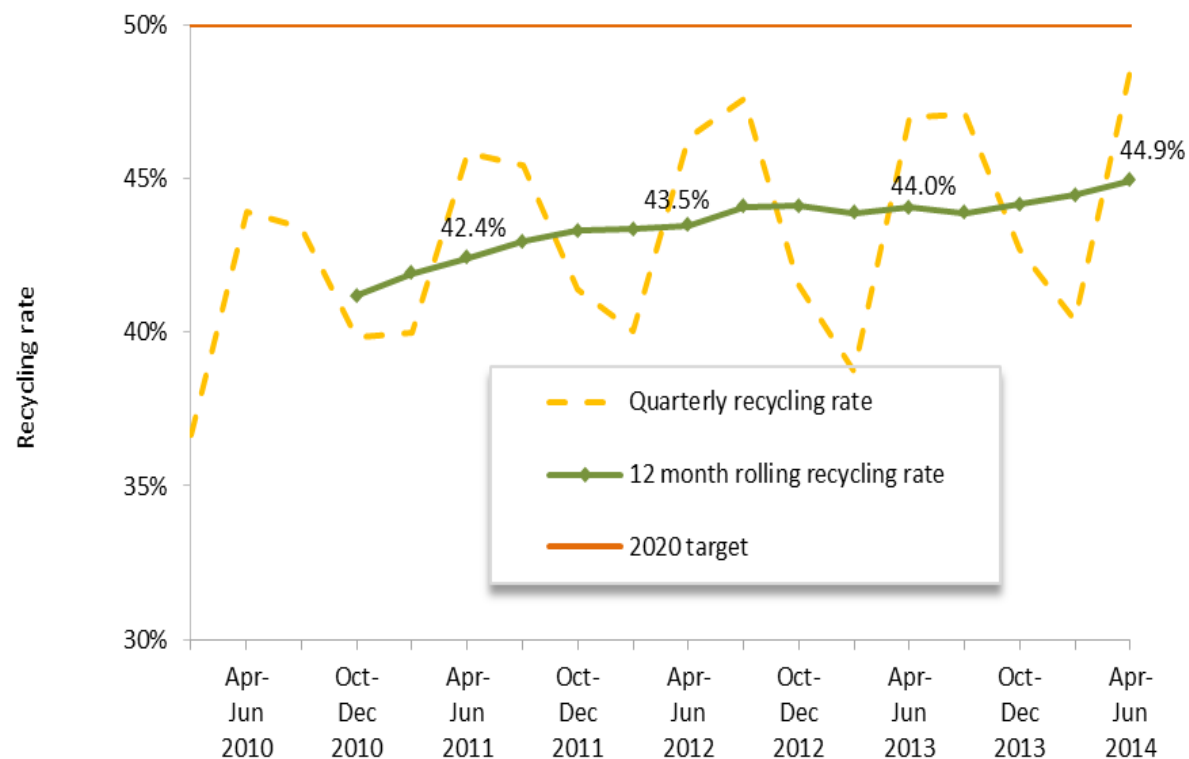
Page 228

Reuse and Recycling Centre  
Food and Garden Waste  
Dry Recycling  
Education and Outreach



# National and Regional Position

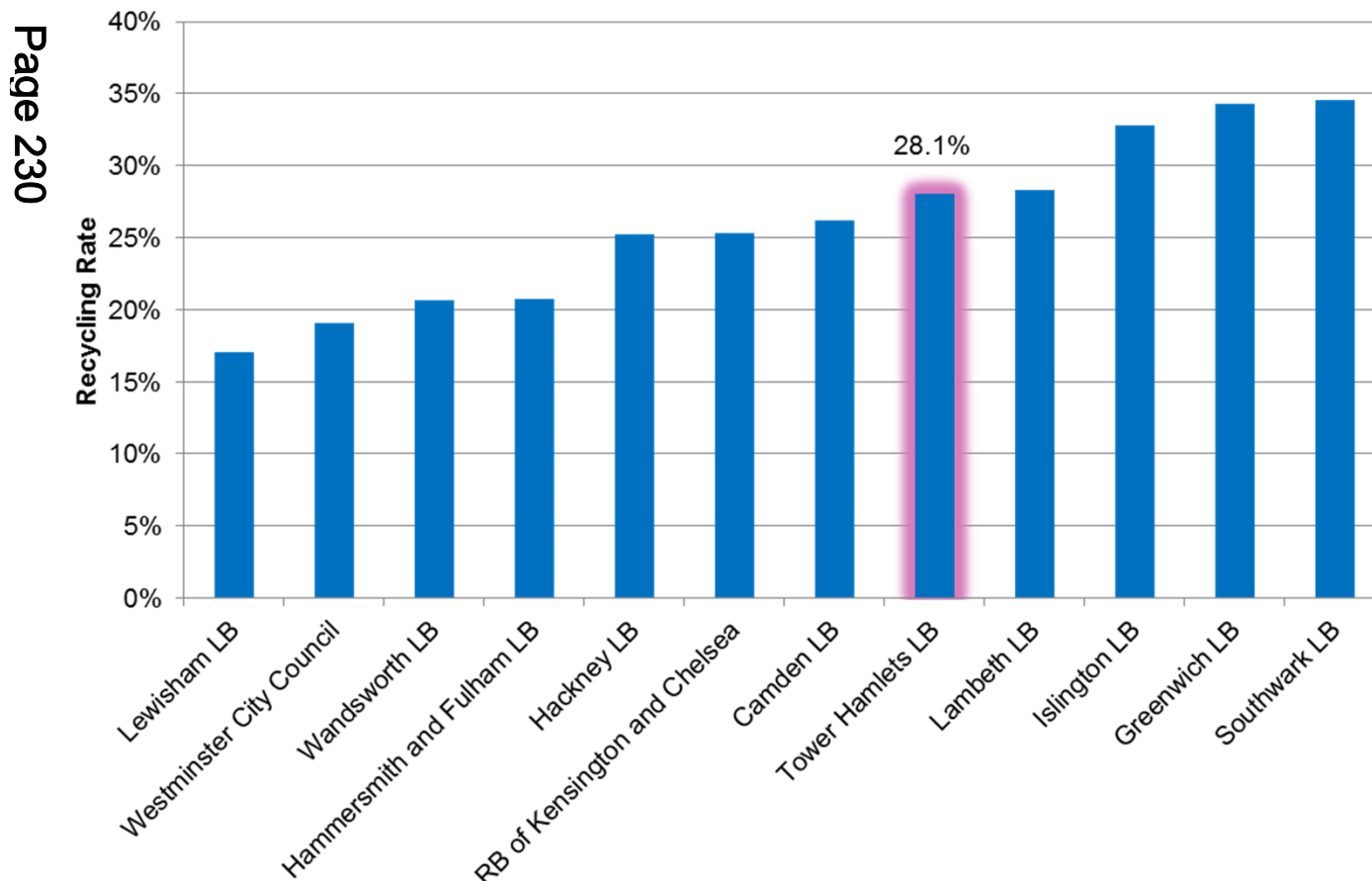
- National Recycling Target
- The Mayor of London's 2011
- Higher targets are on the horizon



**Recycling rate in England at 44.9%**  
(June 2014, DEFRA)

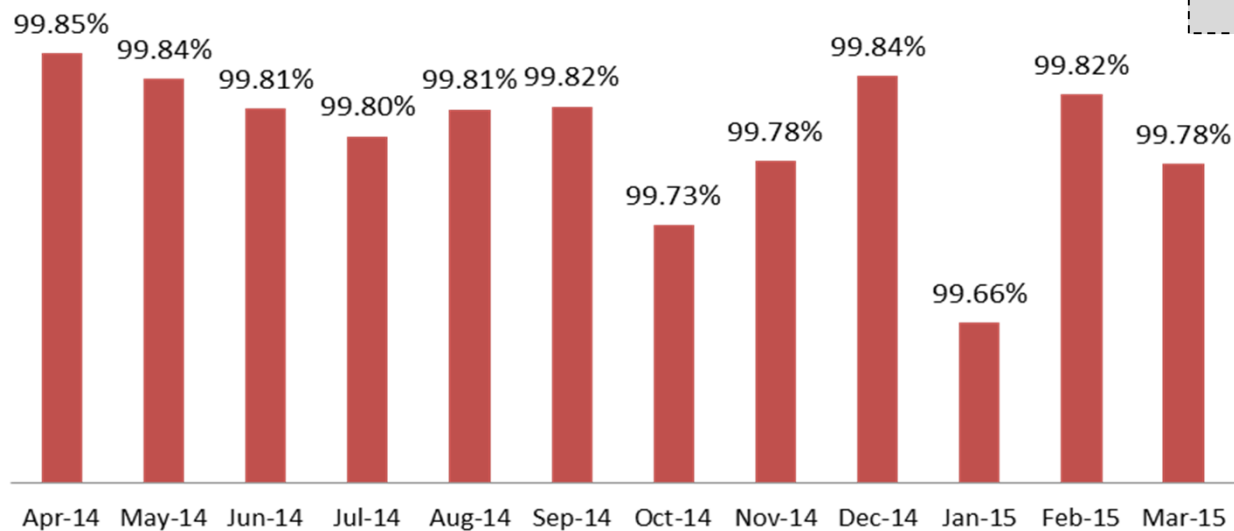
# Tower Hamlets recycling rate: 28.1%

### Recycling Rate for Inner London Boroughs 2014/15



## Recycling Service

### Successfully Collected Recycling

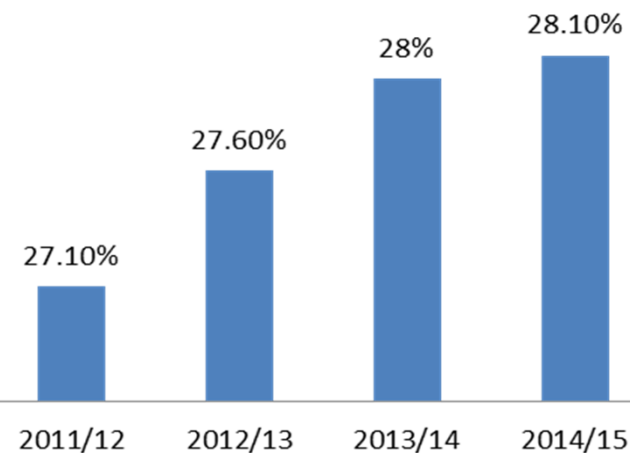


2014/15 Average Successful  
Collection Rate: **99.80%**

Page 231

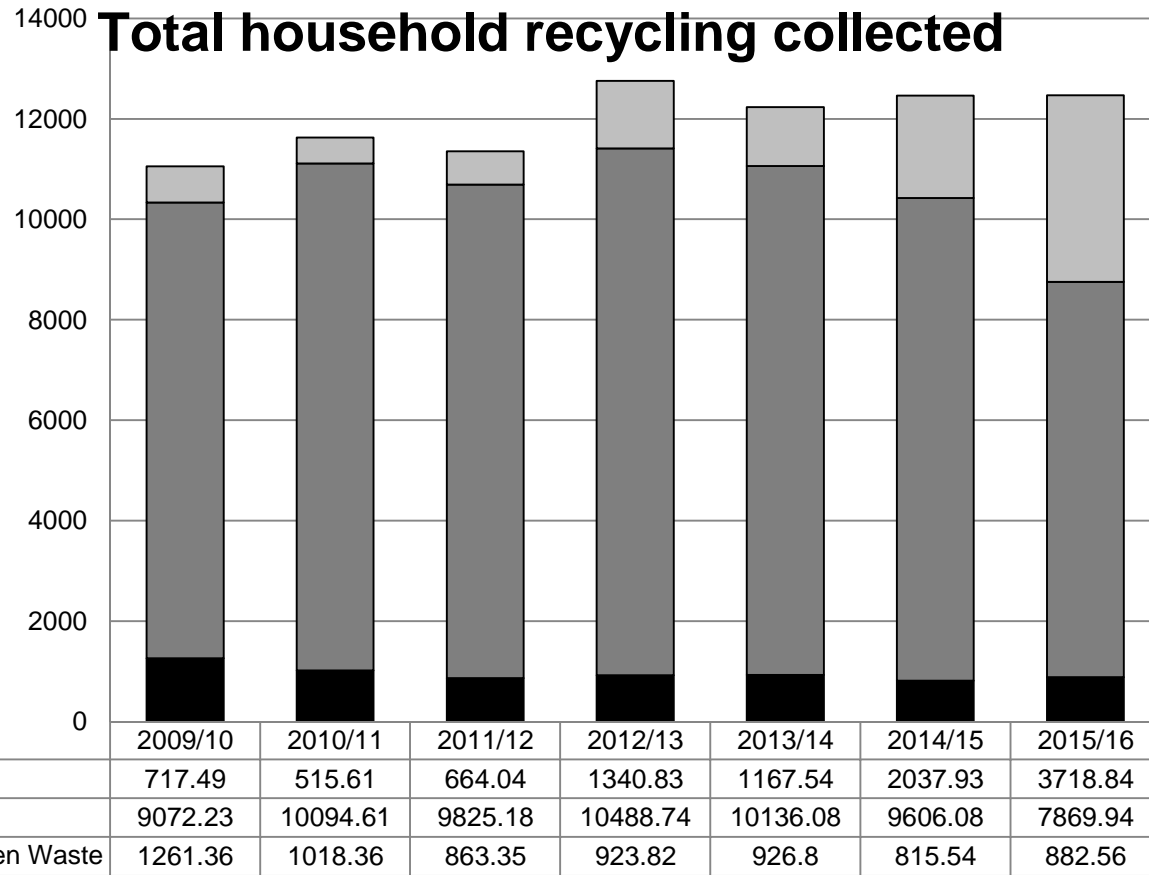
- Collections Per Annum: **1,722,912**

### Recycling Rate %



# Recycling Performance

Page 232  
Tonnage

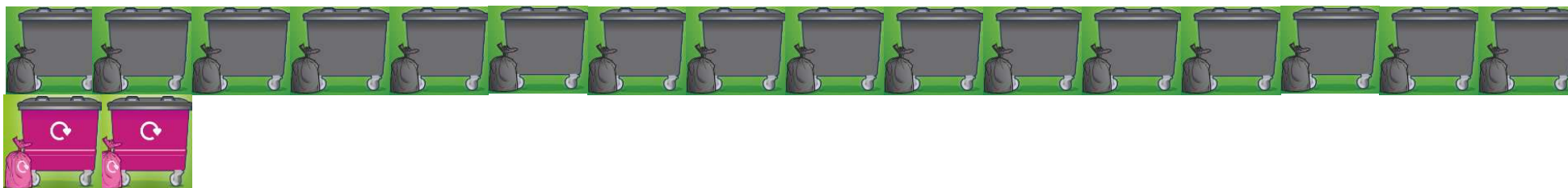


## Waste collection provision for blocks of flats

- 35% over provision of refuse
- 40% under provision of recycling
- Over 50% receiving more than one collection of refuse per week
- Align existing blocks and estates to our current waste planning guidelines and new builds-this would provide residents with more opportunity to recycle and encourage behaviour change and greater participation

Arbour House, 61 properties

Page 238  
Current provision:



Should have:



Langmore House, 35 properties

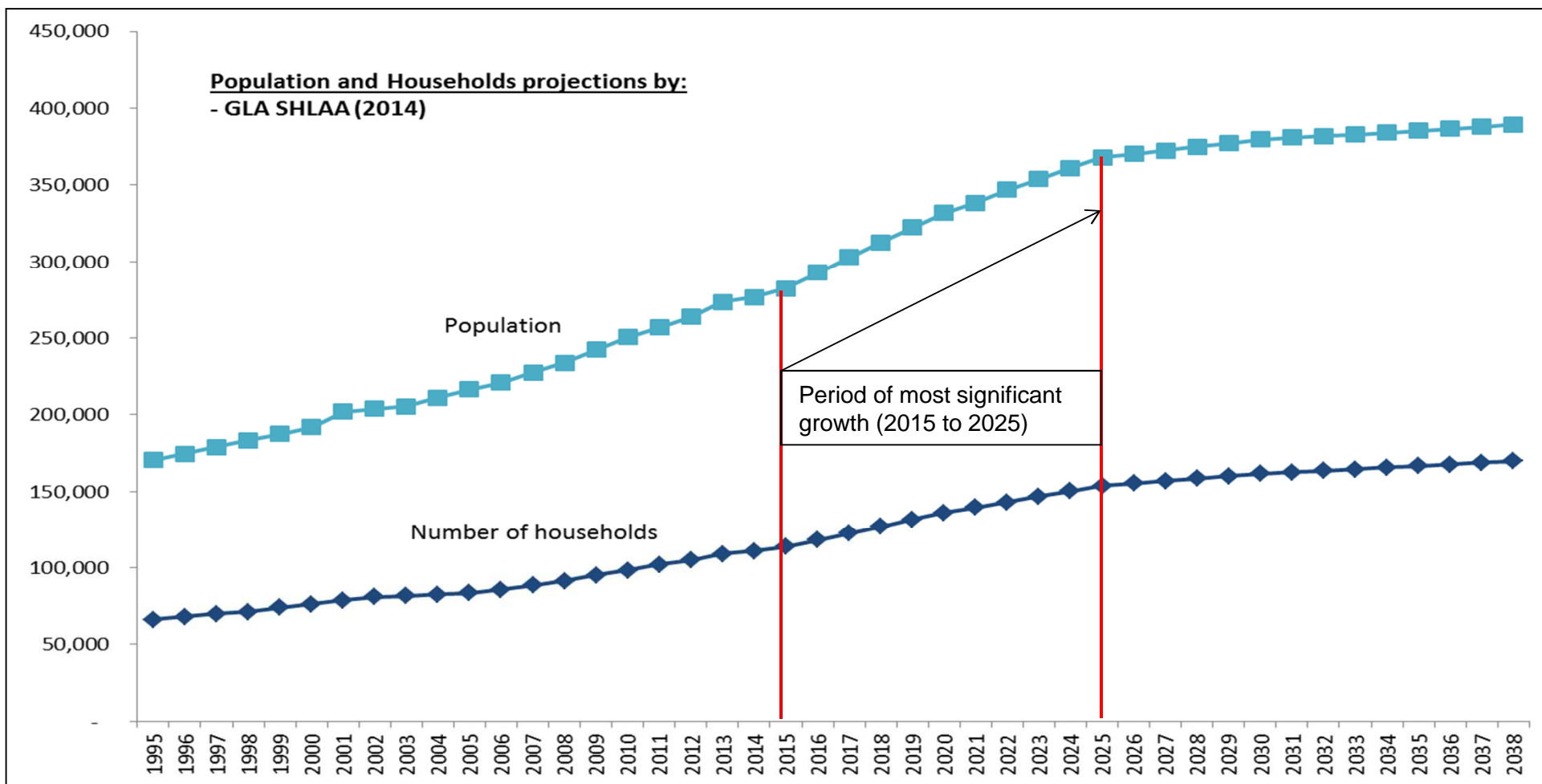
Current provision:



Should have:



# Expected Population Growth





# Service Issues & Challenges

- Materials Market
- New Legislation covering the Materials Recovery Facility operations (MRF)
- Low participation and Increasing levels of Contamination
- Waste Capacity
- No Common approach

Page 235



10% Contaminated



8% Contaminated

# LOCALgreenpoints

## Recycling Scrutiny

19<sup>th</sup> January 2016



# Today, you will find out about

- Local Green Points overview
- Tower Hamlets Community Points pilot scheme
- Impact from our larger-scale schemes with other local authorities



# About Local Green Points

Page 238

- Motivating households to recycle, reuse and reduce waste
- Flexible approach
- Strong community focus
- Technology, over £2million invested
- Innovative communications



# About Local Green Points

- Extensive experience across all property types including kerbside and estates with expertise in hard-to-reach areas



## Our local authority clients

- Bexley, Bracknell Forest, Coventry, Hammersmith & Fulham, Havering, King's Lynn & West Norfolk, Kingston, Peterborough, Rochdale, St Helens, Torbay, Waltham Forest, Westminster.

Page 240



St. Helens Council



# Ours is a flexible approach

- There is no 'one size fits all' for local authorities
- Each scheme customised based on budget, targeted waste behaviours, and measurement methodology
- We understand Tower Hamlets wants to encourage residents to increase recycling, reduce contamination with "recycle right" – and likely focus on food waste



# Tower Hamlets Community Points pilot scheme

Page 242



- Pilot project for 65 flats in Stockholm House
- Partnership between Local Green Points and Eastend Homes
- Funding support from Urbaser
- Logistical support from London Metropolitan University and London Borough of Tower Hamlets





# Pilot scheme targets various waste behaviours

## Earn Rewards for Positive Steps

Recycling

Bulky Waste

Champions

Community composting

Cooking Oil



### Your Recycling Facilites

Did you know that 40% of the waste you produce can be recycled using your pink sacks and purple bins? This includes plastic bottles and packaging, aluminium cans, glass bottles and jars, paper and cardboard, cartons and even aerosol cans!

[More Info...](#)



### Reporting your Recycling

Earn up to 1,000 points each week by telling us how much of your waste you've recycled. Click the opt-in button below and you'll be sent an email every Friday inviting you to tell us how much you've recycled that week. Simply click the link and choose an option and you'll earn points for your team!

[Opt-in now!](#)



# Correct disposal of cooking oil is a focus

Page 244

## Earn Rewards for Positive Steps

Recycling

Bulky Waste

Champions

Community composting

Cooking Oil



### The issues

Disposing of waste cooking oil improperly causes lots of problems including blocked, smelly drains that could cause damage to your home. Instead, you should pour it into a container such as a plastic bottle, seal it and place in your rubbish bin.

[More Info...](#)



### Disposing of used oil

Get rewarded for disposing of cooking oil properly by opting into this theme below. You'll then be sent an email every Friday so you can tell us if you've binned your used oil. Click the link, choose your option and you can earn up to 1,000 points!

[Opt-in now!](#)



# Pilot scheme has competitive element with league table for community projects

**Stockholm House Leaderboard**

Rank	Team	Total Points	Points per Head
1	St George Greening Project	1,726	345
2	St Pauls Primary School	2,980	271
3	Shapla Primary School	1,824	261
4	St George Seniors Club	983	140

You have contributed 283 Points to your team's total!

**Help your charity to the top of the leaderboard!**

1st Place **£100**    2nd Place **£50**    3rd Place **£50**    4th Place **£50**



# Educational element of pilot scheme raises awareness

Page 246


## What goes in your purple bin?




			
	Glass bottles & jars	Food & drink cans	Plastic containers
			
	Mixed paper	Food & drink cartons	Aerosols
			
			Telephone directories

### Local Waste & Recycling News


#### Recycling News



**Festive Food Waste**  
Get some tips on how to tackle your food waste during the festive season.




**Christmas Collection Dates**  
Your collection dates may be altered - make sure you don't miss out!




**Make the most of your card**  
Get discounts in over 118 local businesses in Havering when you show your card!

#### Recycling Tips




**Free Local Rewards App**  
Find which local businesses are offering discounts:  
<https://appsto.re/gb/aePI2.1>



**Start composting!**  
It's a great way to use up food scraps and you end with a natural garden fertiliser - for free.

#### Tweets

▶ ⌵



**Food Sharing**  
@FoodSharingRev

13 Jan

UK households throw away a mouthwatering 20% of their weekly shop on average!  
#FoodWaste #Environmental #Sustainability #SaveFood

↻ Retweeted by LGP Havering

Expand

Tweet to @LGPaving

# Monthly comms boost engagement

## Your food waste can be turned into compost



### Sign up for modules

To earn up to £100 for your chosen community project, you need to [opIn](#) to some modules on the Tower Hamlets Community Points Website. [Head there now](#), log in and click the green 'OpIn' button next to the 'Report your recycling' module. The more you recycle, the more points you'll earn for your chosen community project, with the project that residents earn the most points for receiving £100 at the end of the year.



### What food waste can you compost?

Please collect the following items in your kitchen caddy and take them down to the community composting point:

- Fruit and vegetables, including peelings
- Bread and pastries
- Dairy products (not milk)
- Tea and coffee grounds

Please do not put any cooked food, meat, fish, bones or plastic bags in the community composting bin.



### Using the community composting bin

You can find the brown community composting bin round the corner from your waste and recycling bin, near the entrance to the orchard.

The bin is kept locked to prevent rubbish being thrown in and contaminating the compost. You can find the key to the bin inside the MasterLock, mounted on the wall to the left of the bin. The combination is 1970. Please replace the key after use so others can use it too!



### What happens to your food waste

All the food waste that is collected from residents is taken round the corner to be made into compost and used on the community gardens and orchard next to Stockholm House.

This compost helps the trees, plants and flowers grow bigger and better so that all residents of the St Georges' Estate can enjoy them.



### Need a caddy or compostable liners?

Let us know by emailing [info@localgreenpoints.com](mailto:info@localgreenpoints.com) so we can arrange for one to be delivered to you. Both caddies and compostable liners are free and enable you to make the best use of the community composting facilities.

Line your caddy with a compostable liner, fill with your food waste, remove when full and put it in the community composting bin.





## Pilot scheme progress so far

- Online platform developed
- Scheme launched, leaflet delivered and some door-to-door engagement
- 20% of flats signed up (13 households)
- Food caddies provided by Tower Hamlets to all flats signed up
- Lockable composting bin in regular use by some residents
- Compost moved by volunteers from bin to composting facility for community orchard




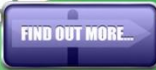
# Online platform

# See hand-out

Earn rewards for


## Reducing, Reusing and Recycling

---


### Earn Rewards for Positive Steps

Recycling
Bulky Waste
Champions
Community composting
Cooking Oil



**Your Recycling Facilities**  
Did you know that 40% of the waste you produce can be recycled using your pink sacks and purple bins? This includes plastic bottles and packaging, aluminium cans, glass bottles and jars, paper and cardboard, cartons and even aerosol cans!

[More Info...](#)



**Reporting your Recycling**  
Earn up to 1,000 points each week by telling us how much of your waste you've recycled. Click the opt-in button below and you'll be sent an email every Friday inviting you to tell us how much you've recycled that week. Simply click the link and choose an option and you'll earn points for your team!

[Opt-in now!](#)


---

### Stockholm House Leaderboard


Rank	Team	Total Points	Points per Head
1	St George Greening Project	1,726	345
2	St Pauls Primary School	2,980	271
3	Shapla Primary School	1,824	261
4	St George Seniors Club	983	140

You have contributed **785** points to your department's total!


### Waste and Recycling News



**Recycling Electrical Items**  
Did you get electrical gifts this Xmas? Make sure you get rid of your old ones properly!



**Christmas Recycling**  
Getting rid of your waste this Christmas needn't be a chore!



**Get Composting**  
All the information on how to make the most of your new food waste composting service!

Help your charity to the top of the leaderboard!

1st Place **£100**
2nd Place **£50**
3rd Place **£50**
4th Place **£50**

### What goes in your purple bin?



✓


Glass bottles & jars



Food & drink cans



Plastic containers



Mixed card



Mixed paper



Food & drink cartons



Aerosols



Telephone directories

Powered by



Supported by



Logistical support provided by



# TOWER HAMLETS communitypoints™



1

Compost your food waste and earn money for local community projects!

Fill your caddy with your food scraps, peelings and leftovers

Take your caddy downstairs to the compost collection point



2

food waste



3

Empty your caddy into the container and it will be made into compost!



# TOWER HAMLETS communitypoints™

## Your Recycling Guide



### Kitchen caddy for food waste

- No cooked food, fish or meats please
- Fruit and vegetables
- Bread and pastries
- Dairy
- Tea and coffee grounds

No plastic bags or other waste please



### Purple bins for recycling

- |                                   |                       |
|-----------------------------------|-----------------------|
| Glass bottles & jars              | Cardboard             |
| Food & drinks cans                | Mixed paper           |
| Plastic containers                | Food & drinks cartons |
| Including pots, trays and bottles | Aerosols              |
| Mixed card                        | Telephone directories |



### Silver bins for rubbish

- Plastic bags & film
- Nappies
- Aluminium foil
- Polystyrene
- Clothes & shoes





# Launch at St Paul's Primary School in April '15



# Dedicated lockable bin installed

Page 252



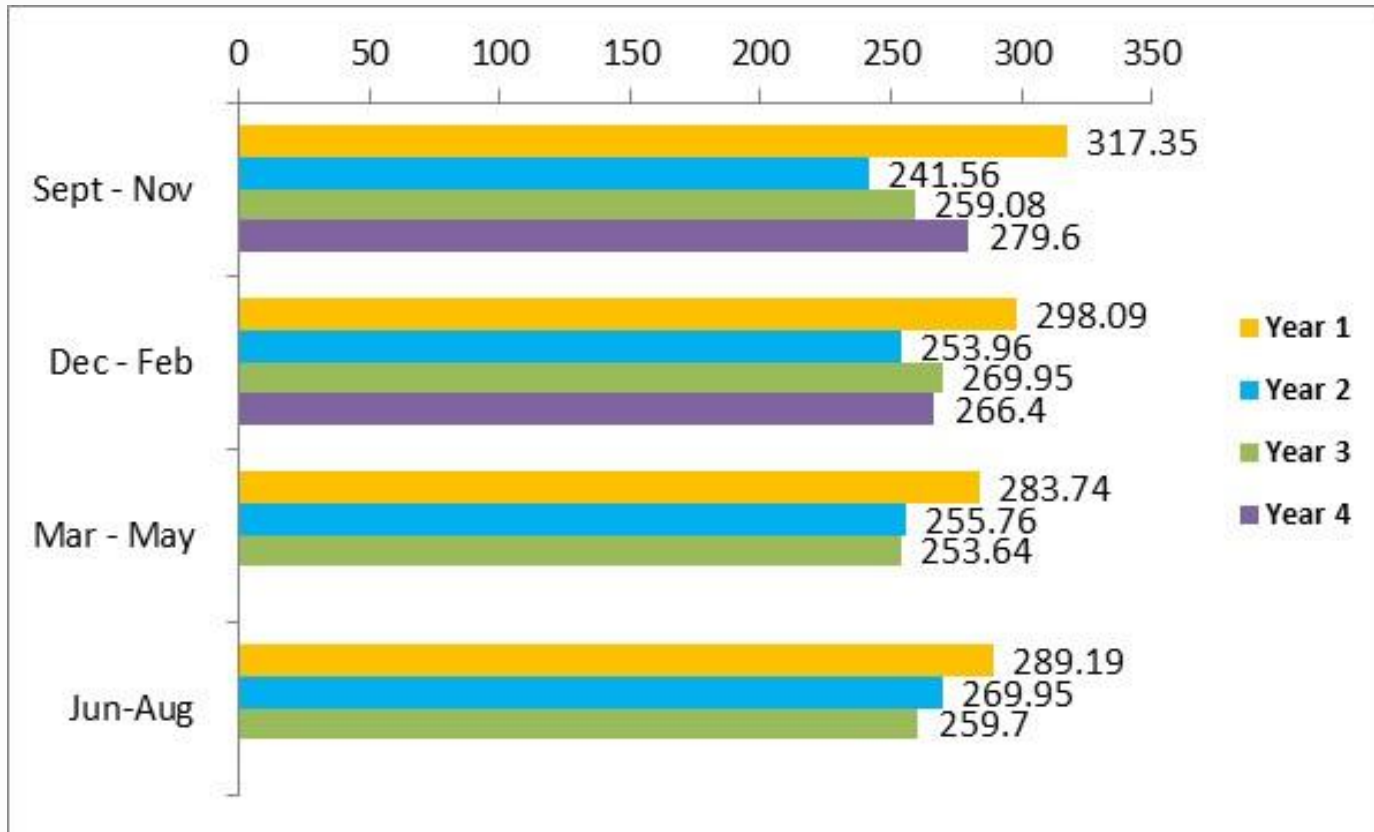
## Next steps for pilot scheme

- Additional door-to-door engagement with the Muslim Women's Collective
- Introduction of £100 individual prize (our experience now is mixing community and personal rewards gets best result)
- Funding application to Change for Life from St George's Estate TRA
- Awards ceremony for community prizes and personal reward in Spring 2016 to mark end of pilot



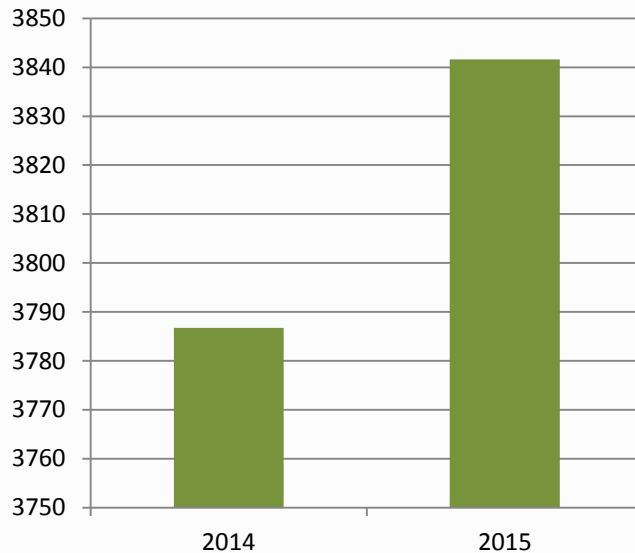
# Our longest-running scheme in Bexley is reducing residual & increasing recycling

Page 254

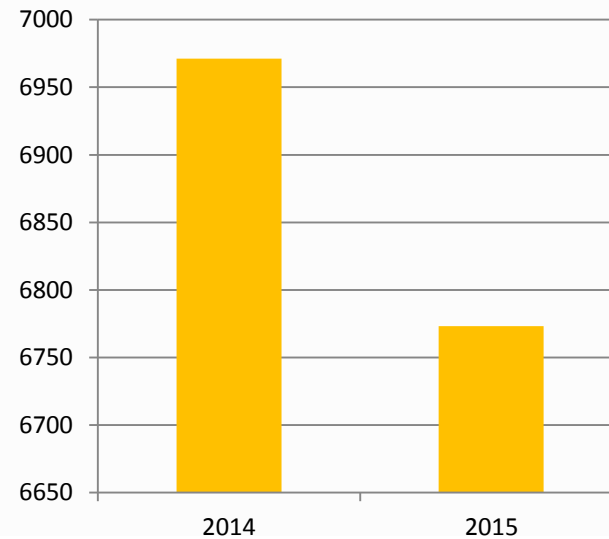


# Torbay 'community points' scheme already showing strong impact

**Recycling - Aug-Oct 2014 vs 2015**



**Residual - Aug-Oct 2014 vs 2015**



Page 255

<u>August-October</u>	<u>Residual</u>	<u>Recycling</u>	<u>Total</u>	<u>Recycling %</u>
2014	6971	3787	10758	<b>35.2%</b>
2015	6773	3842	10615	<b>36.2%</b>

# We measure open rates to gauge engagement

## A few Torbay stats...

Page 256

- Newsletter open rate: **52%**
- Business update open rate: **41%**
- *Industry average: 19.5%*

### You've been awarded 400 Green Points



#### Your recycling efforts have paid off!

We've sat down and taken a look at how much is being thrown away and recycled in your community from **August to September**. The great news is that Community C have been throwing away less and recycling more compared to the same time last year, so all members of your community have earned **400 Green Points** each!



#### How we worked out your Points

Each of the five communities has their rubbish and recycling picked up by a different truck, so we can track how much each community recycles. Your community produced **32 tonnes** more recycling so every member of your community has received 400 Green Points.

LEADERBOARD: COMMUNITY INDIVIDUAL

COMMUNITY NAME	
1	COMMUNITY B
2	COMMUNITY A
3	COMMUNITY C
4	COMMUNITY E
5	COMMUNITY D

#### Check out the community leaderboard

Head to the website to see how this has changed the position of your community. Don't forget, the community that has earned the most Green Points by next summer will receive the biggest share of **£5,000** to donate to one of five local charities.



# Three potential reward elements in Community Points model

- **Card & Key Fob** drives participation, boosts local high streets, raises awareness
- **Community Points** earned through recycling modules with league tables and donations will engage residents
- **£25/£50 vouchers** as prizes for top-performing individuals boosts personal motivation







LEADERBOARD: **COMMUNITY** INDIVIDUAL YOU HAVE CONTRIBUTED **1,620 POINTS!**

#	COMMUNITY NAME	TOTAL POINTS	AVG PER PERSON
1	Christchurch	780,584	5,600
2	East Dorset	598,548	5,360
3	North Dorset	465,200	4,790
4	Purbeck	455,700	3,805
5	West Dorset	389,850	2,900
6	Weymouth & Portland	300,470	2,100

WIN £1,000 FOR THE COMMUNITY BY HELPING THEM TO THE #1 POSITION! **OPT IN TO ACTIVITIES**

RECYCLE MORE AND WIN LOCAL VOUCHERS







 <p>M &amp; S eVoucher £20 Voucher</p> <p><a href="#">MORE INFO</a></p>	 <p>Blandford Leisure Centre 1 Entry</p> <p><a href="#">MORE INFO</a></p>	 <p>The Dinosaur Museum 1 Entry</p> <p><a href="#">MORE INFO</a></p>	 <p>Oceanarium 1 Entry</p> <p><a href="#">MORE INFO</a></p>
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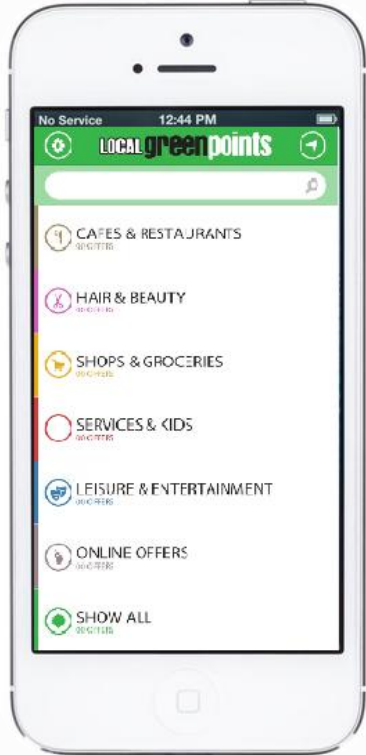
# Card/Key Fob includes unique 'Local Offers' App and web pages optimised for all platforms (mobile, tablet, PC)

Page 258

**SPECIAL OFFERS & DISCOUNTS**

SHOPS & GROCERIES   CAFES & RESTAURANTS   **HAIR & BEAUTY**   SERVICES & KIDS   LEISURE & ENTERTAINMENT   ALL

 <p><b>Zen Hair and Beauty</b> 20% off treatments over £10 between Mon-Thurs</p> <p><a href="#">VIEW OFFER</a></p>	 <p><b>The Castle Barber Shop</b> 15% off first haircut (Mon-Fri)</p> <p><a href="#">VIEW OFFER</a></p>	 <p><b>Rootz</b> 10% off all products</p> <p><a href="#">VIEW OFFER</a></p>	 <p><b>Rhiannon's Nails</b> 10% off first visit</p> <p><a href="#">VIEW OFFER</a></p>	 <p><b>Murray's Barber Shop</b> 1 free child hair cut with every paying adult hair cut</p> <p><a href="#">VIEW OFFER</a></p>	 <p><b>Macey's Hair and Beauty Studio</b> 10% off on first hair or beauty treatment</p> <p><a href="#">VIEW OFFER</a></p>
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# Recycling modules make the scheme highly engaging

REPORT YOUR RECYCLING

RECYCLING BY COMMUNITY

RUBBISH BY COMMUNITY

FOOD WASTE

GARDEN WASTE

BULKY WASTE



**RECYCLING BY COMMUNITY**  
As the amount of recycling collected in your community increases, you will automatically earn Green Points. More recycling means more Green Points!

I'M IN! ✓

MORE INFO



**YOUR COMMUNITY**  
You will be in either Community A, B, C, D or E. Which community you are in is decided by when your rubbish is collected, so you will be in the same one as your neighbours.

MORE INFO



# Weekly self reporting modules engage residents

Page 260

The screenshot shows the TORBAYgreenpoints™ interface for reporting recycling activity. At the top, it says 'ACTIVITY LOG: SATURDAY 5TH DECEMBER - FRIDAY 11TH DECEMBER'. Below this is a table with two columns: 'ACTIVITY' and 'MY AMOUNT'. The 'ACTIVITY' section is titled 'Report your recycling' and asks 'Which of the following items have you recycled this week?'. There is a list of items with checkboxes: Paper (checked), Glass (unchecked), Food Waste (checked), Plastic (unchecked), Card (checked), and Tins (unchecked). A green 'SUBMIT' button is located at the bottom right of the form.

ACTIVITY	MY AMOUNT
Report your recycling Which of the following items have you recycled this week?	<input checked="" type="checkbox"/> Paper <input type="checkbox"/> Glass <input checked="" type="checkbox"/> Food Waste <input type="checkbox"/> Plastic <input checked="" type="checkbox"/> Card <input type="checkbox"/> Tins

GET THE LOCAL GREEN POINTS APP

Available on the App Store

DOWNLOAD NOW

f t in



# Community leader board drives high ongoing participation through competitive element

## ST HELENS LEADERBOARD

LEADERBOARD: **COMMUNITY** INDIVIDUAL YOU'VE EARN'T 1625 POINTS FOR EARLESTOWN WARD

	COMMUNITY NAME	TOTAL POINTS	AVG PER PERSON
1	THATTO HEATH WARD	1,315,025	1,931
2	BILLINGE & SENELEY GREEN WARD	1,196,675	1,893
3	NEWTON WARD	892,775	1,887
4	RAINHILL WARD	1,094,225	1,870
5	ECCLESTON WARD	1,273,200	1,859

WIN MONEY FOR YOUR COMMUNITY BY HELPING THEM TO THE TOP!

[OPT IN TO ACTIVITIES](#)

### GET INVOLVED!

The leader board above shows the running points total for each community, and there's a leader board showing the top individuals who have contributed the most points. Every month the top recycler and runner-up in their community wins £50 and £25 respectively to spend on a voucher from the choices below. Plus, there will be randomly selected prize draws each month.

St. Helens is split into 16 communities and depending on where you live, you fall into one of these communities. After 12 months, the more your community recycles the greater your say on how the £5,000 is donated. There are 4 charities and you can vote below for the charity you'd like to win.

So the more you recycle, the higher your chance of winning a monthly voucher and the more you can earn for the Steve Prescott Foundation, Willowbrook Hospice, The HoneyRose Foundation or the Hope Centre.



# Top community wins biggest community project donation and online voting boosts engagement

Page 262



- Annual donation amounts for community projects to fit with available budget



# Leader board for individuals highly motivating in acknowledging top performers

## ST HELENS LEADERBOARD

LEADERBOARD: **COMMUNITY** **INDIVIDUAL** YOU'VE EARN'T 1625 POINTS FOR EARLESTOWN WARD

	NAME	COMMUNITY	POINTS
1	JONATHAN W	NEWTON WARD	6,900
2	MARIA V	EARLESTOWN WARD	6,300
3	ADAM W	WINDLE WARD	5,875
4	CHRISTINE P	EARLESTOWN WARD	5,600
5	SHEILA L	PARR WARD	5,450

YOU'RE CURRENTLY IN POSITION 4322

WIN MONEY FOR YOUR COMMUNITY BY HELPING THEM TO THE TOP!

**OPT IN TO ACTIVITIES**



# Estates Recycling Challenge

Page 264



## WELCOME

1,350

### MY POINTS CONTRIBUTION

You are in Fulham North

[HOW IT WORKS](#)





Ends  
31 March  
2016

### OPT IN AND EARN!

CHOOSE ACTIVITIES BELOW TO PARTICIPATE AND HELP YOUR TEAM TO THE TOP OF THE LEADERBOARD

[SEE LEADERBOARD](#)

[@hif\\_2016](#)

Using #hif you can earn more points for your community by reporting what you've Recycled - check your email for your unique link!

[@hif\\_2016](#)

#HIF2016 #GreenPoints #Hammersmith&Fulham

[FOLLOW](#) [SEND US A TWEET](#)

REPORT YOUR RECYCLING

RECYCLING MATERIALS

SPOTTING DUMPING

REDUCING CONTAMINATION



**WHAT HAVE YOU RECYCLED?**  
Get us know which materials you have recycled in your communal facilities to earn 100 Green Points a week!

[I'M IN](#) [MORE INFO](#)



**RECYCLING ON ESTATES**  
You can recycle a wide range of materials including paper, card, cardboard, cans, tin cans, glass bottles, jars, plastic bottles and packaging!

[MORE INFO](#)

## LEADERBOARD

LEADERBOARD:	COMMUNITY	INDIVIDUAL	YOU'VE EARN! 1350 POINTS FOR FULHAM NORTH	
	COMMUNITY NAME		TOTAL POINTS	AVG PER PERSON
1	FULHAM NORTH		15,475	1,200
2	HAMMERSMITH NORTH		11,075	1,231
3	FULHAM SOUTH		5,000	1,120
4	HAMMERSMITH SOUTH		1,250	625

**WIN £500 FOR YOUR COMMUNITY BY HELPING THEM TO THE TOP!**

[OPT IN TO ACTIVITIES](#)

**Get involved!**

Help your community to the top of the table by saving Green Points!

When the challenge ends on the 31st March the community in first place on the leaderboard will win £500 to donate to one of five local charities. You can influence which of the charities receive this money by voting for their favourite below - you can do this at any time, so why not vote now?

There will also be a £250 cash prize for the individual that has contributed the most points to their community, with an additional £200 cash prize given out in a random prize draw.

**LOPHANS**

**What you can recycle**  
To earn Green Points for your community you need to make sure you're recycling at the right time. [Read more...](#)

**Your Community**  
Hammersmith & Fulham is split into four communities for the challenge - find out what they are! [Read more...](#)

**Welcome to the Estates Recycling Challenge**  
Head on by the cut over the 31st March challenge will work. [Read more...](#)

**TIPS / FACTS**

**Plan your meals!**  
Sorting your trash, writing a shopping list and converting your left overs are a few of the things you can do to reduce your food waste.

**Get started with composting**  
Composting creates a rich fertilizer which can be reused in your garden, saving you money and reducing your food waste.

# Havering Food Waste Challenge coming soon

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**reuse** for Havering

**100**  
MY POINTS

## HAVERING FOOD WASTE CHALLENGE

- USE UP YOUR LEFTOVERS
- FREEZE FOOD UP TO THE USE-BY-DATE
- MAKE A FRUIT SMOOTHIE
- PORTION CONTROL
- PLAN YOUR MEALS
- STORE YOUR FOOD CORRECTLY



**USE UP YOUR LEFTOVERS**  
Sed auctor neque eu tellus popus rhoncus ut eleifend nibh porttitor. Ut in nulla enim passellus molestie magna non est bibendum non venenatis nisi tempor. Dictum un feugiat nisi ut dapibus luctus opus lectum est bibendum orus...

[MORE INFO](#) [I'M IN!](#) ✓



**FREEZE FOOD UP TO THE USE-BY-DATE**  
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[MORE INFO](#) [I'M IN!](#) ✓



**MAKE A FRUIT SMOOTHIE**  
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[MORE INFO](#) [I'M IN!](#) ✓



**PORTION CONTROL**  
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[MORE INFO](#) [I'M IN!](#) ✓



**PLAN YOUR MEALS**  
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[MORE INFO](#) [I'M IN!](#) ✓



**STORE YOUR FOOD CORRECTLY**  
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[MORE INFO](#) [I'M IN!](#) ✓

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# Approach taken by Councils for appointing Local Green Points

## Torbay

- ITT procurement
- 80% Quality/20% Cost
- Set out funding available in ITT

## St Helens

- No procurement as unique provider in market

## Coventry

- ITT procurement
- 60% Quality/40% Cost

## Waltham Forest

- ITT procurement
- 36% Quality/24% Value for Money/40% Bidder's Financial Standing
- Set out funding available in ITT

## Peterborough

- No procurement as unique provider in market

## Havering

- ITT procurement
- 40% Quality/40% Cost/20% Innovation
- Set out funding available in ITT

## King's Lynn & West Norfolk

- ITT procurement
- 90% Quality/10% Budget
- Set out funding available in ITT

## Hammersmith & Fulham

### (no external funding)

- ITT procurement
- 80% Specification/20% Experience
- Set out funding available in ITT





# Communications, Education and Outreach Team



# Contractor – street cleansing, refuse and recycling collections



# Communications, Education and Outreach – What we do:

## Communications

- Advertising campaigns
- Leaflets, letters, posters

Page 269



# 'Let's sort it!' campaign

Page 270



# 'Let's sort it!' campaign

- Launched in November 2015
- A significant rise of over 15% in the number of acceptable loads at the MRF
- Tonnage increase by 8%



# Outreach

- Doorknocking
- Events
- Residents workshops



# Our work in 2015

Doors  
knocked  
**21673**

Residents spoken  
to at the  
doorstep  
**6049**

Community  
events attended  
**71**

Residents  
spoken to at  
events  
**3031**

# Education

- School visits (workshops, assemblies)
- School competitions





# Education - 2015

Schools visited

39

Pupils engaged

1080



# Recycling in Tower Hamlets

## The challenges

- High population density
- Large young population
- Varying ethnic communities
- Quick population turnover
- Constant new builds
- Mixed awareness



# Current recycling rate in Tower Hamlets



- Mayor's target of 50% of waste being recycled across the capital by 2020.

# How we approach the challenges

- Targeting new built properties
- Visual communication materials
- Regularly re- visiting areas of high population turnover

# Plans for 2016

- Updated Education Programme – reaching more schools
- Bin signage improvement project
- Working with QMUL
- FW recycling – houses
- Reusable bag trial

# Thank you for listening



**Any  
questions?**