

Overview & Scrutiny Committee	Date: 19 th June 2012	Classification: Unrestricted	Report No:
Report of: Corporate Director Resources		Title: Strategic Performance and Corporate Revenue and Capital Budget Monitoring - 2011/12 Outturn	
Originating officer(s) Peter Hayday, Interim Service Head Financial Services, Risk & Accountability Louise Russell, Service Head Strategy and Performance		Wards Affected: All	

Community Plan Theme	All
Strategic Priority	All

1. SUMMARY

- 1.1 This report details the financial outturn position of the Council at the end of the financial year 2011/12 compared to budget, and service performance against targets. This includes:
- General Fund Revenue, Housing Revenue Account and Schools Balances;
 - Capital Programme;
 - Collection Fund;
 - Pension Fund;
 - Performance for strategic measures; and
 - Progress against Strategic Plan activities.
- 1.2 The outturn figures are subject to audit.
- 1.3 This report will be considered by Overview & Scrutiny on 19th June. The draft Statement of Accounts, including the Comprehensive Income & Expenditure Account, Balance Sheet and Cash Flow, will be considered by Audit Committee on 26th June. The Accounts will be 'subject to audit' with the Audit Commission due to sign them off by 30th September 2012.
- 1.4 Finance Overview
- 1.4.1 General Fund

The outturn for 2011/12 is a net budget underspend of £0.6million (1.9%) on an overall budget of £311million: this is slightly better than the break-even forecast

which had been projected throughout the year. The underspend is after transfers to earmarked reserves of £16.0 million and £3million to the general fund reserve (as detailed in Appendix 5). These represent planned transfers to reserves, ring-fenced funds carried forward and project expenditure that has slipped into a later financial year: those transfers which did not form part of the revised 2011-12 budget agreed by Full Council in February require formal approval by Cabinet.

1.4.2 Housing Revenue Account

There is a £0.8million surplus on the HRA which is significantly better than the breakeven position which had been forecast. This variance is primarily a result of higher commercial property income, additional costs charged to a larger capital programme and lower than anticipated HRA bad debt provision. Further information is provided in paragraph 3.8 and Appendix 3.

1.4.3 Schools Balances

Schools balances as at 31st March 2012 totalled £28.4million (£24.1million in 2011) together with £6.8million of unapplied capital grant.

1.4.4 Capital Programme

Capital investment for the year totalled £162.3million showing a £6.3million (3.7%) slippage against the capital programme. This slippage was in the main against the housing element of the programme and the High Street 2012 programme although spend on the Building Schools for the Future programme was ahead of profile. Further information is provided in Section 4.

1.4.5 Collection Fund

The Council will draw down £81.3million of Council Tax income from the Collection Fund in line with budget. The in-year collection rate was 95.4% (2011 95.1%) with the projected collection rate being 97% which is in line with budget. £317.4million was collected in NNDR (Business Rates) on behalf of the government with a collection rate of 99.4%, again in line with the original forecast for the year and among the top performers nationwide. Further information is provided in Section 5.

1.4.6 Pension Fund

The deficit on the Pension Fund at the year-end was £423million (£309million 2011) reflecting the deteriorating value of the fund investments as a result of the prevailing global markets (see Section 6).

1.5 Performance Overview

The strategic measures enable the Council to monitor progress against key performance targets. Of the 39 measures used by the Council, 14 (36%) have met or exceeded their target (Green), 17 (44%) are within target range (Amber) and 8 (20%) are below minimum expectation (Red). 18 (46%) of all measures have improved compared to this time, 14 (36%) are stable compared to last year and 7 (18%) have deteriorated. Sections 8-9 provide a summary of performance against our agreed targets.

The Council's Strategic Plan also sets out our strategic activities, which are monitored bi-annually. Progress in delivering the Strategic Plan has also been strong. Sections 10-11 provide a progress report on implementation of our strategic activities.

2. DECISIONS REQUIRED

Committee is recommended to:

- 2.1. Note the Council's financial performance compared to budget for 2011/12 as detailed in Sections 3 to 6 and Appendices 1-4 of this report.
- 2.2. Note the transfers to reserves as detailed in Appendix 5 of this report.
- 2.3. Review and note 2011/12 year end performance for strategic measures and Strategic Plan activities as detailed in appendices 6 and 7.

Reasons for the Decisions

Quarterly updates on the revenue and capital expenditure compared to budgets, together with service performance, are provided to Cabinet for information. This is the year end position.

Alternative Options

Cabinet might not approve the transfers to earmarked reserves, but this is not recommended for reasons set out in the report.

3. REVENUE

3.1 General Fund Summary

The following table summarises the General Fund revenue outturn compared to budget for 2011/12. The revised budgets for each service area reflect the adjustments and virements made during the year which are detailed in Appendix 1. The proposed transfers to earmarked reserves are detailed in Appendix 5.

The outturn variance of £554,000 together with the planned £3.0million transfer to the General Fund Reserve will increase the General Fund balances to £26.9 million which is broadly in line with the Medium Term Financial Plan.

SUMMARY	Revised Budget £'000	Actual Net Spend £'000	Transfers to Earmarked Reserves £'000	Outturn £'000	Variance £'000
Adults Health and Wellbeing	102,794	98,581	4,055	102,636	(158)
Chief Executive	11,442	10,393	985	11,378	(64)
Children, Schools and Families	89,617	89,617	0	89,617	0
Communities, Localities & Culture	71,002	70,525	477	71,002	0
Development and Renewal	23,001	16,860	6,140	23,000	(1)
Resources	14,082	12,971	1,075	14,046	(36)
Corporate Costs/Capital Financing	(978)	(4,523)	3,250	(1,273)	(295)
TOTAL	310,960	294,424	15,982	310,406	(554)

Set out below is a summary of the outturn position for each service directorate including any proposed transfers to earmarked reserves. A more detailed analysis of the budget variances is shown in Appendix 2.

3.2 Adults, Health and Wellbeing (AHWB) Variance: £158,000 underspend

The AHWB outturn position is a small underspend of £0.2million (0.1%) on a net budget of £102.8million.

In arriving at this position an amount of £4.055 million, has been requested as a new reserve for Joint Health & Social Care Initiatives representing unallocated Section 256 funding as at 31st March 2012.

3.3 Chief Executive **Variance: £64,000 underspend**

The Chief Executive's services net expenditure out-turned broadly in line with budget. This underspend is net of proposed transfers to earmarked reserves totalling some £1.0 million to support on-going projects and work programs in 2012/13.

3.4 Children, Schools and Families (CSF) **Variance: Nil**

CSF is reporting net expenditure for the year in line with budget. Whilst there are individual services in Learning and Achievement and in Children's Social Care with underspends, this has allowed a reduction in the planned use of CSF reserves in 2011/12. These underspends are in some instances technical (e.g. Music Service and School Improvement spend straddling financial years, or transport funding freeing up grant funding), in others about the profiling of spend, (particularly on Early Intervention Grant). Moreover, the significant level of resource reduction experienced in 2011/12, which saw the combined reduction in budgets and grants for CSF exceed £20m, and the focus on budgetary caution has meant that budget managers have been slower to fill vacancies or commit to new initiatives than they otherwise might have been. These underspends are not expected to recur in 2012/13 and earmarked reserves are planned to be applied in future years.

In the Schools Budget, the breakeven position reflected a lower spend and lower draw-down of Dedicated Schools Grant than anticipated, such that the cumulative underspend on the DSG is now £5.9m. The Schools Forum agreed in September 2011 that £3m would be set aside to assist with the management of the School Funding Reform in 2013/14 and they were advised at their meeting in March 2012 that underspends in contingency, SEN and catering would add a further £2.2m to the DSG underspend. The final position added a further £0.7m to the DSG underspend, principally for still lower SEN costs.

3.5 Communities, Localities and Culture (CLC) **Variance: Nil**

CLC is reporting net expenditure for the year in line with budget. This position is net of proposed transfers to reserves of £0.5m as detailed in Appendix 5 and a budgeted contribution from the Parking Control Account of £5.8million to Corporate Costs.

3.6 **Development and Renewal (D&R)**

Variance: Nil

D&R are also reporting a nil variance against the final budget. The final outturn includes £2m contribution from reserves to fund various one-off projects and a proposed £6.1m transfer to earmarked reserves. In the main these transfers relate to the £4.3m of New Home Bonus to support the financing of the decent home programme (as agreed by Full Council as part of the MTFP) and £1.7m to the Barkantine PFI reserve to cover future costs of the scheme.

The Building Control trading accounts are showing a small deficit of £120k for the year which is being transferred to reserves in accordance with legislation. A medium term action plan will be in place to bring the trading account into a breakeven position over the next three year period.

3.7 **Resources**

Variance: £36,000 underspend

The Resources services are showing a small underspend against budget net of a proposed transfer to earmarked reserves of £1.1million. In the main this transfer relates to the £0.4million rebate on the Comensura contract for reinvestment in procurement savings initiatives and £0.5million ICT future sourcing programme costs which have slipped to 2012/13.

3.8 **Corporate Costs & Capital Financing**

Variance: £0.3million underspend

The underspend on the corporate costs budgets is primarily due to unallocated contingency provisions and is after planned transfers to earmarked reserves of £3.2 million.

3.9 **Housing Revenue Account (HRA)**

Variance: £0.8million underspend

This variance is primarily a result of higher than budgeted rental income, from commercial properties; additional fee income generated due to the capital programme being substantially higher than originally budgeted, and a lower than anticipated movement on HRA bad debt provisions.

Members are requested to agree the creation of a new reserve for future housing supply, with a proposed contribution of £1 million.

The 2011/12 surplus will increase HRA balances and will ultimately be used as a contribution towards the non-grant-funded element of the Decent Homes backlog programme, as agreed by Cabinet in September 2011.

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

3.10 Schools Balances

Schools balances totalled £28.4 million as at 31st March 2012 (£24.1m in 2010/11): this is £13.6million in excess of the recommended 5% for secondary schools and 8% for primary and special schools). In comparing the year-on-year position it should be noted that two schools became academies during the year and therefore their funding is no longer part of the Authority's reported position.

Officers will be working with the Schools Forum on understanding and challenging the larger underspends. Cabinet will be aware that DSG is ring-fenced by the Government and is not available for general expenditure.

Unapplied capital grant totalled £6.8million as at 31st March 2012 compared to £4.3million as at the end of 2011.

4. CAPITAL

- 4.1 The capital expenditure for 2011/12 totalled £162.3million against a capital programme budget of £168.6million. The slippage of £6.3million (3.7%) was in the main against the housing element of the programme (£6.6million) and the High Street 2012 programme (£2.1million). However, the Building Schools for the Future programme out-turned £5.8 million ahead of the spend profile.
- 4.2 An analysis of spend against budget for each directorate's element of the programme is shown in the table below.

Directorate	Revised Budget £million	Outturn £million	Variance £million
Communities, Localities & Culture	16.530	15.639	(0.891)
Children, Schools and Families	19.586	18.111	(1.475)
Resources / Corporate	2.236	2.108	(0.128)
Adults Health and Wellbeing	0.295	0.238	(0.057)
Development and Renewal	13.829	10.966	(2.863)
Building Schools for the Future	77.858	83.651	5.793
Housing Revenue Account	38.251	31.619	(6.632)
Total	168.585	162.332	(6.254)

The gross spend of £162.3 million has been funded from the following capital financing sources.

Source of Financing	£million
Government Grants	106.007
Capital Receipts	7.461
External Borrowing	19.906
Developers' Contributions (section 106)	12.715
Revenue Contributions	4.861
Major Repairs Allowance	11.382
Total	162.332

4.3 Communities, Localities and Culture Variance: £0.9million slippage

The variance of £0.9m for CLC represents 5% of the annual budget. The main contributing factor to this is slight slippage on works to Victoria Park.

4.4 Children Schools & Families Variance: £1.5million slippage

The capital outturn position for CSF is an 8% underspend against the 2011/12 budget. This is made up of slippage and re-programming of school expansion schemes and the delay of land purchase at Lukin Street.

4.5 Resources/Corporate Variance: £0.1million slippage

The small variance relates to the priority service remediation project which is mid-way and due to complete in the next financial year.

4.6 Adults Health and Wellbeing Variance: £0.06million slippage

The small variance is due to building works being delayed due to the decant of Southern Grove.

4.7 Development and Renewal Variance: £2.9million slippage

The main reason for the outturn position of £2.9million (20.7%) below budget profile is a variance of £2.1million on the High Street 2012 programme. This related to the environmental works to the Ocean Green area which have been undertaken and funded directly by East Thames Housing Group as part of the Ocean Estate regeneration scheme. The scheme continues into 2012-13.

4.8 Building Schools for the Future Variance: £5.8million above profile

The variance on the BSF capital programme is due to phased construction works undertaken by TH LEP Ltd, which were undertaken and completed ahead of

schedule. As such this spend falls within the whole life costing for the BSF grant funded programme and no additional funding is required to meet this variance.

4.9 **Housing Revenue Account** **Variance: £6.6million slippage**

The capital outturn position for HRA represents 17% slippage against the 2011/12 budget profile. The main areas of slippage relate to some £2million on the Lister and Treves Houses decent homes pilot works which have been delayed due to the need to resolve planning issues, and the carry forward of contingency resources. There was also slippage of £1.4million on the Blackwall Reach project, and £1.2million on the Ocean Regeneration scheme. All of these projects have flexible budget profiles spanning several years, with resources in place to finance the expenditure as necessary.

5. **COLLECTION FUND**

5.1 The Collection Fund is a statutory account for the collection and distribution of amounts due in respect of council tax and National Non-domestic Rates (NNDR or Business Rates). The Council collects council tax both on its own behalf and for the precepting authority, the Greater London Authority (GLA). NNDR is collected by the Council on behalf of the government and this is paid over to the Department of Communities and Local Government in accordance with a monthly schedule issued by the CLG at the beginning of each financial year. A supplementary Business Rate payable to the GLA is also collected to contribute towards the cost of Cross-Rail.

5.2 The council tax base as at 31st March 2012 was £79.8m compared to the budgeted base of £78.7m. The in-year collection rate was 95.4% (95.1% 2011) with a final projected collection rate of 97% (actual 2011 to date 96.5%). £81.3m was transferred from the Collection Fund to the General Fund, in line with budget. After making appropriate provisions for debtors there is a small surplus on the fund that will be carried forward into 2012/13.

5.3 The Council collected £317.4m in NNDR in 2011/12 relating to that year, an in-year collection rate of 99.4% (99.6% 2011) – this exceeded the 98% collection target. The cumulative gross amount outstanding at the year-end was £12.66m.

6. **PENSION FUND**

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

- 6.2 The employer contributions into the fund are determined by the funds Actuaries, appointed by the Council, and reflect the actuarial valuation carried-out every three years. The valuation assesses both the assets and liabilities of the fund and the extent to which the fund is either in net surplus or deficit. Any deficit will need to be made good over a rolling 20 year period through increases in employer contributions.
- 6.3 The employee contribution level is currently between 5.5% - 7.5% and staff contributions into the fund in 2011/12 totalled £9.2m. The employer's contribution rate is currently 15.8% with the Council paying a total of £23.3m in contributions, plus an additional payment of £14m in deficit funding, into the fund in 2011/12 which is reflected in the total employee costs for the Council in that year of £37.3m. There were 4,780 active members in the scheme from a total establishment of some 8,557 employees.
- 6.4 As at 31st March 2012 there was a deficit on the fund of £423million (£309m 2011) under the IAS19 (former FRS17 calculation). The increase in the deficit is principally due to the financial assumptions used at 31 March 2012 being less favourable than they were at 31st March 2011. A significant reduction in the discount rate combined with lower than expected returns on investment has led to a higher value being placed on liabilities - this has been the case for most LGPS funds.

7. STRATEGIC PERFORMANCE

- 7.1 This report provides Overview and Scrutiny with an end of year update on performance against agreed targets and activities. Sections 8-9 provide a summary of performance against our agreed targets. Sections 10-11 provide a progress report on implementation of our strategic activities.
- 7.2 This performance report provides information for the 39 Strategic Plan measures, and sub-set of measures, for which data is currently available. An additional performance measure is included - the number of primary schools below the Department for Education's Floor Standard at Key Stage 2. This is a new measure and therefore does not currently have a target or benchmark data.
- 7.3 Performance against the end of year target is measured as either 'Red', 'Amber' or 'Green' (RAG). Should the performance fall below minimum expectation – indicated as the dotted red line, it is marked as 'Red'. Should it fall above the minimum expectation, but below target – indicated as the solid green line, it is 'Amber' (within target range). Should it be performing at or above the target, it is indicated 'Green'. Indicators are also measured against previous year's performance, as 'direction of travel'. If performance is deteriorating, it is indicated as a downward arrow ↓, if there is no change (or less than 5% change)

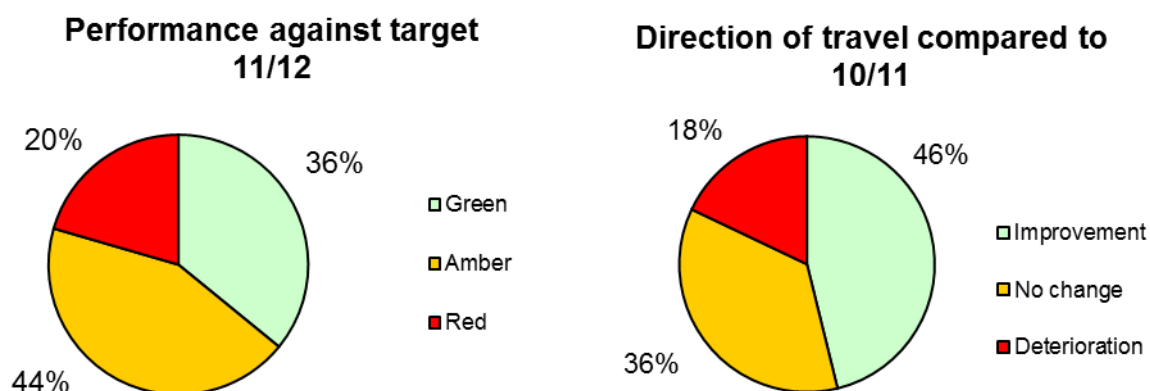
it is neutral ↔, and should it be improving compared to last year, it is indicated as an upward arrow ↑.

8. PERFORMANCE MEASURE SUMMARY

8.1 The Council strives to make continuous improvements to its services, year on year, and this is reflected in its ambitious target setting. The Council has robust performance management arrangements, including a Performance Review Group which focuses on those areas identified as needing improvement.

8.2 *Of the 39 reportable measures this quarter:*

- 14 (36%) are meeting or exceeding their target (Green), with 11 of these an improvement from last year (↑);
- 17 (44%) are above the minimum expectation but below target (Amber), with 4 of these improving (↑) and 2 of them deteriorating (↓) from last year's performance;
- 8 (20%) are below the minimum expectation (Red), with 3 indicators improving (↑) and 5 deteriorating (↓);
- Overall 18 out of 39 indicators (46%) show improved performance compared to last year (↑), 14 (36%) are stable (↔), and only 7 (18%) have shown any deterioration (↓).



8.3 *Areas of strong performance, where targets were exceeded, include:*

- **Percentage of residents who believe the Council is doing a good job**— which is now 4 percentage points higher than the London-wide figure.
- **Number of affordable homes delivered and number of social rented housing completions for families** - 2,010 affordable homes were delivered in 2011/12.
- **Improved street and environmental cleanliness** - we have exceeded our targets for reducing litter, detritus, graffiti and fly posting.
- **16 to 19 year olds who are not in education, employment or training (NEET)** End of year performance of 4.9% exceeds our target, and is an

improvement on last year's figure of 5.3%. This compares favourably to the England average of 6.1% and statistical neighbours' average of 6.2%.

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

- **Early Years Attainment** of at least 78 points across the Early Years Foundation Stage –7 percentage point increase over the last two years to 50% (3 percentage points above the 47% 11/12 target).
- **Improving GCSE results** 61.4% of pupils are achieving five or more A*-C grades at GCSE or equivalent including English and Maths. This represents a 15.6 percentage point increase over two years. This exceeds the national average and shows Tower Hamlets to be the second most improved education authority in the country for this measure over the last year.
- **Increase in the number of social care clients and carers in receipt of Self Directed Support** - current performance is a 1.1 percentage point improvement from the previous quarter and 9.7 percentage point improvement from the same time last year.

8.5 *Areas where performance fell short of the target include:*

- **Additional homes provided** – the end of year outturn is provisional awaiting further completions data which will be sufficient to reach the target.
- **Overall employment rate, working age– gap between the borough and London average rate** - after a significant improvement in the first two quarters, the gap between the borough's employment rate and the London average has increased to 9.1%, reflecting the difficult economic climate. We are continuing to implement our Employment Strategy Action Plan to support more local people, including those at risk of labour market exclusion, into sustainable employment.
- **Crime** - the final year outturns for both Serious Violent Crime and Serious Acquisitive Crime are both off target. The Police have developed a range of initiatives to tackle the issues and improve performance.

9. PERFORMANCE OUTTURNS

9.1 One Tower Hamlets

Customer Access overall satisfaction

End of year performance is within target range and an improvement on performance in 2010/11. In addition, contact resolution, a key component of overall satisfaction has increased year on year and has met its target.

Percentage of residents agreeing that the council is doing a good job

This data comes from the Annual Residents Survey. More than three quarters of residents agree that the Council is doing a good job, which is a 4 percentage point improvement from last year.

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

The Council has not met its target. There has been an increase of 0.10 of a day lost per employee. However, performance remains considerably lower compared to 2009/10 and sickness absence has improved significantly over the medium-term. Tower Hamlets has a lower sickness absence rate than the London average. All Directorates continue to prioritise action on sickness absence through the Corporate Absence Management Group, and the supporting Boards.

Variation of projected outturn from budget

Based on quarter 3 data, the Council is on target. Further information on budget performance is provided elsewhere in this report.

Percentage of LP07 or above Local Authority staff that are: women; from an ethnic minority; who have a disability

The Council has improved its performance across all three measures although the stretching targets have not been met. The proportion of senior staff from an ethnic minority has increased by two percentage points over the last year, and seven percentage points over the last two years, illustrating significant on-going improvement over a relatively short time frame.

9.2 A Great Place to Live

Number of affordable homes delivered – gross; and number of social rented housing completions for families - gross

Affordable homes, including family properties for social rent, are key priorities for the Mayor. We continue to exceed our targets for both of these measures and continue to lead performance both nationally and regionally on affordable homes delivered. We have seen a significant increase in the numbers built: 2,010 affordable homes and 707 family properties for social rent in 2011/12.

Number of additional homes delivered – net

This indicator measures the net increase in dwelling stock over the year. 513 homes have been delivered to date against a target of 1,203. However, the end of year outturn remains provisional and reflects a time lag in receiving detailed completion information from developers. There are approximately 1,625 housing completions for 2011/12 which could be counted once the information is received. Teams are working together to address this underreporting and a more precise number is expected to be available in October 2012.

The number of people prevented from being homeless (available June)

Based on quarter 3 data, the Council is performing marginally below target. This is despite the pressures on homelessness due to the impact of the recession and benefit changes. End of year outturn data is expected at the end of June.

Percentage of household waste sent for reuse, recycling and composting

Based on quarter 3 data, we are within target range for our level of reuse, recycling and composting. The Council has increased recycling by approximately one per cent each year over the last two years. End of year outturn data is expected at the end of May.

Levels of street and environmental cleanliness

Cleanliness of the public realm is an important local priority captured in the Mayor's pledge to protect and improve our environment. We have exceeded our targets on all four elements: litter, detritus, graffiti and fly posting. Extensive work has taken place to manage the service effectively, ensuring that we maintain a good service for local people and make efficiencies where possible. Tower Hamlets operates a 24 hour service with a robust monitoring process. Work on this continues through our Waste Strategy and with local partners and residents.

Overall general satisfaction with parks and open spaces

Resident satisfaction with parks and open spaces remains within target range but falls short of our stretching target. The £10 million restoration of Victoria Park is near-complete and implementation of Phase 1 of the Bartlett Park Masterplan will commence in 2012/13.

Percentage of overall Council housing stock that is decent

The Council's performance in terms of improving the proportion of Council housing stock that meets the Decent Homes standard is not available until June. This information will be reported as part of 2012/13 quarter 1 monitoring.

9.3 A Prosperous Community

Proportion of children in poverty

Due to the methodology for calculating this measure, the latest figures for child poverty relate to 2009. This data indicates a significant improvement from 2008, with the rate of child poverty decreasing from 57% to 53%, at a time when the London and national rates have increased. Tower Hamlets remains the area with the highest rate of child poverty in London, despite being the borough with the best improvement rate in the region. The Partnership retains a strong commitment to tackling the issue of child poverty, and has five key commissioning intentions in place to reduce child poverty in the borough.

Early Years attainment

Achievement of at least 78 points across the Early Years Foundation Stage with at least 6+ in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy.

The results indicate a significant and sustained improvement with a 4.4 percentage point increase to 49.9% (above the 47% target) of children achieving 78 points across all 13 scales and at least 6+ in Personal and Social Education and Communication, Language and Literacy.

Achievement at level 4 or above in both English and Maths at Key Stage 2

Final results show that 76% of Tower Hamlets pupils achieved level 4 or above in both English and Maths at Key Stage 2 in 2011/12 (academic year 2010/11). This meets our minimum expectation of 76%, but not our aspirational target of 78%. However, the results are above the national average of 74%, and we continue to build on several years of good performance.

Number of primary schools below the new DfE floor standard

This is a new measure, which replaces the previous strategic indicator of the number of schools where less than 60% of pupils achieve Level 4 or above in English and Maths in Key Stage 2.

This new DfE floor target includes three measures. They consist of the number of schools where: fewer than 60% of pupils achieved level 4 or above in both English and Maths at KS2; the percentage of pupils making expected progression in English at Key Stage 2 is below the national median; the percentage of pupils making expected progression in maths at Key Stage 2 is below the national median.

Under this new measure, there are 4 primary schools below the DfE floor target. As this is the first year schools have been measured against a new standard, and due to a lack of robust data on key stage 2 attainment for last year due to the national SATs boycott, we cannot compare with previous years. However, the results from this year will be used to determine future targets for 2012/13. Actions being taken to raise attainment at key stage 2 include exploring different approaches with schools to the grouping of pupils in order to positively impact on attainment in mathematics and rolling out training targeted at improving boys writing. We are also encouraging the development of school clustering that supports teacher subject knowledge and teaching and learning in key stage 2

GCSE attainment

Achievement of 5 or more A- C grades at GCSE or equivalent including English and Maths*

61.4% of students achieved five or more A*-C grades at GCSE or equivalent including English and Maths. This exceeds our target and the national average. Recent national ranking information by the Department for Education shows that

Tower Hamlets is the second most improved borough in the country for this measure.

A Level attainment

Average Points Score per student in Tower Hamlets

In 2011 students in the borough achieved an average points score of 642.4. This is within the target range but below our very stretching target of 731.6. This year's 198.5 result per exam is the highest ever point score, a 0.5 point improvement on last year. Improving educational attainment is a key Mayoral pledge. The Mayor's drive to increase A-Level attainment is evident in the Mayor's Education Award (MEA). The MEA is designed to help young people aged 16-19 from low income families continue in education and training by providing much needed financial support, in light of national changes to the Education Maintenance Allowance. In addition, the Mayor has also invested £400,000 in one-to-one A Level support.

NEET

16 to 19 year olds who are not in education employment or training (NEET)
4.9% of young people are NEET which exceeds the target and is significantly lower than the national average.

Overall employment rate - working age

After a significant improvement in the first two quarters the gap between the borough's employment rate and the London average has increased to 9.1% - although this data has a 9 month time lag, and this increase is in part due to a change in data source reflecting a change in the working age. To reduce this gap, we are continuing to implement our Employment Strategy Action Plan to support more local people, including those at risk of labour market exclusion, into sustainable employment.

The Government has launched the ESF Families with Multiple Barriers to work programme to be delivered by Reed in Partnership. This programme will work alongside the Council's Family Intervention Programme and the Skillsmatch service to identify and support workless family members, other than those already engaged in labour market activities, to encourage them into work. This demonstrates the continued importance of effective partnership working, with the Olympic Games offering further opportunities for our residents.

Trend forecasting and more up to date data releases suggest that in the short term the employment rate will decline further in Tower Hamlets. It is likely that the gap between Tower Hamlets and London will increase as labour market data for inner London shows poorer performance against London overall. Better

performance in Tower Hamlets' overall employment rate is likely to be reflected in early 2014 data.

Young people from low income backgrounds progressing to higher education

Data for this measure will be available in July and will be reported as part of 2012/13 monitoring.

9.4 A Safe and Cohesive Community

Number of most serious violent crimes per 1,000 population

This is the responsibility of the Metropolitan Police and the Council works with the Police to support them where possible. The number of Serious Violent Crimes is higher than our target. The Police have developed a range of initiatives to tackle the issue and improve performance. Safer Neighbourhood teams now conduct weekly weapons sweeps on estates and other key locations to seize hidden weapons used in street violence. Safer Community Officers are working with partners to improve inter-neighbourhood relationships through mediation work. Brick Lane, with its night time economy, continues to be an area that contributes heavily to violent crime. The Council have recently implemented a borough-wide drinking control zone on the recommendation of the Police to make an impact on alcohol related violence.

Number of serious acquisitive crimes per 1,000 population

Serious acquisitive crime also presents a challenge for the Metropolitan Police within the borough and is above target. The Metropolitan Police are currently working with borough partners to develop and implement the Integrated Offender Management Programme. This initiative is designed to target known key offenders across a range of agencies to either reduce their re-offending rate or place them before the courts. Tackling drugs continues to be a focus for police activity because of its known link to acquisitive crime. The Mayor has funded the Dealer a Day initiative and provided a borough policing team of 21 Officers to support this work. The Borough Commander has also requested additional support from New Scotland Yard in the form of the Territorial Support Group to target identified robbery problem areas.

Satisfaction with police / community safety partnership

This measure is taken from the Annual Residents Survey (ARS) and shows satisfaction with the police and community safety partnership at 50% which is within target range. This measure has seen significant improvement, from 39 to 52%, over the last 4 years.

Concern over anti-social behaviour (ASB)

This measure is made up of three parts: concern over drunk and rowdy behaviour; concern about vandalism, graffiti and criminal damage; and concern over drug use or drug dealing. Performance has remained stable for both drunk and rowdy behaviour and drug use or drug dealing indicators – there has not been a statistically significant change over the past year. There has been a 4 percentage point increase in concern over vandalism, graffiti and criminal damage in the past year.

Proportion of people who believe people from different backgrounds get on well together in their local area

Despite events this year including the summer's riots, and EDL activity, levels of cohesion have maintained their upward trend within the borough; 78% of local people now regard this as an area where people from different backgrounds get on well.

Rate of proven re-offending by adults under Probation supervision

Annual data on reoffending will be available in August 2012 and will be reported as part of 2012/13 quarter 2 reporting.

9.5 A Healthy and Supportive Community

Stopping smoking

The latest smoking cessation figures relate to Quarter 3; 825 people achieved the quit at 4 weeks, bringing the total so far in 2011/12 financial year to 1,879. This performance is significantly better than 2010/11.

Percentage of children in reception with height and weight recorded who are obese

Obesity levels for reception age children have improved since last year and exceeded our target for this year. 13% of reception age children were deemed obese. Tower Hamlets ranks 6th highest for obesity in London. However, we have a sustained downward trend since 2006-07 against a generally upward trend in London. Department of Health time lags means that figures are one year behind.

Percentage of children in Year 6 with height and weight recorded who are obese

Obesity for year 6 children has remained static at 26% since last year and remains 2 percentage points off target. However, this follows a 2.7 percentage point increase between 2007-08 and 2009-10, so the levelling off is welcome in our objective to reduce obesity longer term. Tower Hamlets ranks 3rd highest in London for year 6 obesity but has performed relatively well in 2011/12 as obesity has increased in other boroughs.

Under 18 conception rate

The under 18 conception rate in 2010 (reported in 2012) was 31.8 per 1000 females aged 15-17. This is a decrease of 45% from the baseline (1998) compared with a national decrease of 24% and a London decrease of 27%. Tower Hamlets has performed exceptionally well with a decrease of 22% from the 2009 rate, with a lower rate than England and London. Tower Hamlets achieved the second highest reduction in London. However, the stretching target was not met.

Social care clients and carers in receipt of Self Directed Support

Current figures show that 41.4% of social care clients and carers are in receipt of Self Directed Support which falls short of our ambitious target. However, current performance is a 1.1 percentage point improvement from the previous quarter and almost 10 percentage point improvement from the same time last year. We are therefore making progress in achieving the Mayoral pledge of promoting support for independent living. During this time the Council has also implemented several projects within the Transforming Adult Social Care Programme (TASC) including a new customer journey which will maximise independence for older people.

Carers receiving needs assessment or review and a specific carer's service, or advice and information

The target of 32% has been met. Tower Hamlets continues to perform strongly and has been consistently achieving top quartile performance over the past 3 years. The Council will build on services for carers in 2012/13 through reviewing the support offer which will include Personal Budgets for carers.

Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time

During 2011/12, 28 out of 261 children became the subject of a CPP for a second or subsequent time, resulting in a performance figure of 10.73%; this is within the target bandwidth of 12% - 4% and above both national and local averages. A very stretching target had been set for this measure compared to previous years' performance.

Self-reported experience of social care users ASC survey

This target has been met.

All-age all-cause mortality

2011/12 information for this measure is not yet available and will be reported during 2012/13.

10. STRATEGIC ACTIVITIES

- 10.1 The Council's Strategic Plan sets out our strategic priorities and activities, which are monitored bi-annually. This report is a monitoring update on the full financial year 2011/12. The report consists of a summary of progress on the delivery of activities compared to target and further detail about their implementation, in particular the reasons for any delays. All activities within the Strategic Plan have been monitored and are included in Appendix 7. There are 68 activities, and 202 milestones relating to these activities in the Strategic Plan. Where an activity has been completed it is marked as Completed (Green).
- 10.2 An activity which has not been completed this financial year has been marked as Overdue (Red). Those activities which have not been completed this year but which are 75% or more complete and have missed only one milestone have been classified as Delayed (Amber). Comments have been provided for all Overdue & Delayed activities to explain why the deadline was missed; what is being done about it; and when the activity will be completed. Performance Review Group considers further those activities which are not completed.
- 10.3 Of the 68 activities included within the plan; 67% (45) have been completed and 33% (22) are Overdue. One activity is now redundant: mainstream triage work with young first time offenders. Of the Overdue activities, 24% (16) have been assessed as Delayed (near complete).

11. STRATEGIC ACTIVITY PERFORMANCE

- 11.1 Detailed commentary on activity and milestone performance is detailed in Appendix 7. There has been strong delivery against our Strategic Plan themes supporting Mayoral Priorities. This includes delivery across the Transformation Programme to realise significant savings for the Council whilst protecting front line services, progress in providing Decent Homes, regeneration at the Ocean Estate, robust action in relation to fuel poverty, major park improvements, a new approach to enterprise support, effective targeted interventions to reduce the number of NEET young people, significant developments in our localisation approach and new strategies to address drug use and violent against women.
- 11.2 Of the 34 activities which are not completed at year end, only 6 are less than 75% Complete and these are detailed below:

(6) Accelerate the disposal programme of surplus property to reduce running costs and provide capital receipts for investment – 50% complete.

The disposal programme is currently on hold to enable further exploration of using surplus assets to maximise affordable housing. However, plans to

surrender the lease of Anchorage House are on-track; this will deliver savings of £2.34 million from 2013/14.

(21) Better use our front line data, and our partners' data to respond more quickly and more appropriately to local issues– 70% complete.

A corporate data warehouse option review has been completed and a procurement timetable is in place. However, procurement of the data hub-solution for ASB / Environment issues will not be implemented until September 2012.

(24) Deliver phase 2 of improvements to the Tower Hamlets Local History Library and Archive – 50% complete.

Start on site has been delayed by the outcome of listed building consent which is still pending; the revised completion date is 31 March 2013.

(26) Deliver the Idea Store Watney Market and One Stop Shop – 30% complete.

The project is delayed due to the re-location of utilities under the construction area and a requirement to undertake special tunnel monitoring, requested by TfL. The construction commenced in October 2011 and is expected to be complete in early 2013.

(65) Develop an agreed integrated pathway for hospital discharge and hospital admission prevention – 50% complete.

This work will explicitly be picked up in the customer journey stock-take scheduled for May 2012. The Community Virtual Ward is being rolled out and the Social Care Customer Journey continues to evolve. The work on integrating Health and Social Care is also being taken forward as part of the Health and Wellbeing Board and working with the Clinical Commissioning Group.

(67) Develop a new Parenting Strategy to consolidate our services and to ensure access to support for parents – 50% complete.

This work was put on hold to consider emerging national Government policy on parenting and family support, and also due to service restructuring. A partnership approach for family and parenting support is being developed as a key part of the new plan for children and families (replacing the Children and Young People's Plan) for 2012 onwards.

12. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 12.1 The comments of the Chief Financial Officer are contained within the body of this report.

13. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)

13.1 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.

13.2 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.

13.3 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.

14. ONE TOWER HAMLETS CONSIDERATIONS

14.1 The Council's Strategic Plan is focused on tackling inequality and supporting cohesion. The Council's strategic performance measures support the monitoring of progress in delivering the Council's priorities.

15. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

15.1 The Strategic Plan has a strong focus on action for a greener environment. This includes specific priorities, with supporting actions and measures within the Great Place to Live theme.

16. RISK MANAGEMENT IMPLICATIONS

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

16.2 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.

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

17. CRIME AND DISORDER REDUCTION IMPLICATIONS

17.1 The Strategic Plan has a strong focus on crime and disorder. The key priorities, activities, milestones and measures are set out within the Safe and Cohesive theme.

18. EFFICIENCY STATEMENT

18.1 The Council has a range of control mechanisms in place that seek to ensure that all income and expenditure against approved budgets represents value for money. As part of the external audit process the Audit Commission makes an independent assessment on the Authority's arrangements to secure economy, efficiency and effectiveness.

19. APPENDICES

More detailed performance and financial information is contained in the appendices, as follows:

Appendix 1 – lists revenue and capital budget/target adjustments (including virements) agreed during 2011/12.

Appendix 2 – provides an analysis of outturn compared to General Fund revenue budgets by directorate and explanations of major variances.

Appendix 3 – provides an analysis of outturn compared to HRA revenue budgets and explanations of major variances.

Appendix 4 – provides an analysis of outturn compared to capital budgets and explanations of major variances by scheme.

Appendix 5 – details all proposed transfers to earmarked reserves in 2011/12.

Appendix 6 - details performance for all of the reportable strategic measures.

Appendix 7 – provides a progress summary of Strategic Plan activities.

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 writing this report

Control Budget 2011/12	Total General Fund	Adults, Health and Wellbeing	Children Schools and Families	Communities, Localities and Culture	Development and Renewal	Chief Executive's	Resources	Corporate/ Capital
Item								
2011/12 Original Budget at Cash Prices (as per Budget Book)	310,960,000	98,806,200	76,599,860	70,138,818	17,502,000	12,654,272	10,294,067	24,964,783
Depreciation	0	236,200	5,673,100	220,300	(2,873,400)		285,600	(3,541,800)
SPP Growth for CE	0	(13,867)	(63,255)	(55,617)	(65,333)	203,736	(5,664)	
Reallocation of Support Recharges	0					180,000	(180,000)	
Health (Government Grant)	0			35,000				(35,000)
Safer Stronger Communities	0			63,390				(63,390)
Transfer of Complaints Team	0					21,073	(21,073)	
Social Worker Growth Bid	0		967,000					(967,000)
Registrars	0					55,000		(55,000)
Web Team Transfer of Post	0					40,176	(40,176)	
Allocation of Growth Provision - Learning Disabilities Commissioning	0	602,000						(602,000)
Allocation of Growth Provision - Local Land Charges	0				100,000			(100,000)
Allocation of Growth Provision - Admin buildings	0				550,000			(550,000)
Allocation of Growth Provision - Concessionary Fares	0			832,000				(832,000)
Reallocation of base budgets	0		1,728,000				2,045,178	(3,773,178)
Concessionary Fares - contribution from parking control account	0			714,000				(714,000)
Transfer of Third Sector Service	0				2,431,151	(2,431,151)		
Transfer of Project Management budget	0						689,000	(689,000)
Allocation of Mayors' Advisors provision	0					90,000		(90,000)
Partnerships Reserve - You Decide! Healthy lifestyle project	0			35,000				(35,000)
Partnerships Reserve - You Decide!	0		10,000					(10,000)
Drugs Intervention Programme - ABG	0			86,000				(86,000)
LAP Menus - Community Bus	0			48,000				(48,000)
Olympics J18 Transfer	0			225,000	(225,000)			
Allocation of Growth Provision - Lifelong Learning	0			225,000				(225,000)
Underspends Carried Forward: Legal Services	0					100,000		(100,000)
Transfer of Social Care Access Team to AHWB	0	215,586					(215,586)	
AHWB Domiciliary Care Growth Provision	0	800,000						(800,000)
Mayors Employee costs allowance	0					191,000		(191,000)
Use of Reserve: CLC SFA YPLA	0			115,226				(115,226)
Use of Reserve CSF: DFES-Standards Fund	0		1,166,349					(1,166,349)
Older People Demographic Growth	0	2,145,000						(2,145,000)
Pre-Evaluation Depreciation	0	164,100	2,787,000	52,400	50,300		265,300	(3,319,100)
Allocation of Growth Provision - CSF transport	0		730,000					(730,000)
Transfer of Clients Letting Support Team	0	(253,000)			253,000			
Local Flood Grant	0			147,000				(147,000)
Transfer of Mayors Chauffeur budget	0				14,880	(14,880)		
New Homes Bonus transfer to earmarked reserves	0				4,287,000			(4,287,000)
Prudential Borrowing Charges	0	(11,100)	(69,681)	(313,018)			(1,192,981)	1,586,780
Allocation of Support Services Charges	0	313,685	331,104	300,167	(1,874,318)	205,560	723,802	
Accommodation Building Recharge Clearance	0	(262,196)	(138,130)	(314,445)	(29,670)	106,943	637,497	
Final Depreciation Charge 11/12	0		(18,000)	23,500	22,800			(28,300)
Use of Reserves - Preventative Technology	0	113,000						(113,000)
Dell Tech Refresh Recharge	0	81,000	218,000	120,000	82,000	35,000	134,000	(670,000)
Allocation of Early Retirement/Voluntary Redundancy Provision	0		(14,254)	(142,965)			(262,323)	419,542
Recovery of VAT overpayment (Fleming Case)	0			(2,070,990)				2,070,990
Allocation of Smarter Working provision	0						881,000	(881,000)
Application of earmarked reserves	0				1,219,000			(1,219,000)
Repayment of ICT invest-to-save loan	0						226,517	(226,517)
Allocation of support service costs	0	(142,500)	(276,100)	(162,300)	(38,600)	4,783	614,717	
Revenue contribution to capital investment costs	0		(110,400)	(538,300)			(862,047)	1,510,747

Control Budget 2011/12	Total General Fund	Adults, Health and Wellbeing	Children Schools and Families	Communities, Localities and Culture	Development and Renewal	Chief Executive's	Resources	Corporate/ Capital
Item								
Carbon Reduction Provision	0				315,430			(315,430)
Allocation of Corporate Provision for Third Sector funding	0				400,000			(400,000)
Use of Reserve - Student Awards	0		26,000					(26,000)
Use of Reserve - You Decide! Reducing Alcohol's Harms	0		70,000					(70,000)
Use of Reserve - Homlessness Prevention	0				389,806			(389,806)
Use of Reserve - Planning Development	0				60,000			(60,000)
Use of Reserve - BSF	0				1,345,154			(1,345,154)
Use of Reserve - Ocean NDC	0				173,681			(173,681)
Use of Reserve - ESF	0				100,000			(100,000)
Use of Reserve - LABGI	0				30,000			(30,000)
Use of Reserve - ICT transformation	0						65,376	(65,376)
Final Revised Budget 2011/12	310,960,000	102,794,108	89,616,593	71,002,166	23,000,881	11,441,513	14,082,204	(977,465)

Capital Control Budget 2011/12	Total Capital Budget	Adults, Health and Wellbeing	Building Schools For the Future	Chief Executive's/R esources	Children Schools and Families	Communities, Localities and Culture	Development and Renewal	Housing Revenue Account
Item								
2011/12 Original Budget at February 2011 Cabinet	149,756,000	60,000	91,601,000	220,000	24,823,000	10,959,000	4,693,000	17,400,000
Carry forward 2010/11	43,019,000	176,000	17,034,000	1,731,000	4,414,000	3,353,000	10,455,000	5,856,000
Quarter 1 Adjustments								
New Schemes Approved	24,350,000				3,300,000	4,708,000		16,342,000
Budget Re-profiled	-35,747,000		(29,934,000)		0	(498,000)	(3,544,000)	(1,771,000)
Existing Scheme budget adjustment	-10,051,000	(1,000)			(8,435,000)	(662,000)	423,000	(1,376,000)
Quarter 2 Adjustments								
New Schemes Approved	1,537,000	80,000			275,000	382,000	800,000	
Budget Re-profiled	2,994,000	(20,000)	(843,000)		(2,445,000)	2,000,000	2,502,000	1,800,000
Existing Scheme budget adjustment	854,000				(1,000)	855,000		
Quarter 3 Adjustments								
New Schemes Approved	1,293,000					1,293,000		
Budget Re-profiled	-9,431,000				(5,597,000)	(3,834,000)		
Existing Scheme budget adjustment	-286,000			(391,000)	90,000	15,000		
Quarter 4 Adjustments								
New Schemes Approved	1,048,000				1,013,000	35,000		
Budget Re-profiled	375,000				2,181,000	(1,806,000)		
Existing Scheme budget adjustment	-1,126,000			676,000	(32,000)	(270,000)	(1,500,000)	
	0							
	0							
Total Adjustments	18,829,000	235,000	(13,743,000)	2,016,000	-5,237,000	5,571,000	9,136,000	20,851,000
Revised Final Budget 2011/12	168,585,000	295,000	77,858,000	2,236,000	19,586,000	16,530,000	13,829,000	38,251,000

CORPORATE REVENUE OUTTURN - MARCH 2012

SUMMARY		Original	Final Budget	Actual Outturn	Use of	New Reserves	Final Outturn	Variance	
		Budget	2011/12	2011/12	Reserves	Requested	2011/12	(Outturn 2011/12 to Latest Budget 2011/12)	
		2011/12	2011/12	2011/12	2011/12	2011/12	2011/12	£'000	%
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
ADULTS HEALTH & WELLBEING	Expenditure	111,548	116,336	118,451	0	0	118,451	2,115	2
	Income	(12,745)	(13,542)	(19,870)	0	4,055	(15,815)	(2,273)	17
	Net Expenditure	98,803	102,794	98,581	0	4,055	102,636	(158)	(0)
CHIEF EXECUTIVE'S	Expenditure	20,375	18,088	17,712	0	985	18,697	609	3
	Income	(7,700)	(6,646)	(7,319)	0	0	(7,319)	(673)	10
	Net Expenditure	12,675	11,442	10,393	0	985	11,378	(64)	(1)
CSF SCHOOLS BUDGET (DSG)	Expenditure	322,084	325,782	359,944	0	0	359,944	34,162	10
	Income	(322,084)	(325,782)	(359,944)	0	0	(359,944)	(34,162)	10
	Net Expenditure	0	0	0	0	0	0	(0)	(100)
CSF GENERAL FUND	Expenditure	123,510	155,405	159,215	0	0	159,215	3,810	2
	Income	(46,911)	(65,789)	(69,598)	0	0	(69,598)	(3,810)	6
	Net Expenditure	76,599	89,617	89,617	0	0	89,617	0	0
COMMUNITIES, LOCALITIES & CULTURE	Expenditure	111,539	119,912	128,692	0	150	128,842	8,930	8,930
	Income	(41,402)	(48,910)	(58,167)	0	327	(57,840)	(8,930)	(8,930)
	Net Expenditure	70,137	71,002	70,525	0	477	71,002	0	0
DEVELOPMENT & RENEWAL	Expenditure	88,906	87,160	83,659	0	4,287	87,946	786	1
	Income	(71,403)	(64,160)	(66,799)	0	1,853	(64,946)	(787)	1
	Net Expenditure	17,503	23,001	16,860	0	6,140	23,000	(1)	(0)
RESOURCES	Expenditure	263,633	331,430	335,800	0	1,075	336,875	5,445	2
	Income	(253,359)	(317,348)	(322,829)	0	0	(322,829)	(5,481)	2
	Net Expenditure	10,274	14,082	12,971	0	1,075	14,046	(36)	(0)
CORPORATE COSTS & CAPITAL FINANCING	Expenditure	19,385	(978)	(4,523)	0	3,250	(1,273)	(295)	30
	Income	0	0	0	0	0	0	0	0
	Net Expenditure	19,385	(978)	(4,523)	0	3,250	(1,273)	(295)	30
TOTAL	Expenditure	1,060,980	1,153,136	1,198,950	0	9,747	1,208,697	55,561	8,981
	Income	(755,604)	(842,176)	(904,526)	0	6,235	(898,291)	(56,116)	(8,884)
	Net Expenditure	305,376	310,960	294,424	0	15,982	310,406	(554)	(0)

CORPORATE REVENUE OUTTURN - MARCH 2012

ADULTS, HEALTH & WELLBEING		Original	Final	Actual	New	Final	Variance		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
		Budget 2011/12 £'000	Budget 2011/12 £'000	Outturn 2011/12 £'000	Reserves Requested 2011/12 £'000	Outturn 2011/12 £'000	(Outturn 2011/12 to Final Budget 2011/12) £'000	%	
A53 Commissioning and Strategy M&A	Expenditure	1,672	188	247	0	247	59	31	
	Income	(96)	(20)	(46)	0	(46)	(26)	130	
	Net Expenditure	1,576	168	201	0	201	33	20	
A04 Preventative Technology	Expenditure	82	82	87	0	87	5	6	
	Income	(82)	1	0	0	0	(1)	(100)	
	Net Expenditure	0	83	87	0	87	4	5	
A05 Carers Grant	Expenditure	1,116	1,167	1,100	0	1,100	(67)	(6)	Reorganisation of Teams in August 2011 led to reductions in salary costs. Along with additional Carers Grant, resulted in an underspend in excess of £100k.
	Income	0	(50)	(94)	0	(94)	(44)	88	
	Net Expenditure	1,116	1,117	1,006	0	1,006	(111)	(10)	
A41 Personalisation	Expenditure	550	550	564	0	564	14	3	
	Income	(550)	(550)	(564)	0	(564)	(14)	3	
	Net Expenditure	0	0	0	0	0	0	0	
A42 Older People Commissioning	Expenditure	22,940	25,240	26,616	0	26,616	1,376	5	The additional gross expenditure is mainly due to increased packages of care in Residential, Nursing and Homecare. This has been offset by income from health towards joint funding, resulting in an overall underspend.
	Income	(3,210)	(3,210)	(4,810)	0	(4,810)	(1,600)	50	
	Net Expenditure	19,730	22,030	21,806	0	21,806	(224)	(1)	

ADULTS, HEALTH & WELLBEING

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
A43 Learning disabilities Commissioning	Expenditure	22,289	22,163	23,243	0	23,243	1,080	5	The gross expenditure is a result of supporting clients in the community, in particular on domiciliary care and direct payments. The surplus of income is the result of shared care packages which are partially funded by NHS Tower Hamlets.
	Income	(4,078)	(3,647)	(4,247)	0	(4,247)	(600)	16	
	Net Expenditure	18,211	18,516	18,996	0	18,996	480	3	
A44 Mental Health Commissioning	Expenditure	9,569	10,060	10,275	0	10,275	215	2	The increase in expenditure is a result of increased costs in Prevention and Support and service level agreements. The reduction in Income was due to fewer Joint funded packages than anticipated, hence less health income.
	Income	(1,617)	(2,007)	(1,840)	0	(1,840)	167	(8)	
	Net Expenditure	7,952	8,053	8,435	0	8,435	382	5	
A45 Physical Disabilities Commissioning	Expenditure	7,067	7,665	9,559	0	9,559	1,894	25	There has been an increase in the number of clients in this service area resulting in additional expenditure, some of which has been offset by additional income. This additional income is a result of shared packages partly funded by the NHS
	Income	(1,236)	(1,334)	(1,688)	0	(1,688)	(354)	27	
	Net Expenditure	5,831	6,331	7,871	0	7,871	1,540	24	
A46 HIV Commissioning	Expenditure	273	273	169	0	169	(104)	(38)	The underspend relates to a reduction in service need.
	Income	0	0	0	0	0	0	0	
	Net Expenditure	273	273	169	0	169	(104)	(38)	

ADULTS, HEALTH & WELLBEING

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
A47 Access to Resources	Expenditure	0	1,037	1,058	0	1,058	21	2	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	0	1,037	1,058	0	1,058	21	2	
A48 Strategic Commissioning	Expenditure	0	608	630	0	630	22	4	
	Income	0	(96)	(99)	0	(99)	(3)	3	
	Net Expenditure	0	512	531	0	531	19	4	
A50 Supporting People	Expenditure	14,526	14,304	13,964	0	13,964	(340)	(2)	The reduction in expenditure is due to slippage of some schemes relating to Older People.
	Income	0	0	(7)	0	(7)	(7)	0	
	Net Expenditure	14,526	14,304	13,957	0	13,957	(347)	(2)	
A55 Quality and Performance	Expenditure	678	758	741	0	741	(17)	(2)	
	Income	(29)	(105)	(96)	0	(96)	9	(9)	
	Net Expenditure	649	653	645	0	645	(8)	(1)	
A56 Social Services I.T.	Expenditure	356	386	502	0	502	116	30	Overspend relates to higher than anticipated revenue costs of electronic home care monitoring.
	Income	0	0	0	0	0	0	0	
	Net Expenditure	356	386	502	0	502	116	30	
A58 Technical Resources	Expenditure	444	836	851	0	851	15	2	
	Income	(1)	(23)	(37)	0	(37)	(14)	61	
	Net Expenditure	443	813	814	0	814	1	0	

ADULTS, HEALTH & WELLBEING

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
A59 Corporate Services	Expenditure	761	2,123	696	0	696	(1,427)	(67)	The underspend relates partly to a reduction in historic early retirement costs. Approximately £1m relates to inflation that was not allocated to vote heads. If it had been allocated to the Commissioning budgets, expenditure overspend in those areas would have been reduced.
	Income	0	(115)	(4,172)	4,055	(117)	(2)	2	
	Net Expenditure	761	2,008	(3,476)	4,055	579	(1,429)	(71)	
A61 Business Supp & Prog Management	Expenditure	1,304	732	1,135	0	1,135	403	55	Overspend mainly relates to additional expenditure on Frameworki implementation and maintenance
	Income	(784)	(124)	(414)	0	(414)	(290)	234	
	Net Expenditure	520	608	721	0	721	113	19	
A62 Strategy and Policy	Expenditure	152	159	146	0	146	(13)	(8)	
	Income	(111)	(111)	(79)	0	(79)	32	(29)	
	Net Expenditure	41	48	67	0	67	19	40	
Commissioning & Strategy	Expenditure	83,779	88,331	91,583	0	91,583	3,252	4	
	Income	(11,794)	(11,391)	(18,193)	4,055	(14,138)	(2,747)	24	
	Net Expenditure	71,985	76,940	73,390	4,055	77,445	505	1	
A08 Older People Mental Health	Expenditure	390	380	403	0	403	23	6	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	390	380	403	0	403	23	6	
A09 Older People Assess & Care Mgmt.	Expenditure	1,788	754	756	0	756	2	0	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	1,788	754	756	0	756	2	0	

ADULTS, HEALTH & WELLBEING

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
A15 Occupational Therapy	Expenditure	1,794	642	592	0	592	(50)	(8)	
	Income	(18)	0	(22)	0	(22)	(22)	0	
	Net Expenditure	1,776	642	570	0	570	(72)	(11)	
A16 Community Equipment Service	Expenditure	919	1,169	1,087	0	1,087	(82)	(7)	The net overspend relates to the non application of section 256 Health income, which has been carried forward to 2012/13 as overspend funded from other AHWB votes.
	Income	0	(250)	0	0	0	250	(100)	
	Net Expenditure	919	919	1,087	0	1,087	168	18	
A30 Adult Resources Sub Div. M&A	Expenditure	88	100	91	0	91	(9)	(9)	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	88	100	91	0	91	(9)	(9)	
A31 Physical Disabilities Establishments	Expenditure	660	599	504	0	504	(95)	(16)	
	Income	(1)	(1)	(2)	0	(2)	(1)	100	
	Net Expenditure	659	598	502	0	502	(96)	(16)	
A33 Older People Day Centres	Expenditure	1,639	1,719	1,685	0	1,685	(34)	(2)	
	Income	(37)	(37)	(43)	0	(43)	(6)	16	
	Net Expenditure	1,602	1,682	1,642	0	1,642	(40)	(2)	

ADULTS, HEALTH & WELLBEING

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
A34 Home Care	Expenditure	6,158	5,453	5,109	0	5,109	(344)	(6)	The In house Homecare service is focusing on the delivery of a re-ablement service as part of the new Customer Journey, and is delivering less long term support. The number of service users receiving long term support continues to fall each month as no new referrals are being accepted, and users are being transferred out of the service to externally commissioned support.
	Income	(97)	(27)	(5)	0	(5)	22	(81)	
	Net Expenditure	6,061	5,426	5,104	0	5,104	(322)	(6)	
A02 Disabilities & Health Divisional M&A	Expenditure	175	195	187	0	187	(8)	(4)	
	Income	0	(20)	(20)	0	(20)	0	0	
	Net Expenditure	175	175	167	0	167	(8)	(5)	
A11 Physical Disabilities Sub Div. M&A	Expenditure	93	27	27	0	27	0	0	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	93	27	27	0	27	0	0	
A12 P.D. Assess & Care Management	Expenditure	1,057	246	247	0	247	1	0	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	1,057	246	247	0	247	1	0	
A13 Learning Dis Sub Division M&A	Expenditure	83	83	170	0	170	87	105	
	Income	(35)	(35)	(180)	0	(180)	(145)	414	
	Net Expenditure	48	48	(10)	0	(10)	(58)	(121)	
A14 Learning Dis Assess & Care Mgmt.	Expenditure	951	951	955	0	955	4	0	
	Income	(79)	(79)	(79)	0	(79)	0	0	
	Net Expenditure	872	872	876	0	876	4	0	

ADULTS, HEALTH & WELLBEING

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
A17 Vulnerable Adults and Drugs	Expenditure	372	138	140	0	140	2	1	
	Income	(36)	(8)	(8)	0	(8)	0	0	
	Net Expenditure	336	130	132	0	132	2	2	
A18 Hospital Social Work Teams	Expenditure	1,147	496	486	0	486	(10)	(2)	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	1,147	496	486	0	486	(10)	(2)	
A19 Adult Protection	Expenditure	310	348	242	0	242	(106)	(30)	The underspend is a result of minimal spend on Deprivation of Liberties planned expenditure
	Income	(42)	(38)	(37)	0	(37)	1	(3)	
	Net Expenditure	268	310	205	0	205	(105)	(34)	
A23 Mental Health Sub Division M&A	Expenditure	83	91	91	0	91	0	0	
	Income	(81)	(89)	(90)	0	(90)	(1)	1	
	Net Expenditure	2	2	1	0	1	(1)	(50)	
A24 Area Mental Health Teams	Expenditure	2,588	2,624	2,593	0	2,593	(31)	(1)	
	Income	(427)	(427)	(379)	0	(379)	48	(11)	
	Net Expenditure	2,161	2,197	2,214	0	2,214	17	1	
A25 Mental Health Day Centres	Expenditure	484	515	507	0	507	(8)	(2)	
	Income	(34)	(34)	(24)	0	(24)	10	(29)	
	Net Expenditure	450	481	483	0	483	2	0	
A32 Learning disabilities Day Centre	Expenditure	456	463	380	0	380	(83)	(18)	
	Income	(5)	(5)	(1)	0	(1)	4	(80)	
	Net Expenditure	451	458	379	0	379	(79)	(17)	

ADULTS, HEALTH & WELLBEING

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
A37 Emergency Duty Social Work Service	Expenditure	281	284	423	0	423	139	49	The overspend is mainly due to increased costs as a result of single status
	Income	(20)	(20)	(21)	0	(21)	(1)	5	
	Net Expenditure	261	264	402	0	402	138	52	
A81 First Response	Expenditure	0	1,385	1,325	0	1,325	(60)	(4)	
	Income	0	(69)	(52)	0	(52)	17	(25)	
	Net Expenditure	0	1,316	1,273	0	1,273	(43)	(3)	
A82 Reablement	Expenditure	0	1,341	1,257	0	1,257	(84)	(6)	
	Income	0	(53)	(27)	0	(27)	26	(49)	
	Net Expenditure	0	1,288	1,230	0	1,230	(58)	(5)	
A83 Longer Term Support - Social Care	Expenditure	0	1,580	1,511	0	1,511	(69)	(4)	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	0	1,580	1,511	0	1,511	(69)	(4)	
A84 Longer Term Support - OT	Expenditure		866	883	0	883	17	2	
	Income		(27)	(24)	0	(24)	3	(11)	
	Net Expenditure	0	839	859	0	859	20	2	
Adult Social Care	Expenditure	21,516	22,449	21,651	0	21,651	(798)	(4)	
	Income	(912)	(1,219)	(1,014)	0	(1,014)	205	(17)	
	Net Expenditure	20,604	21,230	20,637	0	20,637	(593)	(3)	

ADULTS, HEALTH & WELLBEING

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
A66 Learning and Development	Expenditure	587	587	587	0	587	0	0	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	587	587	587	0	587	0	0	
A68 Supported Employment	Expenditure	20	20	5	0	5	(15)	(75)	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	20	20	5	0	5	(15)	(75)	
A71 Finance Services	Expenditure	791	1,738	1,385	0	1,385	(353)	(20)	The reduction in expenditure and income is due to slippage in Invest to save schemes.
	Income	(39)	(932)	(663)	0	(663)	269	(29)	
	Net Expenditure	752	806	722	0	722	(84)	(10)	
A72 Payroll On cost	Expenditure	1,554	0	0	0	0	0	0	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	1,554	0	0	0	0	0	0	
A90 Support Services Holding A/C	Expenditure	3,301	3,211	3,240	0	3,240	29	1	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	3,301	3,211	3,240	0	3,240	29	1	
Other	Expenditure	6,253	5,556	5,217	0	5,217	(339)	(6)	
	Income	(39)	(932)	(663)	0	(663)	269	(29)	
	Net Expenditure	6,214	4,624	4,554	0	4,554	(70)	(2)	
TOTAL FOR ADULTS HEALTH & WELLBEING	Expenditure	111,548	116,336	118,451	0	118,451	2,115	2	
	Income	(12,745)	(13,542)	(19,870)	4,055	(15,815)	(2,273)	17	
	Net Expenditure	98,803	102,794	98,581	4,055	102,636	(158)	(0)	

CORPORATE REVENUE OUTTURN - MARCH 2012

CHIEF EXECUTIVES		Original	Final	Actual	New	Final	Variance		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
		Budget 2011/12 £'000	Budget 2011/12 £'000	Outturn 2011/12 £'000	Reserves Requested 2011/12 £'000	Outturn 2011/12 £'000	(Outturn 2011/12 to Final Budget 2011/12) £'000	%	
C14 Communications	Expenditure	2,833	2,608	2,921	0	2,921	313	12	Reduction in expenditure due to restructuring within Comms. as whole is matched by equal reduction in income.
	Income	(3,237)	(2,608)	(2,921)	0	(2,921)	(313)	12	
	Net Expenditure	(404)	0	0	0	0	0	0	
TOTAL FOR COMMUNICATIONS	Expenditure	2,833	2,608	2,921	0	2,921	313	12	
	Income	(3,237)	(2,608)	(2,921)	0	(2,921)	(313)	12	
	Net Expenditure	(404)	0	0	0	0	0	0	
C16 Strategy & Performance	Expenditure	555	702	756	30	786	84	12	
	Income	0	0	(23)	0	(23)	(23)	0	
	Net Expenditure	555	702	733	30	763	61	9	
C21 Healthy Boroughs until end July 2011	Expenditure	0	0	15	0	15	15	0	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	0	0	15	0	15	15	0	
TOTAL FOR STRATEGY & PERFORMANCE	Expenditure	555	702	771	30	801	99	14	
	Income	0	0	(23)	0	(23)	(23)	0	
	Net Expenditure	555	702	748	30	778	76	11	

CHIEF EXECUTIVES

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
C52 Legal Services	Expenditure	3,601	3,447	3,382	170	3,552	105	3	Additional costs of employing legal staff to support specific SLA agreements with Directorates offset by additional income.
	Income	(3,635)	(3,293)	(3,425)	0	(3,425)	(132)	4	
	Net Expenditure	(34)	154	(43)	170	127	(27)	(18)	
C58 Electoral Registration	Expenditure	596	582	612	30	642	60	10	
	Income	0	0	(62)	0	(62)	(62)	0	
	Net Expenditure	596	582	550	30	580	(2)	(0)	
C60 Borough Elections	Expenditure	30	30	2	30	32	2	7	
	Income	0	0	(1)	0	(1)	(1)	0	
	Net Expenditure	30	30	1	30	31	1	3	
C82 Business Unit Support team	Expenditure	0	550	535	0	535	(15)	(3)	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	0	550	535	0	535	(15)	(3)	
C84 Information Governance & Complaints	Expenditure	350	382	385	0	385	3	1	
	Income	(249)	(249)	(249)	0	(249)	0	0	
	Net Expenditure	101	133	136	0	136	3	2	
TOTAL FOR LEGAL & ELECTORAL SERVICES	Expenditure	4,577	4,991	4,916	230	5,146	155	3	
	Income	(3,884)	(3,542)	(3,737)	0	(3,737)	(195)	6	
	Net Expenditure	693	1,449	1,179	230	1,409	(40)	(3)	

CHIEF EXECUTIVES

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
C54 One Tower Hamlets	Expenditure	2,343	1,552	1,288	275	1,563	11	1	Small overspend in Supplies & Services expenditure offset by additional income.
	Income	(10)	(10)	(22)	0	(22)	(12)	120	
	Net Expenditure	2,333	1,542	1,266	275	1,541	(1)	(0)	
TOTAL FOR ONE TOWER HAMLETS									
C56 Registration of Births, Deaths	Expenditure	2,343	1,552	1,288	275	1,563	11	1	Additional expenditure on overtime offset by additional income from increased ceremonies.
	Income	(10)	(10)	(22)	0	(22)	(12)	120	
	Net Expenditure	2,333	1,542	1,266	275	1,541	(1)	(0)	
C62 Democratic Services	Expenditure	862	915	895	100	995	80	9	Additional expenditure on overtime offset by additional income from increased ceremonies.
	Income	(479)	(479)	(604)	0	(604)	(125)	26	
	Net Expenditure	383	436	291	100	391	(45)	(10)	
C78 Demo Representation & Mgmt.	Expenditure	2,732	2,843	2,828	0	2,828	(15)	(1)	
	Income	(7)	(7)	(10)	0	(10)	(3)	43	
	Net Expenditure	2,725	2,836	2,818	0	2,818	(18)	(1)	
TOTAL FOR DEMOCRATIC & REGISTRARS SERVICES	Expenditure	830	946	946	0	946	0	0	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	830	946	946	0	946	0	0	
TOTAL FOR DEMOCRATIC & REGISTRARS SERVICES	Expenditure	4,424	4,704	4,669	100	4,769	65	1	
	Income	(486)	(486)	(614)	0	(614)	(128)	26	
	Net Expenditure	3,938	4,218	4,055	100	4,155	(63)	(1)	

CHIEF EXECUTIVES

		Original	Final	Actual	New	Final	Variance		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
		Budget 2011/12 £'000	Budget 2011/12 £'000	Outturn 2011/12 £'000	Reserves Requested 2011/12 £'000	Outturn 2011/12 £'000	(Outturn 2011/12 to Final Budget 2011/12) £'000	%	
C80 Corporate Management	Expenditure	3,162	3,531	3,147	350	3,497	(34)	(1)	Slippage of key corporate projects and expenditure into 2012/13.
	Income	(33)	0	(2)	0	(2)	(2)	0	
	Net Expenditure	3,129	3,531	3,145	350	3,495	(36)	(1)	
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TOTAL FOR CHIEF EXECUTIVES	Expenditure	17,894	18,088	17,712	985	18,697	609	3	
	Income	(7,650)	(6,646)	(7,319)	0	(7,319)	(673)	10	
	Net Expenditure	10,244	11,442	10,393	985	11,378	(64)	(1)	

SERVICE TRANSFER TO/FROM OTHER DIRECTORATES

C18 Third Sector Team - to D&R	Expenditure	2,481
	Income	(50)
	Net Expenditure	2,431

REVISED TOTAL FOR CHIEF EXECUTIVES	Expenditure	20,375
	Income	(7,700)
	Net Expenditure	12,675

CORPORATE REVENUE OUTTURN - MARCH 2012

CHILDREN, SCHOOLS AND FAMILIES (Dedicated Schools Grant)		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
						(Outturn 2011/12 to Final Budget 2011/12) £'000	%	
TOTAL FOR PRE-PRIMARY EDUCATION	Expenditure	4,733	4,738	5,137	5,137	399	8	Sale of meals £17k greater than budgeted. Schools Specific Contingency drawings £86k lower than anticipated.
	Income	(103)	(69)	(561)	(561)	(492)	713	
	Net Expenditure	4,630	4,669	4,576	4,576	(93)	(2)	
TOTAL FOR PRIMARY EDUCATION DSG	Expenditure	149,415	150,863	168,156	168,156	17,293	11	Additional DSG re-allocation during 11/12. Schools Specific Contingency drawing lower than planned.
	Income	(4,840)	(6,024)	(23,549)	(23,549)	(17,525)	291	
	Net Expenditure	144,575	144,839	144,607	144,607	(232)	(0)	
TOTAL FOR SECONDARY EDUCATION DSG	Expenditure	129,287	130,617	145,307	145,307	14,690	11	Additional DSG re-allocation during year and rate for Pupil Premium increased during year
	Income	(17,412)	(18,969)	(35,765)	(35,765)	(16,796)	89	
	Net Expenditure	111,875	111,648	109,542	109,542	(2,106)	(2)	
TOTAL FOR SPECIAL EDUCATION DSG	Expenditure	13,586	13,700	17,399	17,399	3,699	27	Additional DSG re-allocation during year and rate for Pupil Premium increased during year
	Income	(911)	(928)	(5,113)	(5,113)	(4,185)	451	
	Net Expenditure	12,675	12,772	12,286	12,286	(486)	(4)	
G17 Support For Learning Service DSG	Expenditure	3,973	3,973	3,843	3,843	(130)	(3)	SLA uptake less than originally budgeted for offset by Budget Manager reducing staffing levels and supplies & services where possible.
	Income	(1,091)	(1,091)	(950)	(950)	141	(13)	
	Net Expenditure	2,882	2,882	2,893	2,893	11	0	

CHILDREN, SCHOOLS AND FAMILIES
(Dedicated Schools Grant)

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
G29 Pupil Referral Unit	Expenditure	4,925	4,924	4,850	4,850	(74)	(2)	Staffing costs reduced after overspend in previous year. Additional income relates to funding for Year 11 Exclusions - new to 2011/12
	Income	(727)	(727)	(847)	(847)	(120)	17	
	Net Expenditure	4,198	4,197	4,003	4,003	(194)	(5)	
H10 Learning & Achievement M & A DSG	Expenditure	160	160	160	160	(0)	(0)	
	Income	0	0	0	0	0	0	
	Net Expenditure	160	160	160	160	(0)	(0)	
H11 Early Years Service	Expenditure	3,135	3,407	3,503	3,503	96	3	
	Income	0	0	0	0	0	0	
	Net Expenditure	3,135	3,407	3,503	3,503	96	3	
H16 Special Educ. Needs DSG	Expenditure	9,049	9,049	7,333	7,333	(1,716)	(19)	Charges for 2010/11 recoupment in 2011/12 lower than budgeted for together with drop in costs for 2011/12 result in a significant decrease in expenditure in 2011/2012. Recoupment income also dropped in 2011/12.
	Income	(2,427)	(2,427)	(2,230)	(2,230)	197	(8)	
	Net Expenditure	6,622	6,622	5,103	5,103	(1,519)	(23)	
H18 Educ. Psychology	Expenditure	128	128	128	128	0	0	
	Income	0	0	0	0	0	0	
	Net Expenditure	128	128	128	128	0	0	
H27 14-19 Years DSG	Expenditure	459	382	382	382	0	0	
	Income	(77)	0	0	0	0	0	
	Net Expenditure	382	382	382	382	0	0	

CHILDREN, SCHOOLS AND FAMILIES
(Dedicated Schools Grant)

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12)		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
						£'000	%	
H78 Pupil Admissions & Excluding DSG	Expenditure	681	801	812	812	11	1	Income raised from charges to schools for excluded pupils not yet paid out to establishment providing education for excluded pupils. As DSG, funding will be carried forward to 2012/13 accounts.
	Income	(117)	(117)	(250)	(250)	(133)	113	
	Net Expenditure	564	684	562	562	(122)	(18)	
TOTAL FOR LEARNING & ACHIEVEMENT								
	Expenditure	22,510	22,824	21,011	21,011	(1,813)	(8)	
	Income	(4,439)	(4,362)	(4,277)	(4,277)	85	(2)	
	Net Expenditure	18,071	18,462	16,734	16,734	(1,728)	(9)	
H55 Children Looked After								
	Expenditure	279	341	311	311	(30)	(9)	
	Income	(40)	0	(1)	(1)	(1)	0	
	Net Expenditure	239	341	310	310	(31)	(9)	
H62 Attendance & Welfare Service								
	Expenditure	55	55	55	55	0	0	
	Income	0	0	0	0	0	0	
	Net Expenditure	55	55	55	55	0	0	
TOTAL FOR CHILDRENS SOCIAL CARE								
	Expenditure	334	396	366	366	(30)	(8)	
	Income	(40)	0	(1)	(1)	(1)	0	
	Net Expenditure	294	396	365	365	(31)	(8)	

**CHILDREN, SCHOOLS AND FAMILIES
(Dedicated Schools Grant)**

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
H79 CSF Resources Mgmt.	Expenditure	1,352	1,662	1,586	1,586	(76)	(5)	Contract Services Catering surplus of £333k
	Income	0	0	(333)	(333)	(333)	0	
	Net Expenditure	1,352	1,662	1,253	1,253	(409)	(25)	
H83 CSF Human Resources	Expenditure	867	982	982	982	0	0	
	Income	0	0	0	0	0	0	
	Net Expenditure	867	982	982	982	0	0	
TOTAL FOR CHILDRENS SERVICES RESOURCES	Expenditure	2,219	2,644	2,568	2,568	(76)	(3)	
	Income	0	0	(333)	(333)	(333)	0	
	Net Expenditure	2,219	2,644	2,235	2,235	(409)	(15)	
TOTAL FOR EXTERNAL FUNDING (H68)	Expenditure	0	0	0	0	0	0	Lower DSG income in-year because of two academies being created later in the year. Also, underspends on contingency and Special Education Needs (SEN), plus surplus on catering reported to Schools Forum in March 2012. The final position reflects further underspends on SEN.
	Income	(294,339)	(295,430)	(290,345)	(290,345)	5,085	(2)	
	Net Expenditure	(294,339)	(295,430)	(290,345)	(290,345)	5,085	(2)	
TOTAL FOR CSF SCHOOLS BUDGET (DSG)	Expenditure	322,084	325,782	359,944	359,944	34,162	10	
	Income	(322,084)	(325,782)	(359,944)	(359,944)	(34,162)	10	
	Net Expenditure	0	0	0	0	(0)	(100)	

CORPORATE REVENUE OUTTURN - MARCH 2012

CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
TOTAL FOR PRE-PRIMARY EDUCATION GF	Expenditure	134	46	46	46	0	0	
	Income	0	0	0	0	0	0	
	Net Expenditure	134	46	46	46	0	0	
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TOTAL FOR PRIMARY EDUCATION GF	Expenditure	4,003	4,975	4,975	4,975	(0)	(0)	
	Income	0	0	0	0	0	0	
	Net Expenditure	4,003	4,975	4,975	4,975	(0)	(0)	
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TOTAL FOR SECONDARY EDUCATION GF	Expenditure	5,338	6,762	6,751	6,751	(11)	(0)	
	Income	0	0	0	0	0	0	
	Net Expenditure	5,338	6,762	6,751	6,751	(11)	(0)	
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TOTAL FOR SPECIAL EDUCATION GF	Expenditure	481	1,015	1,015	1,015	0	0	
	Income	0	0	0	0	0	0	
	Net Expenditure	481	1,015	1,015	1,015	0	0	

CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
G10 Learning & Achievement M & A GF	Expenditure	175	190	188	188	(2)	(1)	
	Income	(160)	(160)	(160)	(160)	0	(0)	
	Net Expenditure	15	30	28	28	(2)	(7)	
G11 Early Years Service GF	Expenditure	2,967	3,550	3,147	3,147	(403)	(11)	
	Income	(2,890)	(3,282)	(2,879)	(2,879)	403	(12)	
	Net Expenditure	77	268	268	268	0	0	
G12 Local Authority Day Nurseries	Expenditure	2,777	2,883	2,870	2,870	(13)	(0)	
	Income	(2,570)	(2,570)	(2,558)	(2,558)	12	(0)	
	Net Expenditure	207	313	312	312	(1)	(0)	
G13 Childrens Centres	Expenditure	10,033	10,815	10,445	10,445	(370)	(3)	
	Income	(10,033)	(10,033)	(9,663)	(9,663)	370	(4)	
	Net Expenditure	0	782	782	782	(0)	(0)	
G14 School Improvement Primary	Expenditure	461	965	1,045	1,045	80	8	
	Income	(453)	(637)	(717)	(717)	(80)	13	
	Net Expenditure	8	328	328	328	0	0	
G16 Special Educational Needs GF	Expenditure	4,580	5,414	4,876	4,876	(538)	(10)	Initiatives in place to reduce Special Education Needs (SEN) transport costs by £500K have been achieved
	Income	(228)	(228)	(308)	(308)	(80)	35	
	Net Expenditure	4,352	5,186	4,568	4,568	(618)	(12)	

CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
G18 Educational Psychology Serv. GF	Expenditure	1,307	1,521	1,534	1,534	13	1	
	Income	(694)	(734)	(818)	(818)	(84)	11	
	Net Expenditure	613	787	716	716	(71)	(9)	
G20 School Governance & Information	Expenditure	153	315	320	320	5	2	
	Income	0	(110)	(147)	(147)	(37)	34	
	Net Expenditure	153	205	173	173	(32)	(16)	
G22 Student Awards	Expenditure	68	171	211	211	40	23	
	Income	(68)	(144)	(183)	(183)	(39)	27	
	Net Expenditure	0	27	28	28	1	4	
G26 School Improvement Secondary	Expenditure	1,150	2,152	2,195	2,195	43	2	
	Income	(1,063)	(1,110)	(1,153)	(1,153)	(43)	4	
	Net Expenditure	87	1,042	1,042	1,042	0	0	
G30 Arts & Music Service	Expenditure	1,081	1,532	1,705	1,705	173	11	The Income Variance between years relates to a number of grants concluding, Find Your Talent, FMS music Grant 2011/12 and the between year treatment of Standard Fund income. The new FMS main Music Grant and the movement of the Music Trading account CC.89107, has also had an increasing effect between
	Income	(1,081)	(1,279)	(1,452)	(1,452)	(173)	14	
	Net Expenditure	0	253	253	253	0	0	

CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
G33 E-Learning	Expenditure	114	570	570	570	0	0	
	Income	0	0	1	1	1	0	
	Net Expenditure	114	570	571	571	1	0	
H17 Support for Learning Service	Expenditure	53			0	0	0	
	Income	0	0	0	0	0	0	
	Net Expenditure	53	0	0	0	0	0	
TOTAL FOR LEARNING AND ACHIEVEMENT	Expenditure	24,919	30,078	29,106	29,106	(972)	(3)	
	Income	(19,240)	(20,287)	(20,037)	(20,037)	250	(1)	
	Net Expenditure	5,679	9,791	9,069	9,069	(722)	(7)	
G37 Youth & Community Learning M&A	Expenditure	224	202	211	211	9	4	
	Income	0	0	0	0	0	0	
	Net Expenditure	224	202	211	211	9	4	
G19 Parental Engagement & Support	Expenditure	1,124	1,480	1,486	1,486	6	0	
	Income	(346)	(468)	(491)	(491)	(23)	5	
	Net Expenditure	778	1,012	995	995	(17)	(2)	
G39 Youth & Connexions Service	Expenditure	8,975	8,830	8,897	8,897	67	1	
	Income	(4,002)	(3,402)	(3,469)	(3,469)	(67)	2	
	Net Expenditure	4,973	5,428	5,428	5,428	0	0	

**CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)**

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
H40 Careers Service	Expenditure	0	1,291	1,212	1,212	(79)	(6)	
	Income	0	(1,075)	(996)	(996)	79	(7)	
	Net Expenditure	0	216	216	216	(0)	(0)	
G41 Healthy Lives	Expenditure	369	403	429	429	26	6	
	Income	(262)	(262)	(288)	(288)	(26)	10	
	Net Expenditure	107	141	141	141	0	0	
G42 Community Languages Services	Expenditure	777	1,067	1,106	1,106	39	4	
	Income	(60)	(295)	(318)	(318)	(23)	8	
	Net Expenditure	717	772	788	788	16	2	
G44 Extended Schools	Expenditure	734	1,604	1,573	1,573	(31)	(2)	
	Income	(95)	(95)	(63)	(63)	32	(34)	
	Net Expenditure	639	1,509	1,510	1,510	1	0	
G60 Youth Offending Service	Expenditure	1,436	2,000	2,036	2,036	36	2	
	Income	(784)	(841)	(871)	(871)	(30)	4	
	Net Expenditure	652	1,159	1,165	1,165	6	0	
TOTAL FOR YOUTH AND COMMUNITY LEARNING	Expenditure	13,639	16,877	16,950	16,950	73	0	
	Income	(5,549)	(6,437)	(6,496)	(6,496)	(59)	1	
	Net Expenditure	8,090	10,440	10,454	10,454	14	0	

**CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)**

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
G49 Childrens Social Care M&A	Expenditure	198	721	653	653	(68)	(9)	
	Income	0	(508)	(440)	(440)	68	(13)	
	Net Expenditure	198	213	213	213	(0)	(0)	
G50 Child Protection & Reviewing	Expenditure	2,181	2,592	2,525	2,525	(67)	(3)	
	Income	(124)	1	(1)	(1)	(2)	(300)	
	Net Expenditure	2,057	2,593	2,524	2,524	(69)	(3)	
G51 Childrens Res M&A	Expenditure	685	817	851	851	34	4	
	Income	0	0	0	0	0	0	
	Net Expenditure	685	817	851	851	34	4	
G52 Childrens Res Residential	Expenditure	1,483	1,796	1,743	1,743	(53)	(3)	
	Income	0	0	0	0	0	0	
	Net Expenditure	1,483	1,796	1,743	1,743	(53)	(3)	
G53 Childrens Res Family Placement	Expenditure	2,689	2,950	2,890	2,890	(60)	(2)	
	Income	(66)	(66)	(72)	(72)	(6)	9	
	Net Expenditure	2,623	2,884	2,818	2,818	(66)	(2)	

CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
G54 Childrens Res Commissioning	Expenditure	16,612	15,984	15,711	15,711	(273)	(2)	
	Income	(434)	(264)	(184)	(184)	80	(30)	
	Net Expenditure	16,178	15,720	15,527	15,527	(193)	(1)	
G55 Children Looked After GF	Expenditure	2,064	2,306	2,275	2,275	(31)	(1)	
	Income	0	0	0	0	0	0	
	Net Expenditure	2,064	2,306	2,275	2,275	(31)	(1)	
G56 Leaving Care	Expenditure	2,368	2,488	2,436	2,436	(52)	(2)	
	Income	(164)	(164)	(164)	(164)	(0)	0	
	Net Expenditure	2,204	2,324	2,272	2,272	(52)	(2)	
G57 Fieldwork Advice & Assessment	Expenditure	4,286	5,095	4,967	4,967	(128)	(3)	Expenditure - non appointment of Social Workers at the Eva Armsby Centre
	Income	(427)	(247)	(189)	(189)	58	(23)	
	Net Expenditure	3,859	4,848	4,778	4,778	(70)	(1)	
G58 Children with Disabilities	Expenditure	3,223	3,477	4,222	4,222	745	21	Variance largely due to higher than budgeted personal and nursing care for children. Demand for children requiring care can be difficult to predict. This year the SLA income was larger than anticipated from the health provider.
	Income	(914)	(980)	(1,603)	(1,603)	(623)	64	
	Net Expenditure	2,309	2,497	2,619	2,619	122	5	

**CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)**

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
G59 Emergency Duty Team	Expenditure	318	453	444	444	(9)	(2)	
	Income	(44)	(44)	(21)	(21)	23	(52)	
	Net Expenditure	274	409	423	423	14	3	
G61 Children with Mental Health	Expenditure	1,445	1,523	1,504	1,504	(19)	(1)	
	Income	0	0	(34)	(34)	(34)	0	
	Net Expenditure	1,445	1,523	1,470	1,470	(53)	(3)	
G62 Attendance & Welfare Serv. GF	Expenditure	1,437	1,922	1,946	1,946	24	1	Gross income: the variance is due to the outturn on Education Social Work Trading (ESW) A/C (cc 81506) exceeding the budget to a similar degree as in 2010/11. The budget has been increased in 2012/13 at the
	Income	(509)	(719)	(893)	(893)	(174)	24	
	Net Expenditure	928	1,203	1,053	1,053	(150)	(12)	
H57 Family Support & Protection	Expenditure	4,482	5,314	5,255	5,255	(59)	(1)	
	Income	(822)	(1,020)	(1,017)	(1,017)	3	(0)	
	Net Expenditure	3,660	4,294	4,238	4,238	(56)	(1)	
G75 IT Social Care	Expenditure	562	692	712	712	20	3	
	Income	(347)	(346)	(347)	(347)	(1)	0	
	Net Expenditure	215	346	365	365	19	5	
TOTAL FOR CHILDRENS SOCIAL CARE	Expenditure	44,033	48,130	48,134	48,134	4	0	
	Income	(3,851)	(4,357)	(4,965)	(4,965)	(608)	14	
	Net Expenditure	40,182	43,773	43,169	43,169	(604)	(1)	

**CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)**

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
G65 Transformation Project	Expenditure	222	117	124	124	7	6	
	Income	(50)	(18)	(4)	(4)	14	(78)	
	Net Expenditure	172	99	120	120	21	21	
G71 Strategy & Policy	Expenditure	686	792	777	777	(15)	(2)	
	Income	(17)	(26)	(14)	(14)	12	(46)	
	Net Expenditure	669	766	763	763	(3)	(0)	
G74 Equalities Development	Expenditure	802	727	681	681	(46)	(6)	
	Income	0	0	(5)	(5)	(5)	0	
	Net Expenditure	802	727	676	676	(51)	(7)	
TOTAL FOR DIRECTOR'S SERVICES	Expenditure	1,710	1,636	1,582	1,582	(54)	(3)	
	Income	(67)	(44)	(23)	(23)	21	(48)	
	Net Expenditure	1,643	1,592	1,559	1,559	(33)	(2)	
G79 CSF Resources Mgmt. GF	Expenditure	227	242	238	238	(4)	(2)	
	Income	(47)	(47)	(49)	(49)	(2)	4	
	Net Expenditure	180	195	189	189	(6)	(3)	
G67 Commissioned Services	Expenditure	1,509	2,079	2,137	2,137	58	3	
	Income	(43)	(339)	(363)	(363)	(24)	7	
	Net Expenditure	1,466	1,740	1,774	1,774	34	2	

CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
G68 Major Government Grant Funding	Expenditure	0	135	89	89	(46)	(34)	
	Income	0	(130)	(83)	(83)	47	(36)	
	Net Expenditure	0	5	6	6	1	33	
G70 Childrens Information Systems	Expenditure	265	281	324	324	43	15	
	Income	(73)		(8)	(8)	(8)	0	
	Net Expenditure	192	281	316	316	35	12	
G72 Programme Management	Expenditure	148	170	168	168	(2)	(1)	
	Income	0	0	(20)	(20)	(20)	0	
	Net Expenditure	148	170	148	148	(22)	(13)	
G80 Information & Support Services	Expenditure	434	454	445	445	(9)	(2)	
	Income	(68)	(100)	(107)	(107)	(7)	7	
	Net Expenditure	366	354	338	338	(16)	(4)	
G81 Building Dev. & Tech Service	Expenditure	780	6,800	6,814	6,814	14	0	
	Income	(231)	(230)	(245)	(245)	(15)	6	
	Net Expenditure	549	6,570	6,569	6,569	(1)	(0)	
G82 Childrens Services Finance	Expenditure	821	921	925	925	4	0	
	Income	(202)	(163)	(192)	(192)	(29)	18	
	Net Expenditure	619	758	733	733	(25)	(3)	

CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
G83 CSF Human Resources GF	Expenditure	1,947	2,003	1,981	1,981	(22)	(1)	
	Income	(250)	(250)	(250)	(250)	0	0	
	Net Expenditure	1,697	1,753	1,731	1,731	(22)	(1)	
G86 Professional Dev. Centre	Expenditure	616	692	726	726	34	5	
	Income	(627)	(626)	(617)	(617)	9	(1)	
	Net Expenditure	(11)	66	109	109	43	65	
G87 Contract Services	Expenditure	13,686	13,686	13,942	13,942	257	2	
	Income	(13,686)	(13,686)	(13,942)	(13,942)	(257)	2	
	Net Expenditure	0	0	0	0	0	0	
H82 Holding Account & Support Services	Expenditure	5,843	(329)	2,243	2,243	2,572	(782)	Gross exp: Directorate underspends absorbed here during year £2.5m transfer to reserves. Income: £1.2m of Early Intervention Grant income that has been drawn down, but which is not attributable to any individual service.
	Income	0	(339)	(1,577)	(1,577)	(1,238)	365	
	Net Expenditure	5,843	(668)	666	666	1,334	(200)	
H87 Building & Technical Services	Expenditure	1,080	1,080	935	935	(145)	(13)	
	Income	(1,080)	(1,080)	(935)	(935)	145	(13)	
	Net Expenditure	0	0	0	0	0	0	
TOTAL FOR CHILDRENS SERVICES RESOURCES	Expenditure	27,356	28,213	30,967	30,967	2,754	10	
	Income	(16,307)	(16,990)	(18,388)	(18,388)	(1,399)	8	
	Net Expenditure	11,049	11,223	12,579	12,579	1,356	12	

**CHILDREN, SCHOOLS AND FAMILIES
(General Fund Budget)**

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
G91 Revenue Holding Accounts	Expenditure	1,897	17,674	19,689	19,689	2,015	11	This vote comprises numerous cost centres containing budgets and expenditure that changes frequently between years, and even in-year. At year end these holding accounts are all balanced to zero.
	Income	(1,897)	(17,674)	(19,689)	(19,689)	(2,015)	11	
	Net Expenditure	0	0	0	0	0	0	
TOTAL FOR HOLDING ACCOUNTS								
TOTAL FOR HOLDING ACCOUNTS	Expenditure	1,897	17,674	19,689	19,689	2,015	11	
	Income	(1,897)	(17,674)	(19,689)	(19,689)	(2,015)	11	
	Net Expenditure	0	0	0	0	0	0	
TOTAL FOR CSF GENERAL FUND								
TOTAL FOR CSF GENERAL FUND	Expenditure	123,510	155,405	159,215	159,215	3,810	2	
	Income	(46,911)	(65,789)	(69,598)	(69,598)	(3,809)	6	
	Net Expenditure	76,599	89,617	89,617	89,617	0	0	

CORPORATE REVENUE OUTTURN - MARCH 2012

COMMUNITIES, LOCALITIES & CULTURE		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New/ Increased Provisions /Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12)		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
							£'000	%	
E01 Management & Admin	Expenditure	2,284	3,705	3,614	0	3,614	(91)	(2)	
	Income	(2,284)	(3,705)	(3,614)	0	(3,614)	91	(2)	
	Net Expenditure	0	0	0	0	0	0	0	
E02 Olympics	Expenditure	0	225	220	0	220	(5)	(2)	
	Income	0	0	5	0	5	5	0	
	Net Expenditure	0	225	225	0	225	0	0	
Strategy & Resources Total	Expenditure	2,284	3,930	3,834	0	3,834	(96)	(2)	
	Income	(2,284)	(3,705)	(3,609)	0	(3,609)	96	(3)	
	Net Expenditure	0	225	225	0	225	0	0	
E10 Public Realm M&A	Expenditure	656	808	865	0	865	57	7	
	Income	(656)	(808)	(866)	0	(866)	(58)	7	
	Net Expenditure	0	0	(1)	0	(1)	(1)	0	
E12 Transportation & Highways	Expenditure	10,394	11,719	11,535	0	11,535	(184)	(2)	Lower contractor costs reflected in lower fees and charges
	Income	(2,704)	(3,375)	(3,186)	0	(3,186)	189	(6)	
	Net Expenditure	7,690	8,344	8,349	0	8,349	5	0	
E15 Clean & Green	Expenditure	33,425	33,155	33,234	0	33,234	79	0	
	Income	(5,665)	(7,724)	(7,766)	0	(7,766)	(42)	1	
	Net Expenditure	27,760	25,431	25,468	0	25,468	37	0	

COMMUNITIES, LOCALITIES & CULTURE		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New/ Increased Provisions /Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
							(Outturn 2011/12 to Final Budget 2011/12) £'000	%	
E23 Concessionary Fares	Expenditure	5,749	7,873	7,836	0	7,836	(37)	(0)	
	Income	(3)	(174)	(138)	0	(138)	36	(21)	
	Net Expenditure	5,746	7,699	7,698	0	7,698	(1)	(0)	
E24 Parking Control	Expenditure	7,457	7,549	17,248	0	17,248	9,699	128	Increase in bad debt provision due to delay in write off of debt. Contribution to General Fund from surplus not included in budget.
	Income	(7,457)	(7,549)	(17,406)	158	(17,248)	(9,699)	128	
	Net Expenditure	0	0	(158)	158	0	0	0	
Public Realm Total	Expenditure	57,681	61,104	70,718	0	70,718	9,614	16	
	Income	(16,485)	(19,630)	(29,362)	158	(29,204)	(9,574)	49	
	Net Expenditure	41,196	41,474	41,356	158	41,514	40	0	
E80 Safer Communities Management	Expenditure	152	165	409	0	409	244	148	Additional costs due to restructure delays.
	Income	(155)	(155)	(402)	0	(402)	(247)	159	
	Net Expenditure	(3)	10	7	0	7	(3)	(30)	
E81 Community Safety Partnership, DV & HC	Expenditure	1,506	2,233	2,057	60	2,117	(116)	(5)	Underspend due to lower than expected recruitment/advertising costs
	Income	(60)	(738)	(684)	0	(684)	54	(7)	
	Net Expenditure	1,446	1,495	1,373	60	1,433	(62)	(4)	
E83 Enforcement & Intervention	Expenditure	2,415	2,516	2,822	0	2,822	306	12	Increased CCTV projects offset by charges to clients.
	Income	(114)	(229)	(504)	0	(504)	(275)	120	
	Net Expenditure	2,301	2,287	2,318	0	2,318	31	1	
E84 Drugs Action Team	Expenditure	5,161	5,760	5,201	90	5,291	(469)	(8)	Reduced cost of Client Treatment and PCT/PTB related costs reflected by reduced grant.
	Income	(3,761)	(4,307)	(3,914)	0	(3,914)	393	(9)	
	Net Expenditure	1,400	1,453	1,287	90	1,377	(76)	(5)	

COMMUNITIES, LOCALITIES & CULTURE		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New/ Increased Provisions /Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
							(Outturn 2011/12 to Final Budget 2011/12) £'000	%	
E85 Env Commercial Services	Expenditure	4,431	4,759	4,827	0	4,827	68	1	
	Income	(1,354)	(1,567)	(1,606)	0	(1,606)	(39)	2	
	Net Expenditure	3,077	3,192	3,221	0	3,221	29	1	
E86 Env Health Protection Services	Expenditure	4,482	4,474	4,275	0	4,275	(199)	(4)	Reduced expenditure to mitigate reduced recharges and under-achieved Pest Control savings.
	Income	(953)	(1,111)	(917)	0	(917)	194	(17)	
	Net Expenditure	3,529	3,363	3,358	0	3,358	(5)	(0)	
Safer Communities Total	Expenditure	18,147	19,907	19,591	150	19,741	(166)	(1)	
	Income	(6,397)	(8,107)	(8,027)	0	(8,027)	80	(1)	
	Net Expenditure	11,750	11,800	11,564	150	11,714	(86)	(1)	
E40 Divisional Management	Expenditure	134	169	156	0	156	(13)	(8)	
	Income	(134)	(169)	(156)	0	(156)	13	(8)	
	Net Expenditure	0	0	0	0	0	0	0	
E41 Idea Stores	Expenditure	8,931	8,680	8,508	0	8,508	(172)	(2)	Running costs reduced to offset reduction in actual fee income.
	Income	(1,185)	(1,410)	(1,224)	0	(1,224)	186	(13)	
	Net Expenditure	7,746	7,270	7,284	0	7,284	14	0	
E42 Sports & Physical Activity	Expenditure	4,767	4,458	4,454	0	4,454	(4)	(0)	
	Income	(386)	(674)	(677)	0	(677)	(3)	0	
	Net Expenditure	4,381	3,784	3,777	0	3,777	(7)	(0)	

COMMUNITIES, LOCALITIES & CULTURE		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New/ Increased Provisions /Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
							(Outturn 2011/12 to Final Budget 2011/12) £'000	%	
E43 Parks Strategic Development	Expenditure	3,285	3,892	3,726	0	3,726	(166)	(4)	Reduced activity at Victoria Park due to Major capital works being carried out has impacted on both income and expenditure.
	Income	(339)	(710)	(521)	0	(521)	189	(27)	
	Net Expenditure	2,946	3,182	3,205	0	3,205	23	1	
E44 Arts & Events	Expenditure	2,243	2,427	2,401	0	2,401	(26)	(1)	
	Income	(1,120)	(1,044)	(1,011)	0	(1,011)	33	(3)	
	Net Expenditure	1,123	1,383	1,390	0	1,390	7	1	
E45 Mile End Park	Expenditure	787	787	798	0	798	11	1	
	Income	(787)	(787)	(798)	0	(798)	(11)	1	
	Net Expenditure	0	0	0	0	0	0	0	
E47 Lifelong Learning	Expenditure	4,476	5,188	5,223	0	5,223	35	1	
	Income	(3,585)	(3,578)	(3,604)	0	(3,604)	(26)	1	
	Net Expenditure	891	1,610	1,619	0	1,619	9	1	
Cultural Services Total	Expenditure	24,623	25,601	25,266	0	25,266	(335)	(1)	
	Income	(7,536)	(8,372)	(7,991)	0	(7,991)	381	(5)	
	Net Expenditure	17,087	17,229	17,275	0	17,275	46	0	
E71 Service Integration	Expenditure	104	290	290	0	290	0	0	
	Income	0	(16)	(16)	0	(16)	0	0	
	Net Expenditure	104	274	274	0	274	0	0	
Service Integration Total									

COMMUNITIES, LOCALITIES & CULTURE		Original	Final	Actual	New/ Increased Provisions /Reserves Requested	Final	Variance		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
		Budget 2011/12 £'000	Budget 2011/12 £'000	Outturn 2011/12 £'000	2011/12 £'000	Outturn 2011/12 £'000	(Outturn 2011/12 to Final Budget 2011/12) £'000	%	
E30 Fleet Management	Expenditure	909	1,212	1,335	0	1,335	123	10	Higher than expected insurance charges recovered from clients
	Income	(909)	(1,212)	(1,335)	0	(1,335)	(123)	10	
	Net Expenditure	0	0	0	0	0	0	0	
E31 Passenger Transport	Expenditure	5,171	5,248	5,009	0	5,009	(239)	(5)	Reduction in the use of agency and overtime together with lower contract hire costs reflecting in reduced charges to clients.
	Income	(5,171)	(5,248)	(5,009)	0	(5,009)	239	(5)	
	Net Expenditure	0	0	0	0	0	0	0	
E32 DSO Vehicle Workshop	Expenditure	489	489	452	0	452	(37)	(8)	
	Income	(489)	(489)	(452)	0	(452)	37	(8)	
	Net Expenditure	0	0	0	0	0	0	0	
E82 Street Trading	Expenditure	2,131	2,131	2,197	0	2,197	66	3	
	Income	(2,131)	(2,131)	(2,366)	169	(2,197)	(66)	3	
	Net Expenditure	0	0	(169)	169	0	0	0	
TOTAL FOR COMMUNITIES, LOCALITIES & CULTURE	Expenditure	111,539	119,912	128,692	150	128,842	8,930	7	
	Income	(41,402)	(48,910)	(58,167)	327	(57,840)	(8,930)	18	
	Net Expenditure	70,137	71,002	70,525	477	71,002	0	0	

CORPORATE REVENUE OUTTURN - MARCH 2012

DEVELOPMENT & RENEWAL (General Fund)		Original	Final	Actual	Use of	New	Final	Variance		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
		Budget 2011/12 £'000	Budget 2011/12 £'000	Outturn 2011/12 £'000	Reserves Requested 2011/12 £'000	Reserves Requested 2011/12 £'000	Outturn 2011/12 £'000	(Outturn 2011/12 to Final Budget 2011/12) £'000	%	
J04 BC Revenue	Expenditure	2,799	666	844	0	0	844	179	27	
	Income	(1,146)	(322)	(474)	0	0	(474)	(152)	47	
	Net Expenditure	1,653	344	371	0	0	371	27	8	
J06 Development Decisions	Expenditure	2,212	2,090	2,165	0	0	2,165	75	4	
	Income	(2,292)	(2,012)	(2,384)	0	0	(2,384)	(371)	18	
	Net Expenditure	(80)	78	(218)	0	0	(218)	(296)	(381)	
K99 Building Control Trading Account	Expenditure	2,227	1,156	865	0	0	865	(291)	(25)	Reduction in the Trading Activity - realised less income than expected, trading account deficit will be transferred to reserves - and action plan in place to bring the account into a breakeven position.
	Income	(2,227)	(1,156)	(745)		(120)	(865)	291	(25)	
	Net Expenditure	0	(0)	120	0	(120)	0	0	(100)	
J44 Application Support	Expenditure	0	532	467	0	0	467	(65)	(12)	
	Income	0	(206)	(153)	0	0	(153)	53	(26)	
	Net Expenditure	0	326	315	0	0	315	(12)	(4)	
J45 Planning Projects & Initiative	Expenditure	0	625	1,196	0	0	1,196	571	91	
	Income	0	(520)	(1,036)	0	0	(1,036)	(516)	99	
	Net Expenditure	0	105	160	0	0	160	55	52	
J46 Conservation, Strategic Planning and Transport	Expenditure	0	2,490	2,060	0	0	2,060	(430)	(17)	
	Income	0	(568)	(359)	0	0	(359)	209	(37)	
	Net Expenditure	0	1,922	1,701	0	0	1,701	(221)	(12)	
J47 PBC Management	Expenditure	0	308	337	0	0	337	30	10	
	Income	0	(48)	(53)	0	0	(53)	(5)	9	
	Net Expenditure	0	260	285	0	0	285	25	10	

DEVELOPMENT & RENEWAL (General Fund)		Original	Final	Actual	Use of	New	Final	Variance		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
		Budget 2011/12 £'000	Budget 2011/12 £'000	Outturn 2011/12 £'000	Reserves Requested 2011/12 £'000	Reserves Requested 2011/12 £'000	Outturn 2011/12 £'000	(Outturn 2011/12 to Final Budget 2011/12) £'000	%	
K98 Local Land Charges Trading Account	Expenditure	392	548	398	0	0	398	(150)	(27)	£273k transferred to reserves - ring fenced for LC Trading A/C.
	Income	(430)	(430)	(671)		273	(398)	32	(7)	
	Net Expenditure	(38)	118	(273)	0	273	(0)	(118)	(100)	
TOTAL FOR DEVELOPMENT & BUILDING CONTROL										
TOTAL FOR DEVELOPMENT & BUILDING CONTROL	Expenditure	7,630	8,415	8,334	0	0	8,334	(81)	(1)	Underspend due to increased one off major planning fee income - due to introduction of Community Infrastructure Levy (CIL) and vacant posts within the service.
	Income	(6,095)	(5,262)	(5,874)	0	153	(5,721)	(458)	9	
	Net Expenditure	1,535	3,152	2,460	0	153	2,613	(540)	(17)	
J08 Programmes and Projects Funding										
J08 Programmes and Projects Funding	Expenditure	1,605	225	224	0	0	224	(1)	(0)	One of Project costs - related to ORT (Ocean Regeneration Trust) funded by Reserve.
	Income	(1,580)	0	0	0	0	0	0	0	
	Net Expenditure	25	225	224	0	0	224	(1)	(0)	
J12 Resources										
J12 Resources	Expenditure	3,143	3,116	3,220	0	0	3,220	104	3	One off project related staff costs - funded by recharges to HRA and s106 capital.
	Income	(662)	(781)	(1,036)	0	0	(1,036)	(255)	33	
	Net Expenditure	2,481	2,335	2,184	0	0	2,184	(151)	(6)	
TOTAL FOR RESOURCES										
TOTAL FOR RESOURCES	Expenditure	4,748	3,341	3,444	0	0	3,444	103	3	
	Income	(2,242)	(781)	(1,036)	0	0	(1,036)	(255)	33	
	Net Expenditure	2,506	2,560	2,408	0	0	2,408	(152)	(6)	
J14 Management & Support Services										
J14 Management & Support Services	Expenditure	3,577	319	352	0	0	352	33	10	
	Income	(13)	(135)	(125)	0	0	(125)	10	(7)	
	Net Expenditure	3,564	184	227	0	0	227	43	23	
J16 Asset Management										
J16 Asset Management	Expenditure	1,492	1,973	1,780	0	0	1,780	(193)	(10)	Vacant posts contributed to the underspends, but this is offset by reduction in recharges.
	Income	(1,024)	(628)	(460)	0	0	(460)	168	(27)	
	Net Expenditure	468	1,345	1,320	0	0	1,320	(25)	(2)	
J18 Olympics										
J18 Olympics	Expenditure	947	828	710	0	0	710	(118)	(14)	Due to change in budget contributed to variance, underspend on third party payments - incurred in J24, employment and enterprise vote head.
	Income	(166)	(136)	(168)	0	0	(168)	(32)	24	
	Net Expenditure	781	692	542	0	0	542	(150)	(22)	

DEVELOPMENT & RENEWAL (General Fund)		Original	Final	Actual	Use of	New	Final	Variance		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
		Budget 2011/12 £'000	Budget 2011/12 £'000	Outturn 2011/12 £'000	Reserves Requested 2011/12 £'000	Reserves Requested 2011/12 £'000	Outturn 2011/12 £'000	(Outturn 2011/12 to Final Budget 2011/12) £'000	%	
J20 Strategy, Regeneration and Sustainability	Expenditure	3,153	8,318	4,046	0	4,287	8,333	15	0	Contribution to Reserves £4.28m. Re: Home Bonus and £1.7m transfers to Barkantine Reserves
	Income	(2,007)	(1,787)	(3,398)		1,700	(1,698)	89	(5)	
	Net Expenditure	1,146	6,531	648	0	5,987	6,635	104	2	
J22 Housing Regeneration	Expenditure	506	617	654	0	0	654	36	6	
	Income	(588)	(588)	(568)	0	0	(568)	20	(3)	
	Net Expenditure	(82)	29	86	0	0	86	57	194	
J24 Employment & Enterprise	Expenditure	2,163	2,823	2,659	0	0	2,659	(164)	(6)	£100k grant drawdown - relating to project staff costs. Reduction in income due to actual income from GLA reduced due to re-profiling of the claim and outputs , which will be reflected in 2012/13
	Income	(1,237)	(1,452)	(1,134)	0	0	(1,134)	319	(22)	
	Net Expenditure	926	1,371	1,526	0	0	1,526	155	11	
J26 Lettings	Expenditure	2,535	2,610	2,456	0	0	2,456	(154)	(6)	Underspend on vacant post
	Income	(1,658)	(1,480)	(1,314)	0	0	(1,314)	166	(11)	
	Net Expenditure	877	1,129	1,141	0	0	1,141	12	1	
J30 BSF Programme	Expenditure	1,442	2,688	3,720	0	0	3,720	1,032	38	Variance on Supplies and services due to £2.3m PFI contracts payments - funded by reserves and recharges to Schools
	Income	(940)	(940)	(1,836)	0	0	(1,836)	(896)	95	
	Net Expenditure	502	1,748	1,884	0	0	1,884	136	8	
J32 Admin Buildings	Expenditure	22,399	20,122	19,899	0	0	19,899	(222)	(1)	Re-adjusted the budget to reflect the nil balance on the support services trading account -reflected within income and expenditure
	Income	(18,289)	(20,340)	(20,012)	0	0	(20,012)	329	(2)	
	Net Expenditure	4,110	(219)	(112)	0	0	(112)	106	(49)	

DEVELOPMENT & RENEWAL (General Fund)		Original	Final	Actual	Use of	New	Final	Variance		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k	
		Budget 2011/12 £'000	Budget 2011/12 £'000	Outturn 2011/12 £'000	Reserves Requested 2011/12 £'000	Reserves Requested 2011/12 £'000	Outturn 2011/12 £'000	(Outturn 2011/12 to Final Budget 2011/12) £'000	%		
J34 Depots	Expenditure	476	371	655	0	0	655	284	77	Variance on premises costs - due to Sutton Street and Watts Grove depot costs	
	Income	(459)	(459)	(517)	0	0	(517)	(58)	13		
	Net Expenditure	17	(88)	138	0	0	138	226	(258)		
J40 Homeless & Housing Advice	Expenditure	37,838	31,664	31,892	0	0	31,892	228	1	Increased rental charges - recovered income rental income from the homelessness clients	
	Income	(36,685)	(30,121)	(30,348)	0	0	(30,348)	(227)	1		
	Net Expenditure	1,153	1,543	1,544	0	0	1,544	1	0		
TOTAL FOR DEVELOPMENT & RENEWAL		Expenditure	88,906	84,088	80,600	0	4,287	84,887	799	1	
		Income	(71,403)	(64,110)	(66,789)	0	1,853	(64,936)	(827)	1	
		Net Expenditure	17,503	19,979	13,811	0	6,140	19,951	(27)	(0)	
SERVICE TRANSFER TO/FROM OTHER DIRECTORATES											
J42 Third Sector Team - transfer from CE	Expenditure	0	3,072	3,059	0	0	3,059	(13)	(0)		
	Income	0	(50)	(10)	0	0	(10)	40	(80)		
	Net Expenditure	0	3,022	3,049	0	0	3,049	27	1		
REVISED TOTAL FOR DEVELOPMENT & RENEWAL		Expenditure	88,906	87,160	83,659	0	4,287	87,946	786	1	
		Income	(71,403)	(64,160)	(66,799)	0	1,853	(64,946)	(787)	1	
		Net Expenditure	17,503	23,001	16,860	0	6,140	23,000	(0)	(0)	

CORPORATE REVENUE OUTTURN - MARCH 2012

RESOURCES

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
R34 Internal Audit	Expenditure	799	891	842	150	992	101	11	Positive variance arising from additional income from fraud work as part of the NFI scheme.
	Income	(973)	(715)	(840)	0	(840)	(125)	17	
	Net Expenditure	(174)	176	2	150	152	(24)	(14)	
R40 Risk Management	Expenditure	681	605	471	0	471	(134)	(22)	Reduced costs arising from reorganisation of the service.
	Income	(592)	(592)	(471)	0	(471)	121	(20)	
	Net Expenditure	89	13	0	0	0	(13)	(100)	
TOTAL FOR AUDIT & RISK	Expenditure	1,480	1,496	1,313	150	1,463	(33)	(2)	
	Income	(1,565)	(1,307)	(1,311)	0	(1,311)	(4)	0	
	Net Expenditure	(85)	189	2	150	152	(37)	(20)	
R36 Council Tax & NNDR	Expenditure	33,865	38,432	37,552	0	37,552	(880)	(2)	Increased HB subsidy expenditure offset by increased subsidy income.
	Income	(31,197)	(35,706)	(34,861)	0	(34,861)	845	(2)	
	Net Expenditure	2,668	2,726	2,691	0	2,691	(35)	(1)	
R42 Debtors Income Service	Expenditure	1,218	1,147	1,188	0	1,188	41	4	
	Income	(1,185)	(1,159)	(1,188)	0	(1,188)	(29)	3	
	Net Expenditure	33	(12)	0	0	0	12	(100)	
R44 Cashiers	Expenditure	480	488	601	0	601	113	23	Variance due to increased banking of debit & credit card banking. This is offset by recharging costs to relevant services for whom cash is collected.
	Income	(508)	(425)	(601)	0	(601)	(176)	41	
	Net Expenditure	(28)	63	0	0	0	(63)	(100)	

RESOURCES

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000	%	Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
R48 Information Services	Expenditure	8,948	8,444	8,853	500	9,353	909	11	Expenditure variance due to allocation of extra resources in anticipation of future sourcing contract and to cover shortfall in budgets due to unforeseen circumstances at the initial phase of the contract. Income variance due to additional charge to THH and CLC for specific work undertaken by ICT
	Income	(9,674)	(7,957)	(8,845)		(8,845)	(888)	11	
	Net Expenditure	(726)	487	8	500	508	21	4	
R50 Customer Access	Expenditure	6,745	6,451	6,369	0	6,369	(82)	(1)	Shortfall in recharges to THH from variable SLA for Out of Hours Repairs Helpline and Contact Centre
	Income	(3,306)	(2,280)	(2,120)	0	(2,120)	160	(7)	
	Net Expenditure	3,439	4,171	4,249	0	4,249	78	2	
R54 Housing Benefits	Expenditure	187,969	249,924	250,467	0	250,467	543	0	Increased HB subsidy expenditure offset by increased subsidy income.
	Income	(187,474)	(249,429)	(249,953)	0	(249,953)	(524)	0	
	Net Expenditure	495	495	514	0	514	19	4	
R58 Benefits Admin	Expenditure	8,034	8,269	8,617	0	8,617	348	4	Increased HB staffing expenditure offset by increased subsidy income.
	Income	(6,217)	(6,217)	(6,566)	0	(6,566)	(349)	6	
	Net Expenditure	1,817	2,052	2,051	0	2,051	(1)	(0)	
R60 Reprographics	Expenditure	421	422	518	0	518	96	23	
	Income	(425)	(425)	(518)	0	(518)	(93)	22	
	Net Expenditure	(4)	(3)	0	0	0	3	(100)	
TOTAL FOR CUSTOMER ACCESS & ICT	Expenditure	247,680	313,577	314,165	500	314,665	1,088	0	
	Income	(239,986)	(303,598)	(304,652)	0	(304,652)	(1,054)	0	
	Net Expenditure	7,694	9,979	9,513	500	10,013	34	0	

RESOURCES

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000	%	Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
R38 Procurement	Expenditure	1,008	1,100	1,067	400	1,467	367	33	Additional R2P costs offset by Comensura rebate income.
	Income	(752)	(614)	(1,023)		(1,023)	(409)	67	
	Net Expenditure	256	486	44	400	444	(42)	(9)	
R46 Payments	Expenditure	634	566	525	0	525	(41)	(7)	
	Income	(803)	(531)	(525)	0	(525)	6	(1)	
	Net Expenditure	(169)	35	0	0	0	(35)	(100)	
TOTAL FOR PROCUREMENT & PAYMENTS	Expenditure	1,642	1,666	1,592	400	1,992	326	20	
	Income	(1,555)	(1,145)	(1,548)	0	(1,548)	(403)	35	
	Net Expenditure	87	521	44	400	444	(77)	(15)	
R32 Corporate Finance	Expenditure	2,281	2,308	2,271	0	2,271	(37)	(2)	
	Income	(2,261)	(2,293)	(2,271)	0	(2,271)	22	(1)	
	Net Expenditure	20	15	0	0	0	(15)	(100)	
R82 Non-Distributed Costs	Expenditure	1,395	869	870	0	870	1	0	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	1,395	869	870	0	870	1	0	
TOTAL FOR CORPORATE FINANCE & NDC	Expenditure	3,676	3,177	3,141	0	3,141	(36)	(1)	
	Income	(2,261)	(2,293)	(2,271)	0	(2,271)	22	(1)	
	Net Expenditure	1,415	884	870	0	870	(14)	(2)	
R62 Business Development	Expenditure	560	1,912	4,980	0	4,980	3,068	160	Additional expenditure on transformation projects that were full funded at year-end.
	Income	(560)	0	(3,067)	0	(3,067)	(3,067)	0	
	Net Expenditure	0	1,912	1,913	0	1,913	1	0	
TOTAL FOR BUSINESS DEVELOPMENT	Expenditure	560	1,912	4,980	0	4,980	3,068	160	
	Income	(560)	0	(3,067)	0	(3,067)	(3,067)	0	
	Net Expenditure	0	1,912	1,913	0	1,913	1	0	

RESOURCES

		Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	New Reserves Requested 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Final Budget 2011/12) £'000 %		Variance Outturn 2011/12 to Final Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k
R90 HR Strategy	Expenditure	1,486	1,045	1,070	0	1,070	25	2	
	Income	(1,253)	(1,055)	(1,070)	0	(1,070)	(15)	1	
	Net Expenditure	233	(10)	0	0	0	10	(100)	
R92 HR Consultancy	Expenditure	3,021	2,277	2,351	0	2,351	74	3	
	Income	(2,914)	(2,102)	(2,183)	0	(2,183)	(81)	4	
	Net Expenditure	107	175	168	0	168	(7)	(4)	
R94 HR Operations	Expenditure	2,376	4,745	5,355	0	5,355	610	13	Variance due to HR services provided which are consequently recharged to service users.
	Income	(2,582)	(4,790)	(5,394)	0	(5,394)	(604)	13	
	Net Expenditure	(206)	(45)	(39)	0	(39)	6	(13)	
R96 PAS Schemes	Expenditure	1,190	1,025	1,360	0	1,360	335	33	Additional costs incurred which were grant funded.
	Income	(683)	(1,058)	(1,333)	0	(1,333)	(275)	26	
	Net Expenditure	507	(33)	27	0	27	60	(182)	
TOTAL FOR HR SERVICES	Expenditure	8,073	9,092	10,136	0	10,136	1,044	11	
	Income	(7,432)	(9,005)	(9,980)	0	(9,980)	(975)	11	
	Net Expenditure	641	87	156	0	156	69	79	
R80 Directors Office	Expenditure	522	510	473	25	498	(12)	(2)	
	Income	0	0	0	0	0	0	0	
	Net Expenditure	522	510	473	25	498	(12)	(2)	
TOTAL FOR RESOURCES	Expenditure	263,633	331,430	335,800	1,075	336,875	5,445	2	
	Income	(253,359)	(317,348)	(322,829)	0	(322,829)	(5,481)	2	
	Net Expenditure	10,274	14,082	12,971	1,075	14,046	(36)	(0)	

CORPORATE REVENUE OUTTURN - MARCH 2012

2% to 5%
Amber
>5% Red

<2% Green
2% - 5% Amber
>5% Red

CORPORATE COSTS & CAPITAL FINANCING		Final Outturn 2010/11 £'000	Original Budget 2011/12 £'000	Final Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Use of Reserves Requested 2011/12 £'000	New Reserves Requested 2011/12 £'000	Revenue Contributions to Capital Outlay (RCCO) 2011/12 £'000	Redundancies 2011/12 £'000	Previous Forecast Outturn 2011/12 £'000	Final Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Outturn 2010/11)		Variance (Outturn 2011/12 to Original Budget 2011/12)		Variance (Outturn 2011/12 to Final Budget 2011/12)		Variance (Outturn 2010/11 & Previous Forecast Outturn 2011/12) %	Variance Outturn 2011/12 to Outturn 2010/11 Explanation of any variance that is considered to be significant and all Income and Expenditure variances greater than £500k
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	£'000	%	£'000	%	%	
CORPORATE COSTS & CAPITAL FINANCING	Expenditure	19,178	19,385	13,704	13,348		350		11,724	13,698	(5,480)	(29)	(5,687)	(29)	(6)	(0)	17		
	Income	-7,284	0	0					0	0	7,284	(100)	0	0	0	0	0		
	Net Expenditure	11,894	19,385	13,704	13,348	0	350	0	11,724	13,698	1,804	15	(5,687)	(29)	(6)	(0)	17		
Contingency and Below the line items				(14,682)	(17,871)		2,900		(14,101)	(14,971)					(289)	2		Variance due to unallocated contingency	
	Net Expenditure	11,894	19,385	(978)	(4,523)	0	3,250	0	(2,377)	(1,273)	0	0	0	0	(295)	30	(46)	Director:	C Naylor

CORPORATE REVENUE OUTTURN - MARCH 2012

2% to 5%
Amber
>5% Red

<2% Green
2% - 5%
Amber
>5% Red

DEVELOPMENT & RENEWAL (HRA)		Final Outturn 2010/11 £'000	Original Budget 2011/12 £'000	Latest Budget 2011/12 £'000	Actual Outturn 2011/12 £'000	Use of Reserves Requested 2011/12 £'000	New Reserves Requested 2011/12 £'000	Revenue Contributions to Capital Outlay (RCCO) 2011/12 £'000	Redundancies 2011/12 £'000	Previous Forecast Outturn 2011/12 £'000	Final Estimated Outturn 2011/12 £'000	Variance (Outturn 2011/12 to Outturn 2010/11) £'000	%	Variance (Outturn 2011/12 to Original Budget 2011/12) £'000	%	Variance (Outturn 2011/12 to Latest Budget 2011/12) £'000	%	Variance (Outturn 2011/12 to Previous Forecast Outturn 2011/12) £'000	%	Variance Outturn 2011/12 to Latest Budget 2011/12 Explanation of any variance that is considered to be significant and all variances greater than £100k	RAO Status
DIRECTLY CONTROLLED INCOME BUDGETS																					
Dwelling & Non Dwelling Rents	Income	(59,256)	(61,747)	(61,747)	(62,582)					(62,166)	(62,582)	(3,326)	6	(835)	1	(835)	1			The variance is mainly due to rental income from commercial properties being higher than budget, following the revision of various lease agreements. In addition, the level of void properties on the Ocean & Blackwall estates was lower than anticipated in the budget.	1%
	Net Income	(59,256)	(61,747)	(61,747)	(62,582)	0	0	0	0	(62,166)	(62,582)	(3,326)	6	(835)	1	(835)	1				
Tenant & Leaseholder Service Charges	Income	(16,200)	(16,069)	(16,069)	(16,336)					(16,325)	(16,336)	(136)	1	(267)	2	(267)	2			Actual income incorporates annual charges issued to tenants and leaseholders and includes the 2010/11 leasehold actualisation process.	2%
	Net Income	(16,200)	(16,069)	(16,069)	(16,336)	0	0	0	0	(16,325)	(16,336)	(136)	1	(267)	2	(267)	2				
INDIRECT INCOME BUDGETS																					
Housing Revenue Account Subsidy	Income	(14,129)	(11,611)	(11,611)	(11,552)					(11,597)	(11,552)	2,577	(18)	59	(1)	59	(1)				
	Net Income	(14,129)	(11,611)	(11,611)	(11,552)	0	0	0	0	(11,597)	(11,552)	2,577	(18)	59	(1)	59	(1)				
Investment Income Received	Income	(96)	(200)	(200)	(104)					(191)	(104)	(8)	8	96	(48)	96	(48)				
	Net Income	(96)	(200)	(200)	(104)	0	0	0	0	(191)	(104)	(8)	8	96	(48)	96	(48)				
General Fund Contributions	Income	(521)	(519)	(115)	(115)					(166)	(115)	406	(78)	404	(78)	0	0				
	Net Income	(521)	(519)	(115)	(115)	0	0	0	0	(166)	(115)	406	(78)	404	(78)	0	0				
TOTAL INCOME	Total Income	(90,202)	(90,146)	(89,742)	(90,689)					(90,445)	(90,689)	(487)	1	(543)	1	(947)	1				
	Net Income	(90,202)	(90,146)	(89,742)	(90,689)	0	0	0	0	(90,445)	(90,689)	(487)	1	(543)	1	(947)	1				
DIRECTLY CONTROLLED EXPENDITURE BUDGETS																					
Repairs & Maintenance	Expenditure	21,821	20,761	20,761	20,794					20,741	20,794	(1,027)	(5)	33	0	33	0				
	Net Expenditure	21,821	20,761	20,761	20,794	0	0	0	0	20,741	20,794	(1,027)	(5)	33	0	33	0				
Supervision & Management	Expenditure	25,172	24,254	23,850	23,010					24,079	23,010	(2,162)	(9)	(1,245)	(5)	(841)	(4)			The variance is due to higher than budgeted capital fee income being credited to the HRA; this was because the 2011/12 capital programme was significantly increased to reflect Decent Homes funding. This adjustment between capital and revenue has enabled revenue resources to be set aside to finance part of the non grant element of the Decent Homes capital programme, as agreed by Cabinet in September 2011.	-4%
	Net Expenditure	25,172	24,254	23,850	23,010	0	0	0	0	24,079	23,010	(2,162)	(9)	(1,245)	(5)	(841)	(4)				
Special Services, Rent Rates & Taxes	Expenditure	13,989	16,322	16,322	15,200					15,819	15,200	1,211	9	(1,122)	(7)	(1,122)	(7)			The underspend is due to a number of variances, the main ones relating to Estate Parking, where a review of the contractual arrangements resulted in lower than budgeted expenditure; lower than anticipated energy, cleaning costs and NNDR charges.	
	Net Expenditure	13,989	16,322	16,322	15,200	0	0	0	0	15,819	15,200	1,211	9	(1,122)	(7)	(1,122)	(7)				

DEVELOPMENT & RENEWAL (HRA)		Final	Original	Latest	Actual	Use of	New Reserves	Revenue	Redundancies	Previous	Final	Variance	Variance		Variance		Variance	Variance Outturn 2010/11 to Forecast Outturn 2011/12	Explanation of any variance that is considered to be significant and all variances greater than £100k	RAG Status
		Outturn 2010/11	Budget 2011/12	Budget 2011/12	Outturn 2011/12	Reserves Requested 2011/12	Requested 2011/12	Contributions to Capital Outlay (RCCO) 2011/12	2011/12	Forecast Outturn 2011/12	Estimated Outturn 2011/12	(Outturn 2011/12 to Outturn 2010/11)	(Outturn 2011/12 to Original Budget 2011/12)	(Outturn 2011/12 to Latest Budget 2011/12)	(Outturn 2010/11 to Forecast Outturn 2011/12)	(Outturn 2011/12 to Latest Budget 2011/12)	(Outturn 2011/12 to Latest Budget 2011/12)			
INDIRECT EXPENDITURE BUDGETS																				
Provision for Bad & Doubtful Debts	Expenditure	699	900	900	(136)					900	(136)	(835)	(119)	(1,036)	(115)	(1,036)	(115)	(115)	Due to improved overall debt collection only a minor adjustment is required to the existing bad debt provision. However, there is a significant risk that the government's welfare reforms will lead to additional pressure on this budget in future years.	-115%
	Net Expenditure	699	900	900	(136)	0	0	0	0	900	(136)	(835)	(119)	(1,036)	(115)	(1,036)	(115)	(115)		
Capital Financing Charges	Expenditure	29,855	28,244	28,244	29,562		1,000	2,224		30,399	32,786	2,931	10	4,542	16	4,542	16	8	The charge for non-dwellings depreciation is £1.4m higher than budget due to a revaluation of shops; however, this is matched by a corresponding increase in the amount transferred from the Major Repairs Reserve (below). The remaining variance reflects the financing of part of the non grant element of the Decent Homes capital programme from HRA revenue resources, as agreed by Cabinet in September 2011. In addition, it is proposed to set aside £1m of resources in order to establish a New Housing Supply reserve.	16%
	Net Expenditure	29,855	28,244	28,244	29,562	0	1,000	2,224	0	30,399	32,786	2,931	10	4,542	16	4,542	16	8		
TOTAL EXPENDITURE	Expenditure	91,536	90,482	90,078	88,430	0	1,000	2,224	0	91,938	91,654	118	0	1,172	1	1,576	2	(0)		2%
	Net Expenditure	91,536	90,482	90,078	88,430	0	1,000	2,224	0	91,938	91,654	118	#DIV/0!	1,172	1	1,576	2	(0)		
	Total Net Expenditure	1,334	335	335	(2,259)	0	1,000	2,224	0	1,493	965	(369)	#DIV/0!	629	2	629	3	(0)		
Contributions from Reserves	Income	(1,334)	(335)	(335)	(1,758)					(1,493)	(1,758)	(424)	32	(1,423)	425	(1,423)	425	18		425%
	Net Expenditure	(1,334)	(335)	(335)	(1,758)	0	0	0	0	(1,493)	(1,758)	(424)	32	(1,423)	425	(1,423)	425	18		
TOTAL FOR HOUSING REVENUE ACCOUNT	Total Net Expenditure	0	0	0	(4,017)	0	1,000	2,224	0	0	(793)	(793)	#DIV/0!	(794)	427	(794)	428	18		

CAPITAL MONITORING Q4

SUMMARY

Budget at 31-Mar-12	Spend to 31-Mar-12	Variance (amount)	Variance (% of budget)
£m	£m	£m	%

MAINSTREAM PROGRAMME

Communities, Localities and Culture	13.024	12.509	-0.515	-4.0%
Children, Schools and Families	18.694	17.996	-0.698	-3.7%
Adults, Health and Wellbeing	0.295	0.238	-0.057	-19.3%
D&R (excl BSF)	5.618	5.443	-0.175	-3.1%
BSF	76.758	82.971	6.213	8.1%
HRA	31.451	26.522	-4.929	-15.7%
MAINSTREAM TOTAL	145.840	145.679	-0.161	99.9%

LOCAL PRIORITIES PROGRAMME

Communities, Localities and Culture	3.506	3.130	-0.376	-10.7%
Children, Schools and Families	0.892	0.115	-0.777	-87.1%
Chief Executive	2.236	2.108	-0.128	-5.7%
D&R (excl BSF)	8.211	5.523	-2.688	-32.7%
BSF	1.100	0.680	-0.420	-38.2%
HRA	6.800	5.097	-1.703	-25.0%
LPP TOTAL	22.745	16.653	-6.092	73.2%

GRAND TOTAL

168.585	162.332	-6.253	-3.7%
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TOTALS BY DIRECTORATE:

Communities, Localities and Culture	16.530	15.639	-0.891	-5.4%
Children, Schools and Families	19.586	18.111	-1.475	-7.5%
Chief Executive	2.236	2.108	-0.128	-5.7%
Adults, Health and Wellbeing	0.295	0.238	-0.057	-19.3%
D&R (excl BSF)	13.829	10.966	-2.863	-20.7%
BSF	77.858	83.651	5.793	7.4%
HRA	38.251	31.619	-6.632	-17.3%
168.585	162.332	-6.253	-3.7%	

CAPITAL MONITORING Q4

COMMUNITIES, LOCALITIES AND CULTURE

	Budget at 31-Mar-12	Spend to 31-Mar-12	Variance (amount)	Variance (% of budget)	REASONS FOR VARIANCES
	£m	£m	£m	%	
MAINSTREAM PROGRAMME					
Transport					
TfL schemes including safety, cycling and walking	5.510	5.231	-0.279	-5.1%	There has been minor slippage on some schemes and these are anticipated to be completed Q1 2012/13
TfL Cycle Superhighway	0.187	0.208	0.021	11.2%	TfL provided additional funding in March 2012
Public Realm Improvements	0.604	0.686	0.082	13.6%	Spend relating to the Olympic Delivery Authority projects are coded here due to holistic management of the projects.
Olympic Delivery Authority	0.082	0.004	-0.078	-95.1%	Spend relating to the Olympic Delivery Authority projects are coded to Public Realm Improvements due to holistic management of the projects.
Developers Contribution	0.962	0.874	-0.088	-9.1%	
OPTEMS section 106	0.045	0.000	-0.045	-100.0%	Scheme re-profiled to 2012/13
Leamouth Depot Salt Barn	0.160	0.160	0.000	0.0%	
Parks					
Millwall Park/Island Gardens	0.005	0.006	0.001	20.0%	Scheme progress accelerated
Poplar Park	0.086	0.002	-0.084	-97.7%	Scope of works reviewed and scheme re-profiled for 2012/13
St Johns Park	0.011	0.013	0.002	18.2%	Small overspend
Schoolhouse Lane Multi Use Ball Games Area	0.027	0.020	-0.007	-25.9%	Works to gate programmed for Q1 2012/13
Bethnal Green Improvements	0.111	0.114	0.003	2.7%	
Victoria Park Masterplan (1)	3.852	3.852	0.000	0.0%	
Tennis Courts	0.116	0.089	-0.027	-23.3%	Scheme programme slippage
Bartlett Park	0.035	0.000	-0.035	-100.0%	RCDA approved in March 2012, scheme programmed for 2012/13
Culture and major projects					
Banglatown Art Trail & Arches	0.000	0.016	0.016	N/A	
Brady Centre	0.148	0.146	-0.002	-1.4%	
Kobi Nazrul	0.054	0.054	0.000	0.0%	
Mile End Leisure Centre - Security Enhancements	0.009	0.007	-0.002	-22.2%	Scheme programme slippage
Poplar Baths	0.028	0.000	-0.028	-100.0%	Safety hoarding works to start in April 2012
Cable Street Mural	0.056	0.058	0.002	3.6%	
Mile End Park Capital	0.049	0.042	-0.007	-14.3%	Scheme programme slippage
Mile End Stadium Track resurfacing	0.177	0.173	-0.004	-2.3%	
Bancroft Library	0.060	0.031	-0.029	-48.3%	Scheme programme slippage
Other					
CCTV Node Move	0.187	0.182	-0.005	-2.7%	
High Visibility Vehicles	0.007	0.000	-0.007	-100.0%	Spend shown as part of Olympic Park CCTV scheme
Generators @ Mulberry Place & Anchorage Hse	0.014	0.003	-0.011	-78.6%	Landlord formal agreement received in Mar 2012
Contaminated land survey and works	0.060	0.019	-0.041	-68.3%	Spend based on outcome of Contaminated Land surveys
Watney Market Ideas Store (1)	0.216	0.336	0.120	55.6%	Scheme progress accelerated. All spend fully funded from resources set aside for this scheme.
Toby Club Hub	0.045	0.047	0.002	4.4%	
Olympic Park	0.121	0.136	0.015	12.4%	Overspend
MAINSTREAM TOTAL	13.024	12.509	-0.515	-4.0%	
LOCAL PRIORITIES PROGRAMME					
Victoria Park Masterplan (2)	3.071	2.658	-0.413	-13.4%	Scheme programme slippage
Essential Health & Safety	0.011	0.006	-0.005	-45.5%	Spend based on outcome of Contaminated Land surveys
Major Projects - LPP	0.027	0.027	0.000	0.0%	
Culture - LPP	0.013	0.005	-0.008	-61.5%	Awaiting retention payment.
Watney Market Ideas Store (2)	0.384	0.434	0.050	13.0%	£50k funded from revenue resources
LPP TOTAL	3.506	3.130	-0.376	-10.7%	
CLC TOTAL	16.530	15.639	-0.891	-5.4%	

**CAPITAL MONITORING Q4
CHILDREN, SCHOOLS AND FAMILIES**

	Budget at 31-Mar-12	Spend to 31-Mar-12	Variance (amount)	Variance (% of budget)	REASONS FOR VARIANCES
	£m	£m	£m	%	
MAINSTREAM PROGRAMME					
Condition & Improvement	0.700	0.624	-0.076	-10.9%	Projects re-programmed to minimise disruption to schools.
Basic Need/Expansion	10.061	9.312	-0.749	-7.4%	Slippage on major schemes and re-programming of works for bulge classes.
Sure Start	0.383	0.454	0.071	18.5%	Completion of Sure Start programme - additional spend met from revenue
Primary Capital Programme	5.806	6.159	0.353	6.1%	Completion of projects within programme.
Early Years	0.406	0.406	0.000	0.0%	
Bishop's Square	0.052	0.024	-0.028	-53.8%	£28k funding allocated and used for Osmani
Osmani - Redevelopment (1)	0.566	0.572	0.006	1.1%	
RCCO	0.124	0.132	0.008	6.5%	
TCF Kitchen & Dining	0.124	0.124	0.000	0.0%	
Short Breaks	0.213	0.180	-0.033	-15.5%	Programme fully committed, payments will be made in 2012-13
ICT	0.250	0.000	-0.250	-100.0%	Reprogrammed for 2012-13
Unallocated	0.009	0.009	0.000	0.0%	Spent as part of PCP programme
MAINSTREAM TOTAL	18.694	17.996	-0.698	-3.7%	
LOCAL PRIORITIES PROGRAMME					
Osmani - Redevelopment (2)	0.088	0.088	0.000	0.0%	
Harry Gosling	0.012	0.014	0.002	16.7%	Additional costs minor - met from condition programme.
Toby Lane	0.014	0.014	0.000	0.0%	Spend on kitchen works within PCP programme
Youth Service (BMX Mile End)	0.010	-0.001	-0.011	-110.0%	Committed, retention & final account.
Lukin St - Land purchase from Network Rail	0.768	0.000	-0.768	-100.0%	Delayed by land issues. Project spend 12/13
LPP TOTAL	0.892	0.115	-0.777	-87.1%	
CSF TOTAL	19.586	18.111	-1.475	-7.5%	

CAPITAL MONITORING Q4

CHIEF EXECUTIVE & RESOURCES

	Budget at 31-Mar-12	Spend to 31-Mar-12	Variance (amount)	Variance (% of budget)	REASONS FOR VARIANCES
	£m	£m	£m	%	
LOCAL PRIORITIES PROGRAMME					
<u>Resources</u>					
ICT - Software Licences	0.862	0.862	0.000	0.0%	Budget fully spent
Priority Service Remediation/Backup Expansion	0.220	0.092	-0.128	-58.2%	Remediation project mid-way, actual spend lagging a little. GCSX & PCI compliance statement submitted and action plan being developed.
<u>Corporate</u>					
Accommodation Strategy	1.154	1.154	0.000	0.0%	Budget fully spent
RES LPP TOTAL	2.236	2.108	-0.128	-5.7%	

CAPITAL MONITORING Q4

ADULTS, HEALTH AND WELLBEING

	Budget at 31-Mar-12	Spend to 31-Mar-12	Variance (amount)	Variance (% of budget)	REASONS FOR VARIANCES
	£m	£m	£m	%	
MAINSTREAM PROGRAMME					
Mental health services	0.137	0.080	-0.057	-41.6%	It has been necessary for the Technical Resources team to prioritise the decanting of services from Southern Grove. This has resulted in further building works being delayed and put back to 2012/13.
Efficiency Project - System/technology	0.078	0.078	0.000	0.0%	Budget fully spent
Bell Lane Community Hub	0.080	0.080	0.000	0.0%	Budget fully spent
AHWP MAINSTREAM TOTAL	0.295	0.238	-0.057	-19.3%	

CAPITAL MONITORING Q4
DEVELOPMENT & RENEWAL

	Budget at 31-Mar-12	Spend to 31-Mar-12	Variance (amount)	Variance (% of budget)	REASONS FOR VARIANCES
	£m	£m	£m	%	
MAINSTREAM PROGRAMME					
Millennium Quarter	0.100	0.007	-0.093	-93.0%	This is a Section 106 financed scheme where the specific funding is applied in accordance with the terms of the Section 106 agreement. The project is not year specific with unutilised resources being carried forward into 2012-13.
Bishops Square	0.150	0.114	-0.036	-24.0%	This is a Section 106 financed scheme where the specific funding is applied in accordance with the terms of the Section 106 agreement. The project is not year specific with unutilised resources are carried forward into 2012-13.
Town Centre and High Street Regeneration	0.105	0.061	-0.044	-41.9%	It is anticipated that a small element of the budget underspend of £44,000 will be utilised during 2012-13. Any unspent residual resources will be available to reallocate to other capital projects.
Whitechapel Centre	0.063	0.061	-0.002	-3.2%	
St Andrew's Health and Well-Being Centre	5.200	5.200	0.000	0.0%	
MAINSTREAM TOTAL	5.618	5.443	-0.175	-3.1%	
LOCAL PRIORITIES PROGRAMME					
High Street 2012	5.800	3.701	-2.099	-36.2%	The main variance on this budget reflects that the environmental works to the Ocean Green area of High Street 2012 have been undertaken and funded directly by East Thames Housing Group as part of the Ocean Estate regeneration scheme rather than being completed directly by the Borough and funded by East Thames. The scheme continues into 2012-13.
Disabled Facilities Grants	1.000	0.991	-0.009	-0.9%	
Private Sector Improvement Grants	0.800	0.785	-0.015	-1.9%	
Genesis Housing	0.363	0.000	-0.363	-100.0%	It is anticipated that this Local Authority Grant payment to Gemini Housing Group will be fully paid early in 2012-13. The contribution will be paid in accordance with HCA grant conditions.
Installation of Automatic Energy Meters	0.174	0.025	-0.149	-85.6%	Meter installation is expected to be completed early in 2012-13, with the residual balance carried forward from 2011-12 anticipated to be fully spent.
Facilities Management (DDA)	0.074	0.021	-0.053	-71.6%	This budget was significantly reduced during the financial year to reflect the likely remaining final expenditure of £75,000 on the scheme. It is anticipated that the residual element not spent during 2011-12 will be applied early in the 2012-13 financial year.
LPP TOTAL	8.211	5.523	-2.688	-32.7%	
D&R GRAND TOTAL	13.829	10.966	-2.863	-20.7%	

CAPITAL MONITORING Q4

BUILDING SCHOOLS FOR THE FUTURE (BSF)

	Budget at 31-Mar-12	Spend to 31-Mar-12	Variance (amount)	Variance (% of budget)	REASONS FOR VARIANCES
	£m	£m	£m	%	
MAINSTREAM PROGRAMME					This variance is due to phased construction works undertaken by TH LEP Ltd, which were undertaken and completed ahead of schedule. As a result works were completed in 2011/12 financial year, rather than 2012/13 as had been originally planned. As such this spend was already factored in and therefore falls within the whole life costing for the BSF programme as an item falling due in 2012/13. Hence no additional funding is required to meet this variance.
BSF Design and Build Schemes	70.354	76.104	5.750	8.2%	
ICT infrastructure schemes	6.404	6.867	0.463	7.2%	
MAINSTREAM TOTAL	76.758	82.971	6.213	8.1%	
LOCAL PRIORITIES PROGRAMME					
Wave 5 BSF	1.100	0.680	-0.420	-38.2%	
LPP TOTAL	1.100	0.680	-0.420	-38.2%	
BSF GRAND TOTAL	77.858	83.651	5.793	7.4%	

CAPITAL MONITORING Q4

HOUSING REVENUE ACCOUNT

	Budget at 31-Mar-12	Spend to 31-Mar-12	Variance (amount)	Variance (% of budget)	REASONS FOR VARIANCES
	£m	£m	£m	%	
MAINSTREAM PROGRAMME					
Decent Homes Backlog	12.942	14.227	1.285	9.9%	Cabinet approved the initial refurbishment programme, procurement methodology and resources in June and September 2011. The works are scheduled to take place over a four year period, and the additional works undertaken in 2011-12 relate to works brought forward from later years.
Housing Capital Programme	12.209	8.081	-4.128	-33.8%	The mainstream Housing Capital programme is managed by Tower Hamlets Homes on behalf of the Authority and incorporates work to the Council's own stock. Due to delays on certain projects, some slippage into the 2012-13 financial year has taken place. Resources will be carried forward as necessary in line with the HRA Business Plan model. The main slippage relates to the Lister and Treves Houses decent homes pilot works and the carry forward of contingency resources.
Overcrowding Initiatives	0.500	0.190	-0.310	-62.0%	The overcrowding initiatives budget constitutes various elements, including the Cash Incentive Scheme. Some slippage of resources into 2012-13 is necessary to reflect commitments entered into.
Ocean New Deal for Communities	4.900	3.700	-1.200	-24.5%	The on-going project is funded from mainstream Capital Resources following the final year of NDC grant entitlement in 2010-11. The expenditure represents the residual Borough commitment to the regeneration scheme being undertaken with the partner consortium led by East Thames Housing Group. The unspent earmarked resources will be carried forward and utilised in 2012-13 in accordance.
Regional Housing Pot	0.900	0.324	-0.576	-64.0%	Funding of approximately £7.27 million has been secured from the DCLG to facilitate the regeneration of the St Clement's Hospital site and to undertake masterplanning on the Malmesbury and Birchfield Estates. Initial profiled expenditure indicated that costs of £900,000 would be incurred in 2011-12, however funds are not specific to a particular financial year and are being carried forward for utilisation in later years as necessary.
MAINSTREAM TOTAL	31.451	26.522	-4.929	-15.7%	
LOCAL PRIORITIES PROGRAMME					
Council Housebuilding Initiative	3.300	3.013	-0.287	-8.7%	This project is funded through a mixture of Government grant, Section 106 receipts and Council resources. The scheme is being managed in accordance with the grant conditions in line with agreed delivery target dates. A review of the project has been completed following difficulties that have been encountered on-site and the contract final account will be settled early in 2012-13 in accordance with previous Cabinet decisions.
Blackwall Reach	3.500	2.084	-1.416	-40.5%	The Blackwall Reach project represents a £13 million commitment over several financial years. The expenditure mainly relates to the acquisition of leasehold properties and the unspent resources will be utilised as the remaining properties are acquired during 2012-13 and 2013-14. This profile is flexible, with resources in place to adapt the profiled expenditure as necessary.
LPP TOTAL	6.800	5.097	-1.703	-25.0%	
HRA TOTAL	38.251	31.619	-6.632	-17.3%	

PROPOSED TRANSFERS TO EARMARKED RESERVES

Directorate	Description	Amount £'000	Detail
Adults, Health & Wellbeing	Joint Health and Social Care Initiatives	4,055	Funds are provided through Tower Hamlets NHS for the management and delivery of projects that have been agreed with the NHS within the Section 256 agreement.
AHWB Total		4,055	
Chief Executive's	Strategy and Performance	30	Remains from the Beacon award money to fund the excellence co-ordinator post.
	Legal Service	170	£100k for procurement & implementation of a new case management system to support the 'Smarter Working' project and future intentions for flexible working practices corporately and £70k to procure an IT system to manage processing of cases within FOI Team.
	Boroughs Election and Electoral Registration	60	To fund the cost of two by-elections in April & May 2012 and also to fund the cost of the annual Electoral Registration Canvass.
	One Tower Hamlets	275	To fund a number of projects to support the delivery of projects relating to One Tower Hamlets to tackle inequality and strengthen community cohesion.
	Registration of Births & Deaths	100	Refurbishment of Bromley Public Hall Phase 2.
	Corporate Management	350	Reserve under writes the Chief Executive's & Corporate improvement and development initiatives.
CE Total		985	

Communities, Localities & Culture	Community Safety Partnership	60	To fund the two year Police Partnership Task Force scheme.
	Drug Action Team	90	To fund redundancy & severance costs of Drug Intervention programme.
Communities, Localities & Culture	Street Trading	169	Transfer of surplus to Street Trading reserve (£66k) and repayment of prior deficits funded through GF (£103k).
Communities, Localities & Culture	Parking Control Reserve	158	Transfer of surplus to parking control reserve.
CLC Total		477	This excludes Parking contribution to General Fund
Development and Renewal	Land Charges	273	To hold the surplus generated by Land Charges Trading A/C and any future deficit or surplus can be applied against these this reserves account.
Development and Renewal	Building Control	(120)	Carry forward the Deficit of Building Control trading account.
Development and Renewal	New Homes Bonus	4,287 (Approved)	To support the funding of the Decent Homes programme.
Development and Renewal	Barkantine Heating Scheme	1,700	To fund future costs of the Barkantine heating scheme
D&R Total		6,140	
Resources	Internal Audit Programme	150	Pump prime funding for invest-to-save fraud investigation initiatives
Resources	Procurement Programme	25	To fund NVQ 3 apprentice for 2012/13 & 2013/14 and to cover the additional training requirements of the team for 2012/13

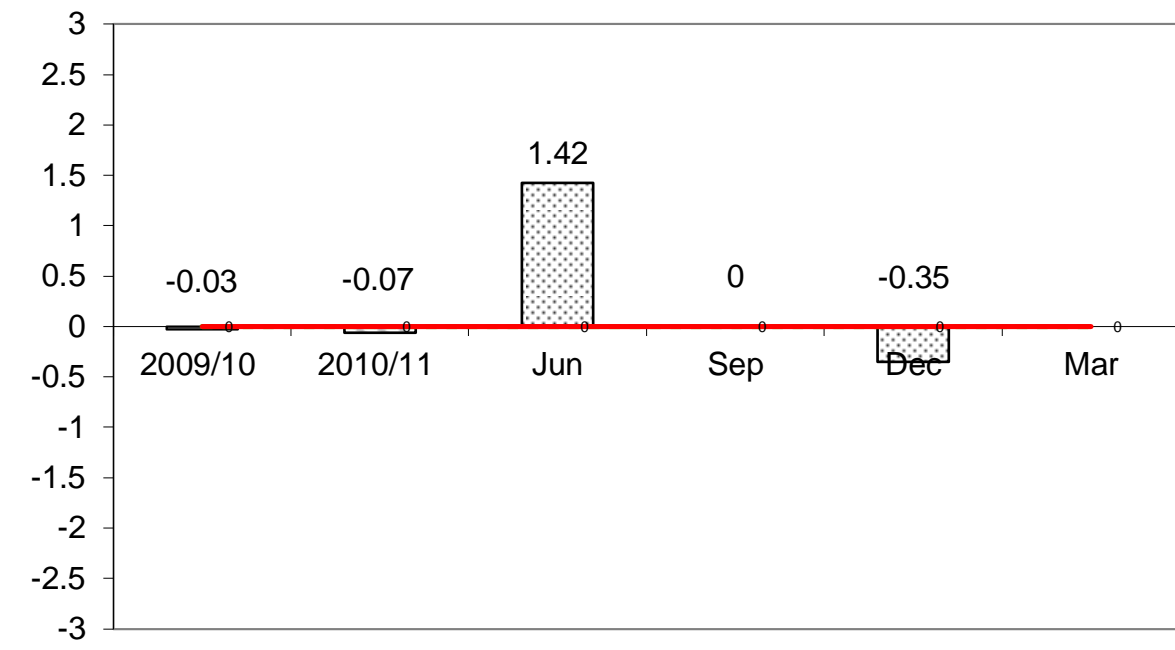
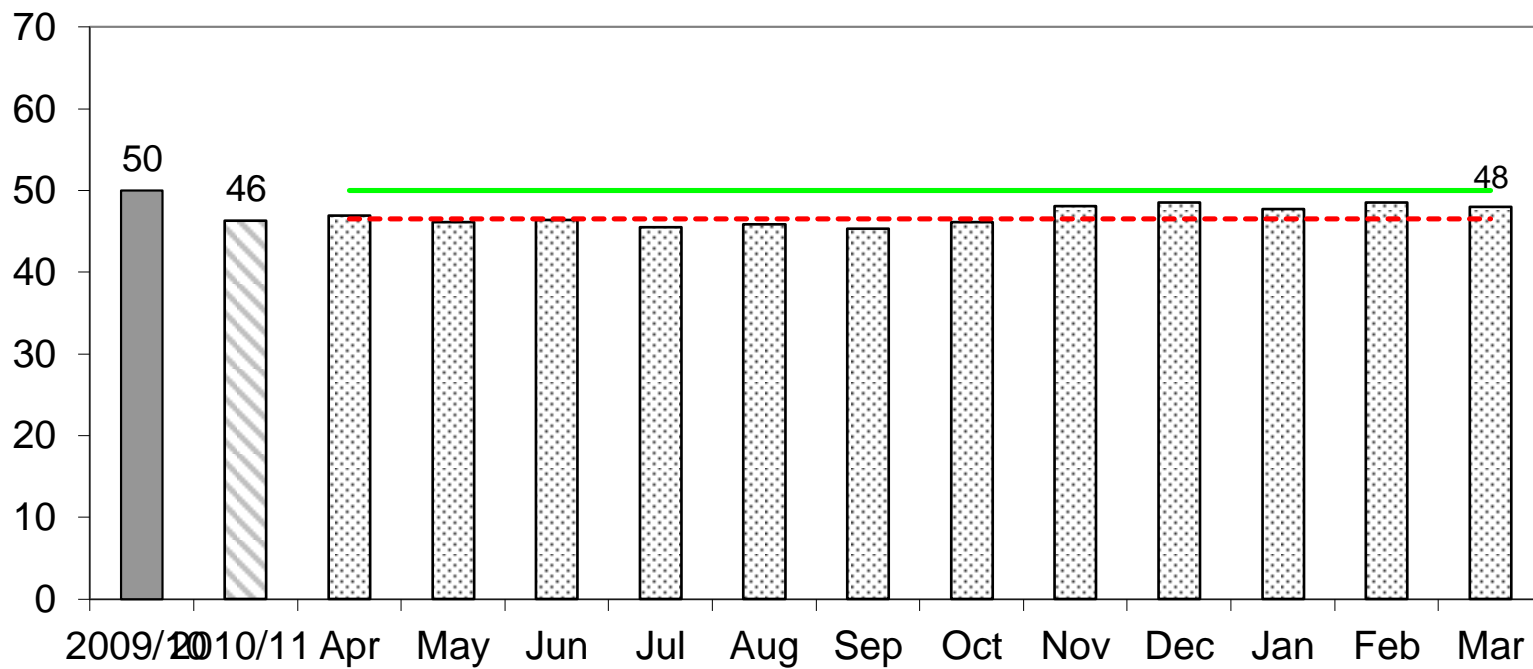
Resources	Director's Office	400	Rebate on the Comensura contract to be re-invested in procurement savings initiatives.
Resources	Transformation Programme	500	Carry-forward of future sourcing implementation provision.
Resources Total		1,075	
Corporate	Investment Reserve	2,900 (Approved)	Contribution to Investment Reserve
Corporate	Victim Support Small Business Support Avenue of Trees Energy Co-op Additional Policing	210 15 10 30 85 (Approved)	Strike Money. (As a result of the industrial action taken by staff during the third quarter in protest against the government's proposals for changes to the public sector pension schemes, there has been a 'windfall saving' in employee costs across all directorates totalling £350k. It is proposed that the service directorate budgets will be adjusted to reflect these savings which will then be reflected through the corporate provisions budget)
Corporate Total		3,250	

TOTAL TRANSFERS REQUIRING APPROVAL	8,445	
TOTAL PRE-APPROVED TRANSFERS	7,537	

TOTAL TRANSFERS TO EARMARKED RESERVES	15,982	
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Directorate	Description	Amount (£'000)	Detail
RING-FENCED HRA TRANSFERS TO RESERVE			
Housing Revenue Account	Future Housing Supply	1,000	Contribution to fund HRA housing
HRA Total		1,000	
TOTAL RING-FENCED TRANSFER		1,000	

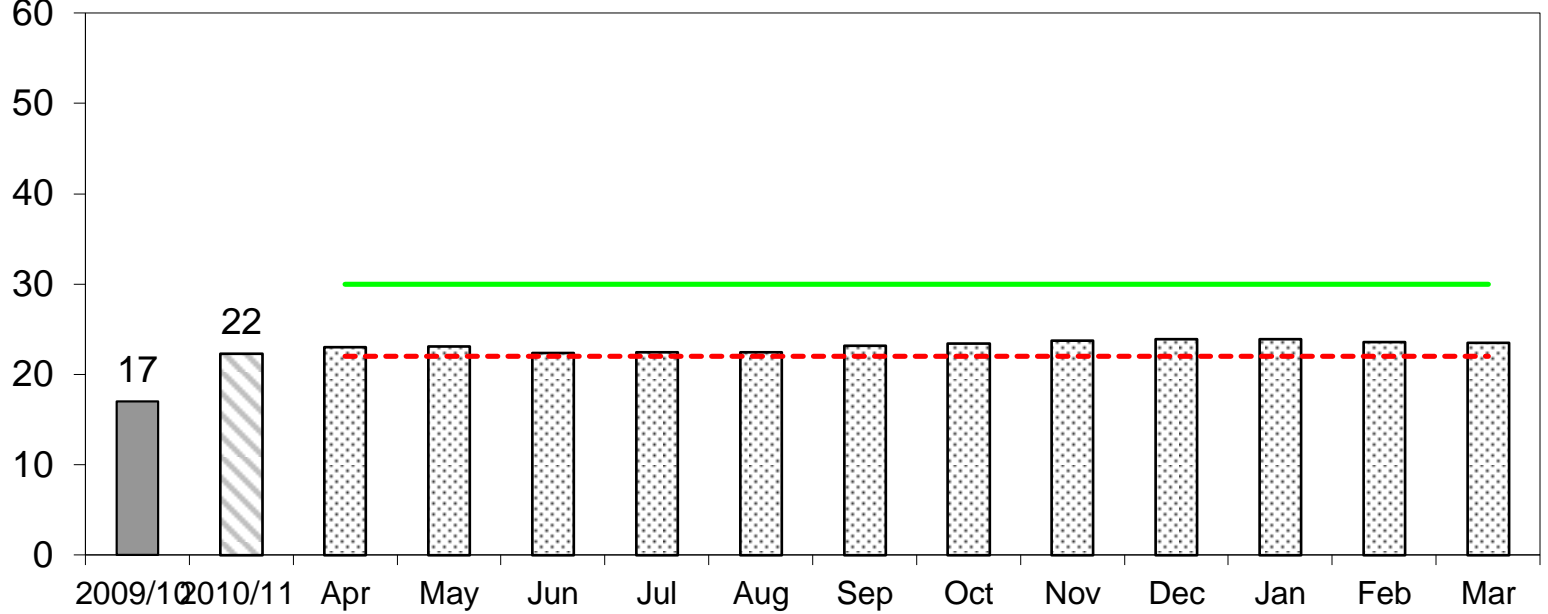
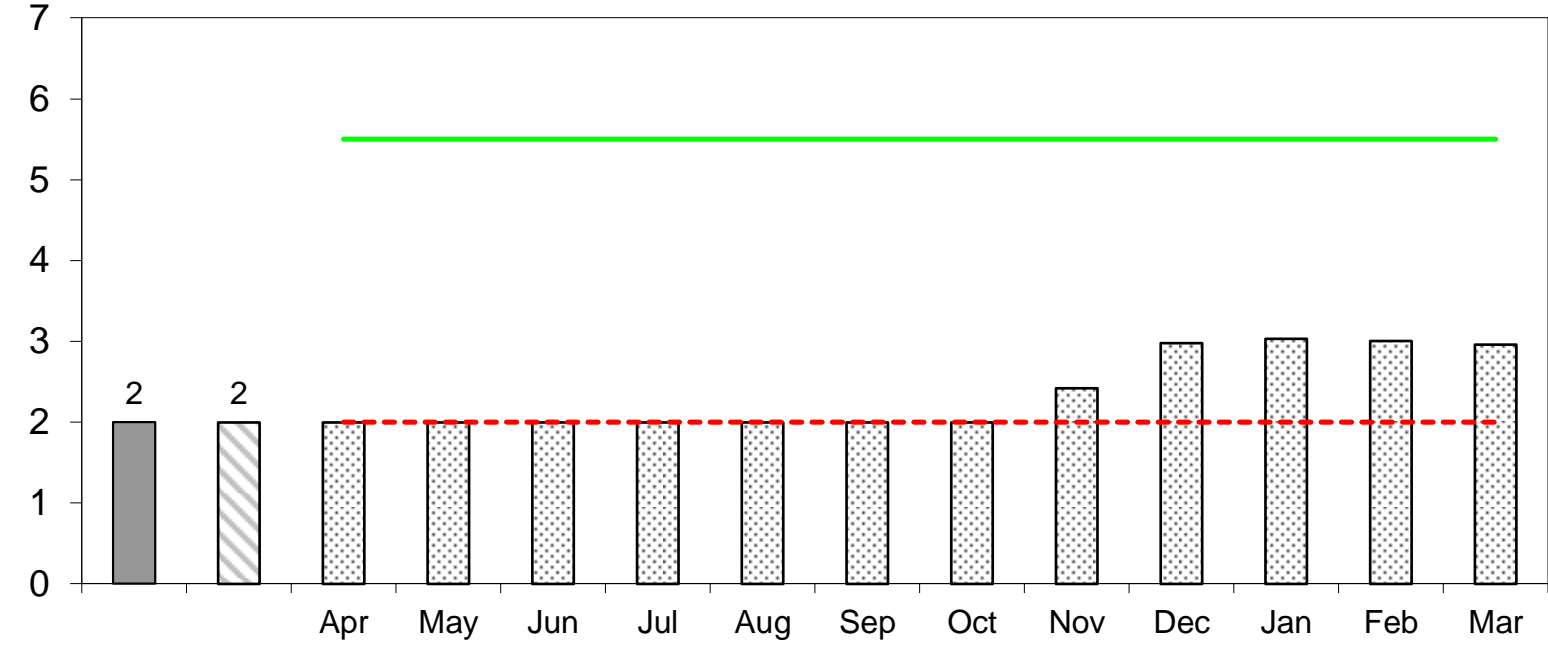
Description	Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)													
<div style="border: 1px solid black; padding: 5px; display: inline-block;"> — Target - - - Minimum expectation </div>																	
One Tower Hamlets																	
<p>Customer Access Overall Satisfaction</p> <p>Measured in: % Good Performance: Higher</p>	<table border="1"> <caption>Customer Access Overall Satisfaction Data</caption> <thead> <tr> <th>Period</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>87</td> </tr> <tr> <td>Jun</td> <td>~90</td> </tr> <tr> <td>Sep</td> <td>~90</td> </tr> <tr> <td>Dec</td> <td>~90</td> </tr> <tr> <td>Mar</td> <td>90</td> </tr> </tbody> </table>	Period	Value	2010/11	87	Jun	~90	Sep	~90	Dec	~90	Mar	90	92	90	AMBER	↔
Period	Value																
2010/11	87																
Jun	~90																
Sep	~90																
Dec	~90																
Mar	90																
<p>Although the final quarter performance was marginally below target, overall performance has improved markedly since 2010/11. In addition, contact resolution, a key component of overall satisfaction has increased year on year and is on target in 2011/12.</p>																	
<p>Percentage of residents agreeing that the council is doing a good job</p> <p>Measured in: % Good Performance: Higher</p>	<table border="1"> <caption>Percentage of residents agreeing that the council is doing a good job Data</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>72</td> </tr> <tr> <td>2010/11</td> <td>72</td> </tr> <tr> <td>2011/12</td> <td>76</td> </tr> </tbody> </table>	Year	Value	2009/10	72	2010/11	72	2011/12	76	75	76	GREEN	↑				
Year	Value																
2009/10	72																
2010/11	72																
2011/12	76																
<p>The Council has exceeded its ambitious target and improved on last year's performance by over four percentage points.</p>																	
<p>Number of working days/shifts lost to sickness absence per employee (nr)</p> <p>Measured in: Number (the aggregate of working days lost due to sickness absence irrespective of whether this is self certified, certified by a GP or long term divided by the average number of FTE staff) Good Performance: Lower</p>	<table border="1"> <caption>Number of working days/shifts lost to sickness absence per employee Data</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>09/10</td> <td>8.8</td> </tr> <tr> <td>10/11</td> <td>7.9</td> </tr> <tr> <td>11/12</td> <td>7.0</td> </tr> </tbody> </table>	Year	Value	09/10	8.8	10/11	7.9	11/12	7.0	6.5	7.03	AMBER	↑				
Year	Value																
09/10	8.8																
10/11	7.9																
11/12	7.0																
<p>The Council has not met its target. There has been an increase of 0.10 of a day lost per employee. However, performance remains considerably lower compared to 2009/10 and sickness absence has improved significantly over the medium-term. Tower Hamlets performs better than the London average. All Directorates continue to prioritise action on sickness absence through the Corporate Absence Management Group, and the supporting Boards.</p>																	

Description	Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)
<p>Variation of projected outturn from budget (+/-)</p> <p>Measured in: £m Good Performance: Lower</p> 	0	-0.35	GREEN	↑
<p>Percentage of LP07 or above Local Authority staff that are women (%)</p> <p>Measured in: % (This indicator was a former BVPI and is monitored as part of the Council's Workforce to Reflect the Community Strategy) Good Performance: Higher</p> 	50	48	AMBER	↔

As at the end of the third quarter to 31st December 2011, the forecast outturn is now for a net budget underspend of £0.35m on an overall net budget of £311m. The projected underspend is the result of the industrial action taken by staff concerned about the government's proposals for changes to public sector pensions.


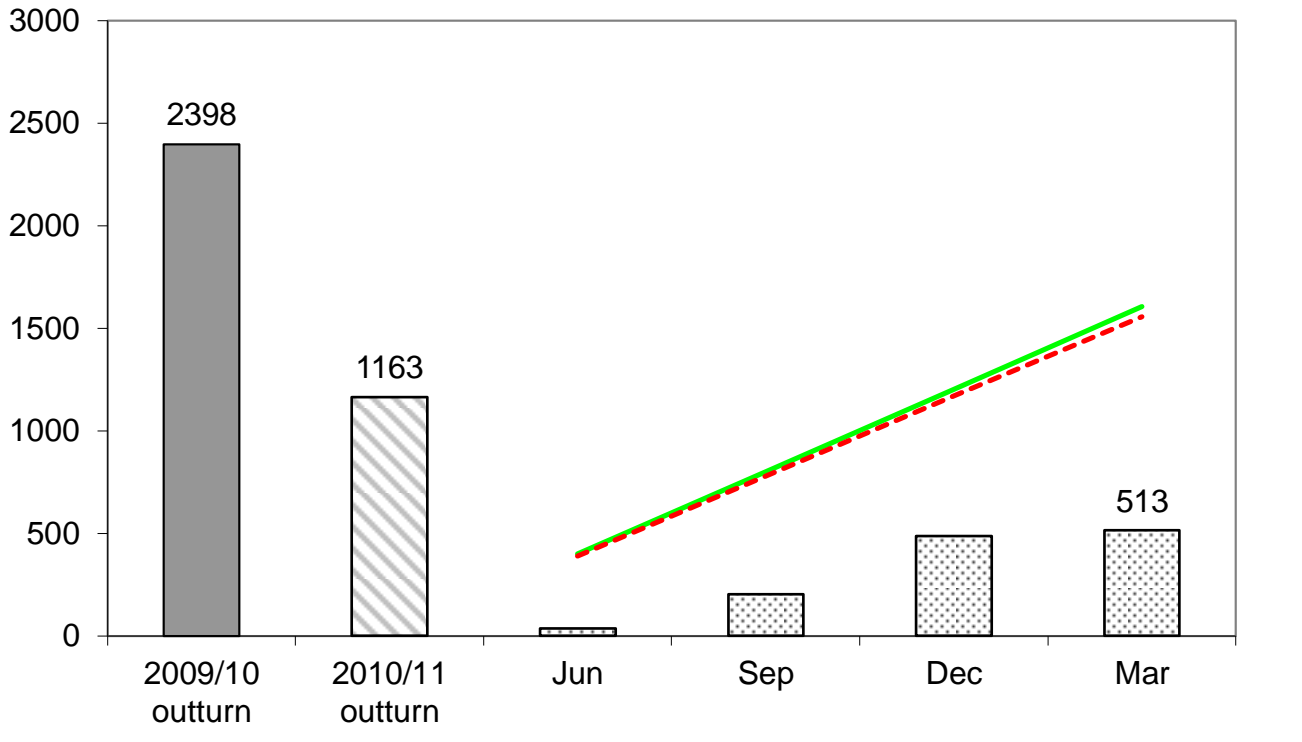
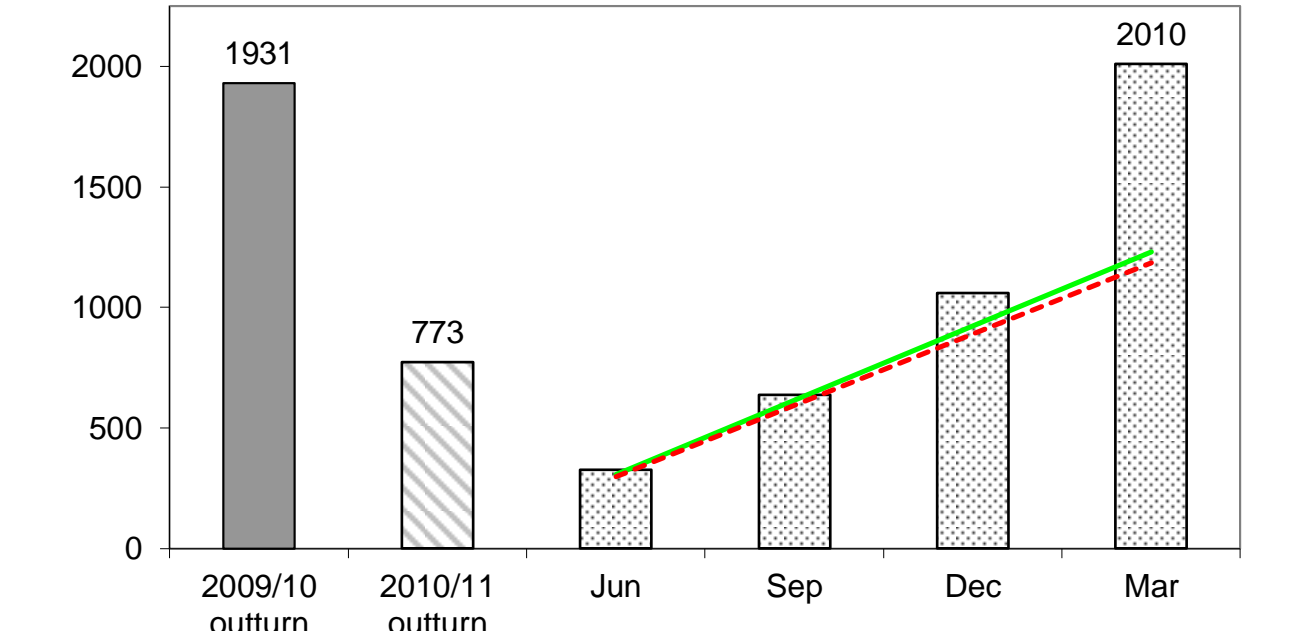
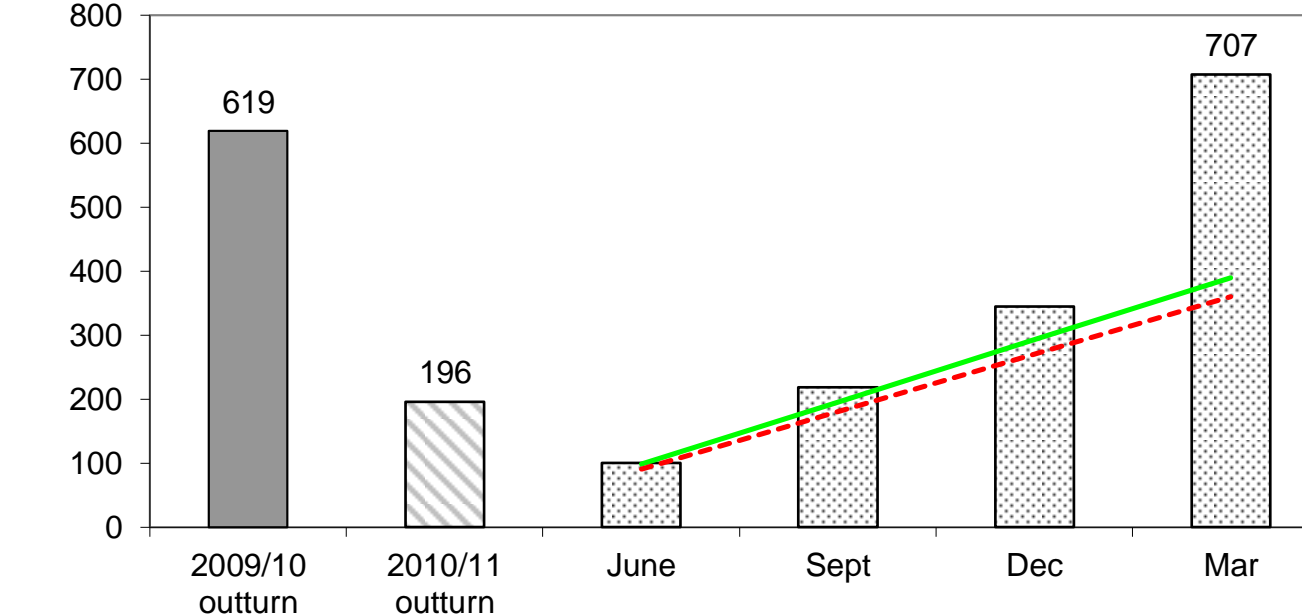
However there are risks that have been identified that will require close monitoring of spend during the year.

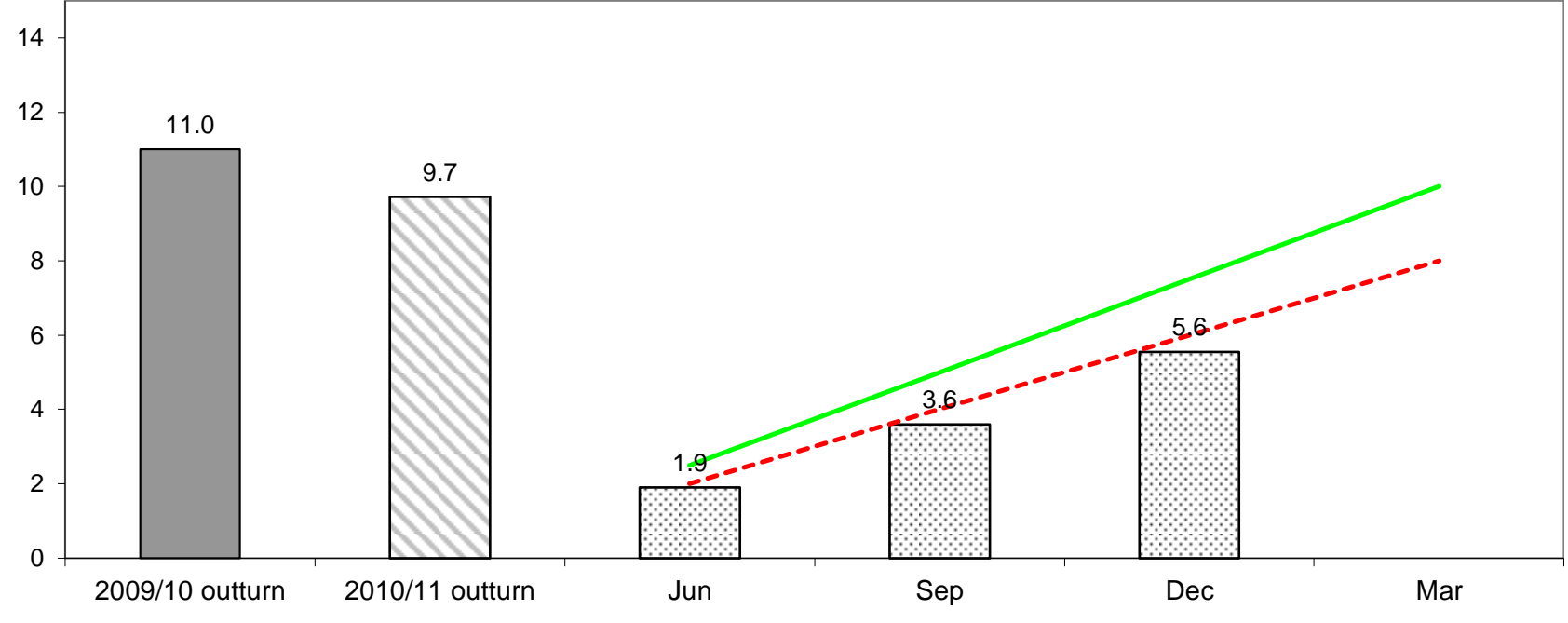
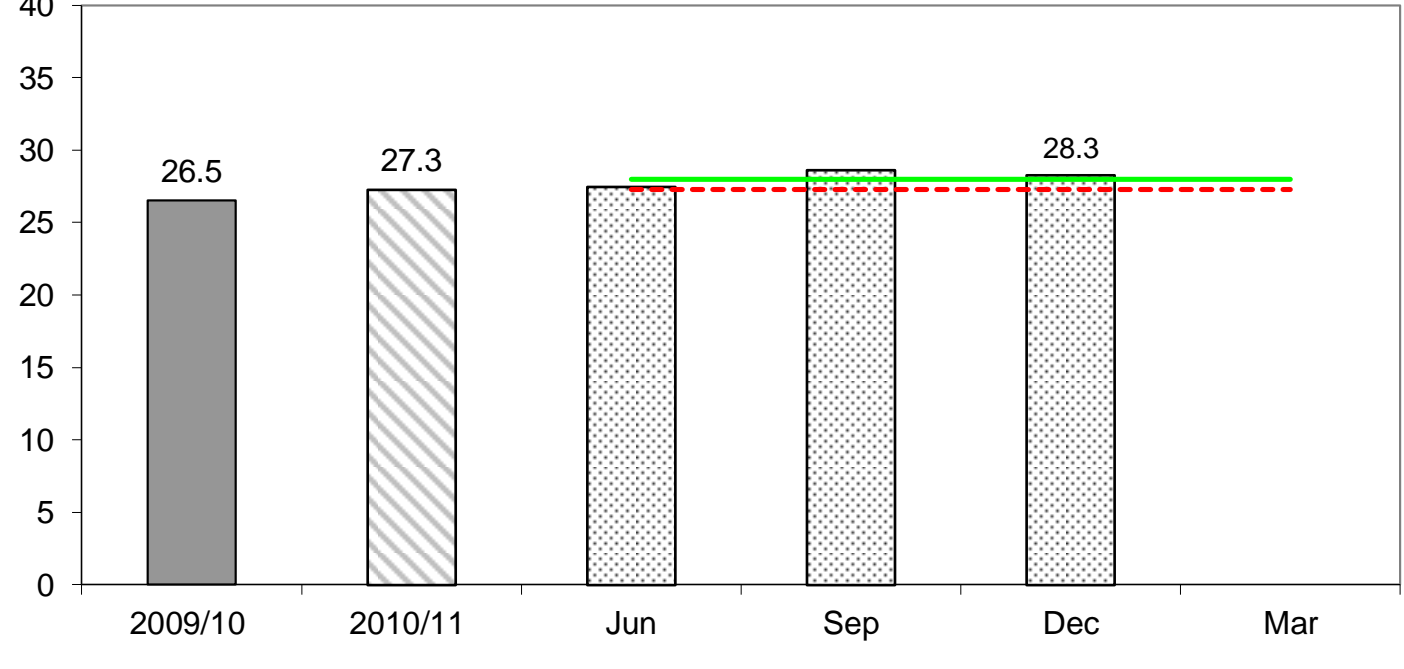
Slight increase in performance and remaining just below target. Performance can be impacted by small numbers of changes.


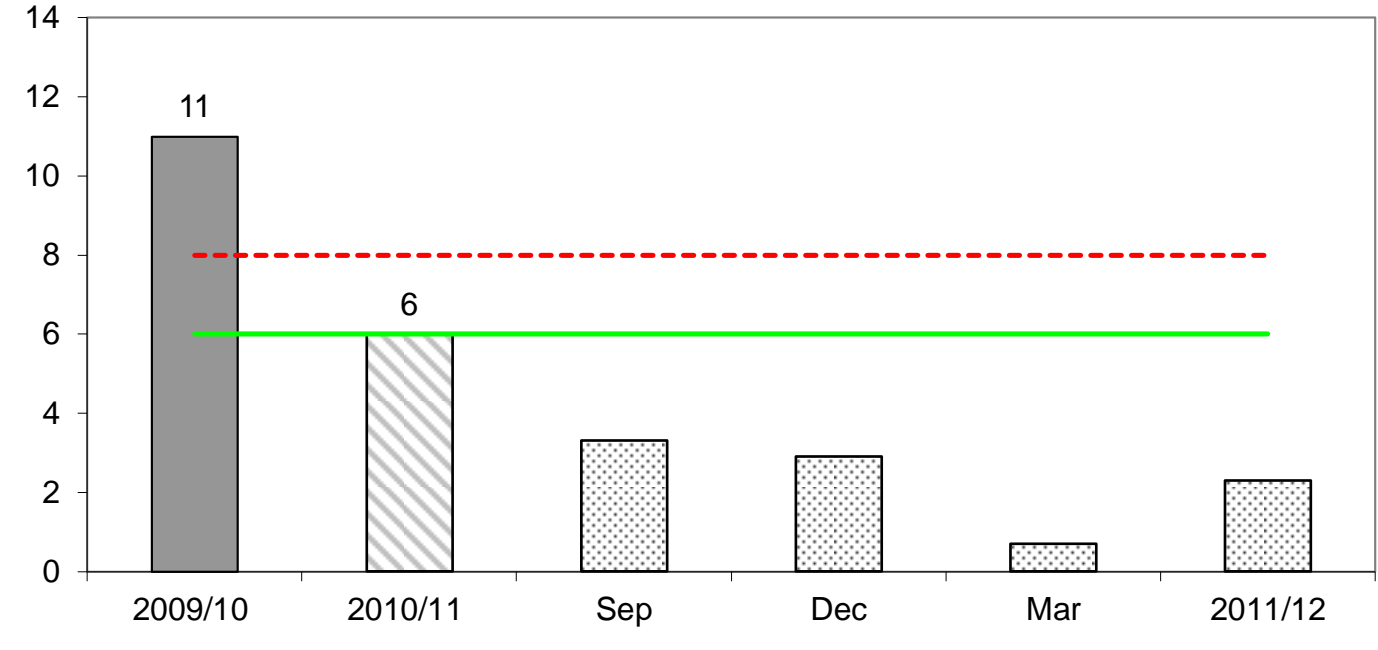
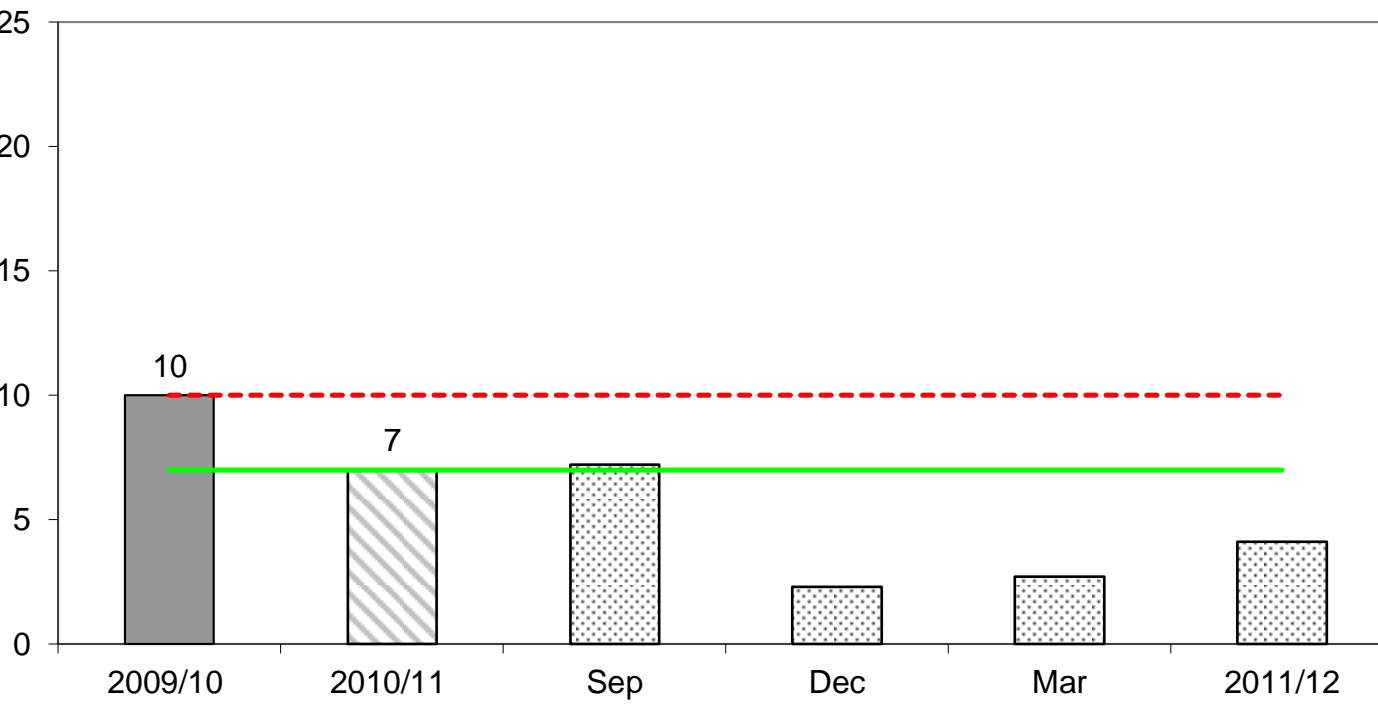
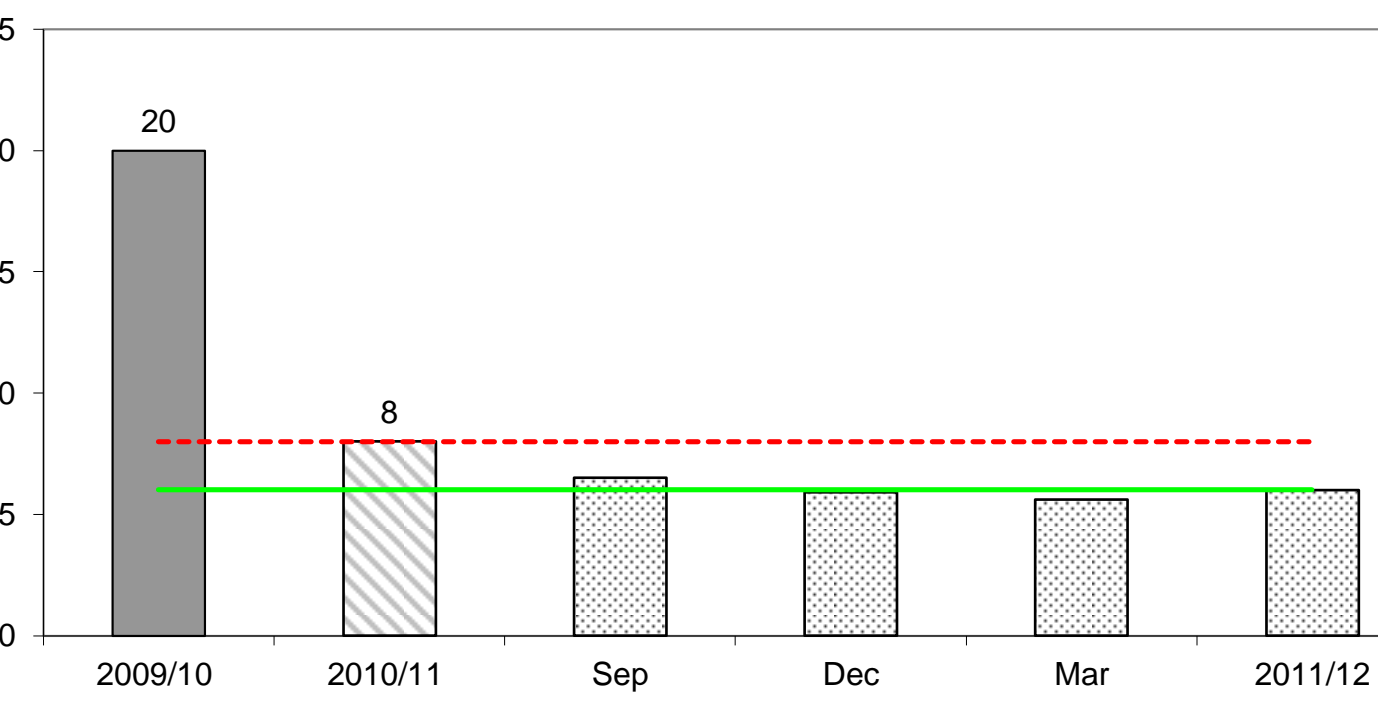
Description	Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)																														
<p>Percentage of LP07 or above Local Authority staff that are from an ethnic minority (%)</p> <p>Measured in: % (This indicator was a former BVPI and is monitored as part of the Council's Workforce to Reflect the Community Strategy) Good Performance: Higher</p>  <table border="1" data-bbox="765 380 1665 737"> <caption>Data for Ethnic Minority Staff Chart</caption> <thead> <tr> <th>Month</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr><td>2009/10</td><td>17</td></tr> <tr><td>2010/11</td><td>22</td></tr> <tr><td>Apr</td><td>22</td></tr> <tr><td>May</td><td>22</td></tr> <tr><td>Jun</td><td>22</td></tr> <tr><td>Jul</td><td>22</td></tr> <tr><td>Aug</td><td>22</td></tr> <tr><td>Sep</td><td>22</td></tr> <tr><td>Oct</td><td>22</td></tr> <tr><td>Nov</td><td>22</td></tr> <tr><td>Dec</td><td>22</td></tr> <tr><td>Jan</td><td>22</td></tr> <tr><td>Feb</td><td>22</td></tr> <tr><td>Mar</td><td>22</td></tr> </tbody> </table>	Month	Percentage (%)	2009/10	17	2010/11	22	Apr	22	May	22	Jun	22	Jul	22	Aug	22	Sep	22	Oct	22	Nov	22	Dec	22	Jan	22	Feb	22	Mar	22	30	24	AMBER	↑
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<p>Percentage of LP07 or above Local Authority staff who have a disability (excluding those in maintained schools) (%)</p> <p>Measured in: % (This indicator was a former BVPI and is monitored as part of the Council's Workforce to Reflect the Community Strategy. Staff who have a disability are those that identify themselves as such in the staff survey, against the definition provided in the Disability Discrimination Act 1995). Good Performance: Higher</p>  <table border="1" data-bbox="765 856 1665 1234"> <caption>Data for Disability Staff Chart</caption> <thead> <tr> <th>Month</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr><td>2009/10</td><td>2</td></tr> <tr><td>2010/11</td><td>2</td></tr> <tr><td>Apr</td><td>2</td></tr> <tr><td>May</td><td>2</td></tr> <tr><td>Jun</td><td>2</td></tr> <tr><td>Jul</td><td>2</td></tr> <tr><td>Aug</td><td>2</td></tr> <tr><td>Sep</td><td>2</td></tr> <tr><td>Oct</td><td>2</td></tr> <tr><td>Nov</td><td>2.5</td></tr> <tr><td>Dec</td><td>3</td></tr> <tr><td>Jan</td><td>3</td></tr> <tr><td>Feb</td><td>3</td></tr> <tr><td>Mar</td><td>3</td></tr> </tbody> </table>	Month	Percentage (%)	2009/10	2	2010/11	2	Apr	2	May	2	Jun	2	Jul	2	Aug	2	Sep	2	Oct	2	Nov	2.5	Dec	3	Jan	3	Feb	3	Mar	3	5.5	2	AMBER	↔
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Performance remains within the target range, but has marginally decreased this quarter. However, figures can change with very small movements in numbers. New initiatives agreed as part of the WFTRC programme will be brought into play in order to have a greater medium term impact on this indicator.

Performance remains under target. The staff equality audit will improve data quality and is likely to result in more people with disabilities identifying themselves for monitoring purposes – future statistics will reflect the responses.

Description		Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)
Great Place to Live					
<p>Number of additional homes provided (net)</p> <p>Measured in: Number (the sum of new build completions, minus demolitions, plus any gains or losses through change of use and conversions)</p> <p>Good Performance: Higher</p>		1605	513	RED	↓
<p>Number of affordable homes delivered (gross)</p> <p>Measured in: Number (the sum of social rent housing and intermediate housing - low cost home ownership and intermediate rent)</p> <p>Good Performance: Higher</p>		1231	2010	GREEN	↑
<p>Number of social rented housing completions for family housing (gross figures only)</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)</p> <p>Good Performance: Higher</p>		390	707	GREEN	↑
<p>Outturns are provisional only and do not accurately reflect housing delivery. Completion certificates for housing units come in batches and can have large time lags, hence why the number of completions is never evenly distributed throughout the year. A site completion of 639 units is pending and in the process of enforcement proceedings. In addition, there are approximately 1,625 housing completions for 11/12 that cannot be reported due to missing information.</p> <p>Teams are working together to address this underreporting by strengthening processes and the timely dispatch of completions & plot information. However, Developers and Approved Inspectors are under no legal obligation to provide the Council with detailed completions information. A more precise total for the number of completions in 11/12 will be available in October 2012, in line with finalising figures for the Annual Monitoring Report.</p>	<p>The disproportionate number of completions in quarter 4 is a result of the HCA target to deliver units before 31.3.12.</p> <p>One effect of Registered Providers bringing units forward for completion this year will be a reduction in the predicted number of completions in 12/13. Although some HCA grant funded completions for 2008-11 will still feature in 2012/13.</p>	<p>The target has been exceeded as completions in 2011-12 represent the last units being produced as part of the HCA's 2008-11 National Affordable Housing Programme. Additional grant resources were committed to this programme to meet Government targets for new housing and a number of RP schemes in Tower Hamlets were encouraged to shorten build programmes to bring more units to completion before the end of 2011-12.</p> <p>One effect of RPs bringing units forward for completion this year will be a reduction in the predicted number of completions in 12-13. Although some HCA grant funded completions for 2008 - 11 will still feature in 2012/13. This is a provisional outturn only.</p>			

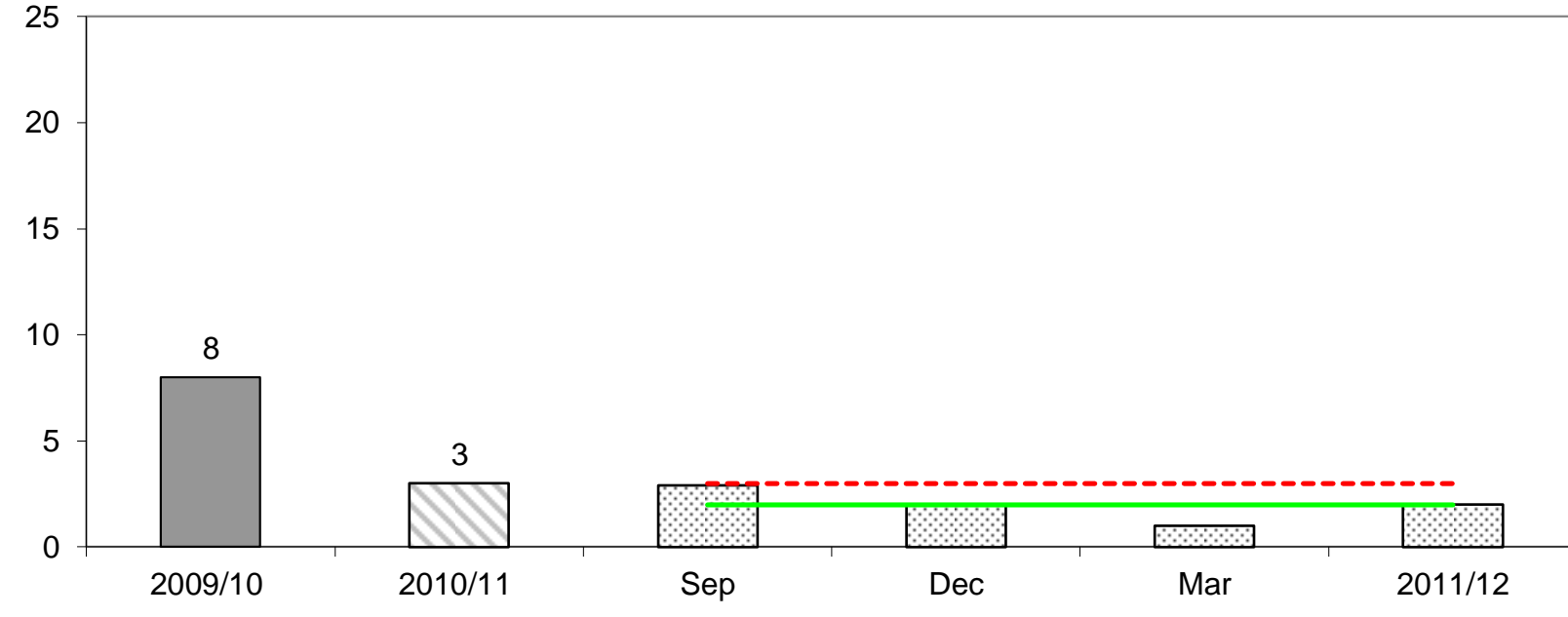
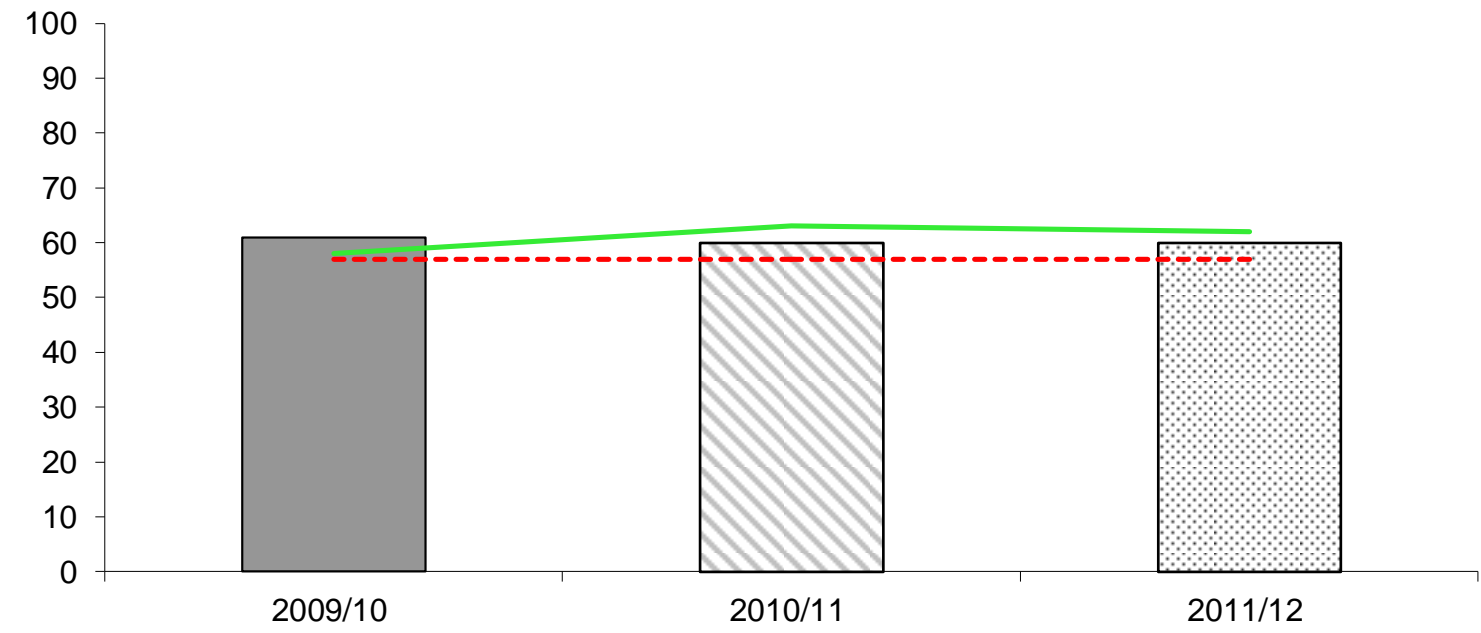
Description	Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)
<p>The number of households who considered themselves as homeless, who approached the local authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation.</p> <p>Measure: nr / 1,000 households</p> 	10	5.6	RED	↑
<p>Based on quarter 3 data, we are performing marginally below target range (0.6 residents per thousand). End of year outturn data is expected at the end of June.</p>				
<p>Percentage of household waste sent for reuse, recycling and composting (%)</p> <p>Measured in: % Good performance: Higher</p> 	32	28.3	AMBER	↔
<p>Based on quarter 3 information, we are within target range for our levels of reuse, recycling and composting (quarter 3 target - 29%). We have delivered improvement of approximately one per cent each year over the last two years. End of year outturn data is due shortly.</p>				

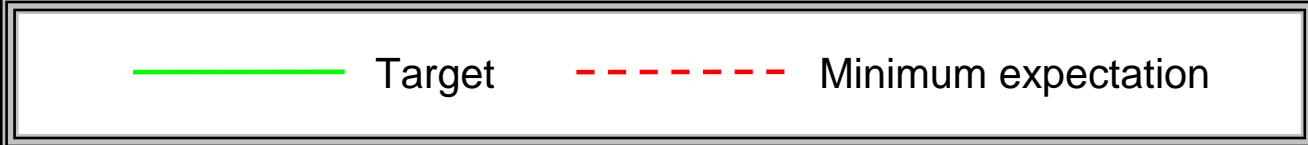
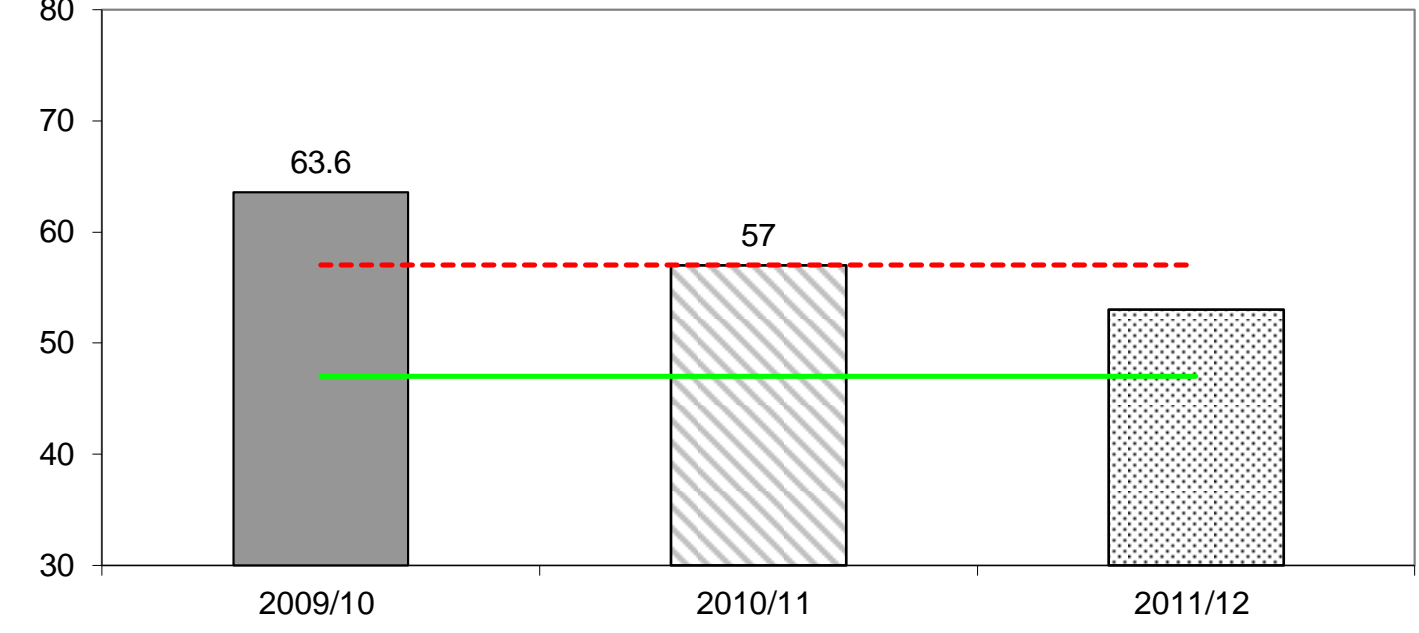
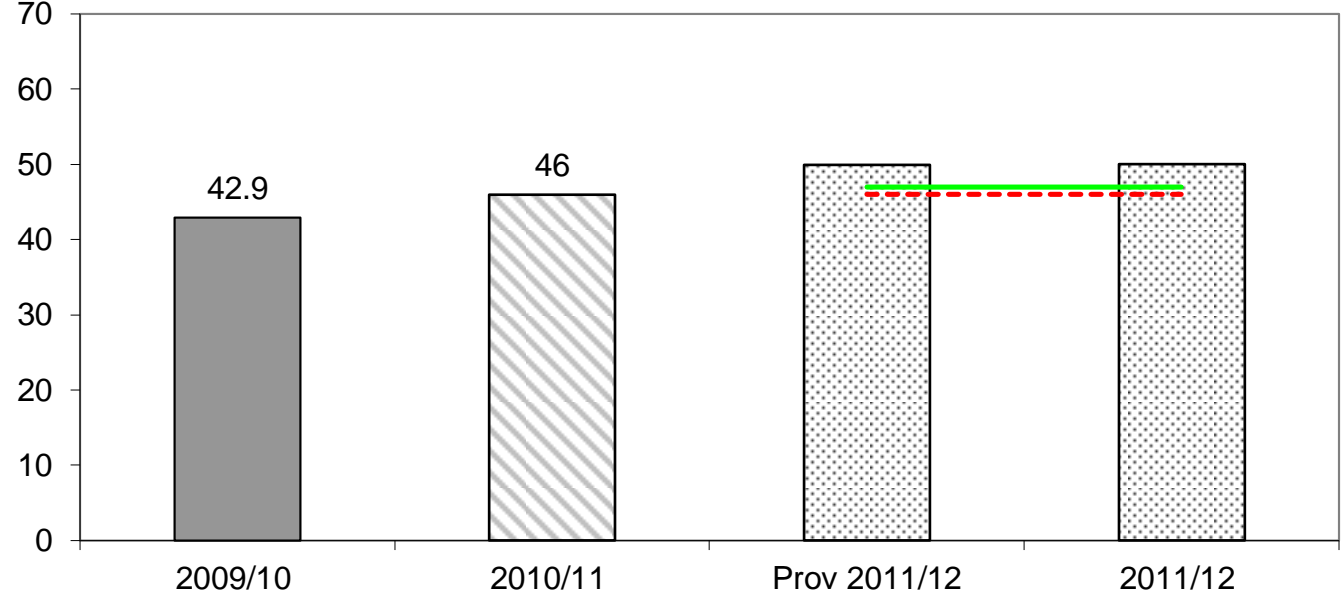
Description		Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)
<p>Level of street and environmental cleanliness - litter (%)</p> <p>Measured in % Good performance: Lower</p>		6	2.3	GREEN	↑
<p>Level of street and environmental cleanliness - detritus (%)</p> <p>Measured in % Good performance: Lower</p>		7	4.1	GREEN	↑
<p>Improved street and environmental cleanliness - graffiti (%)</p> <p>[Strategic Performance Measure Title: Levels of street & environmental cleanliness]</p> <p>Measured in % Good performance: Lower</p>		6	6	GREEN	↑


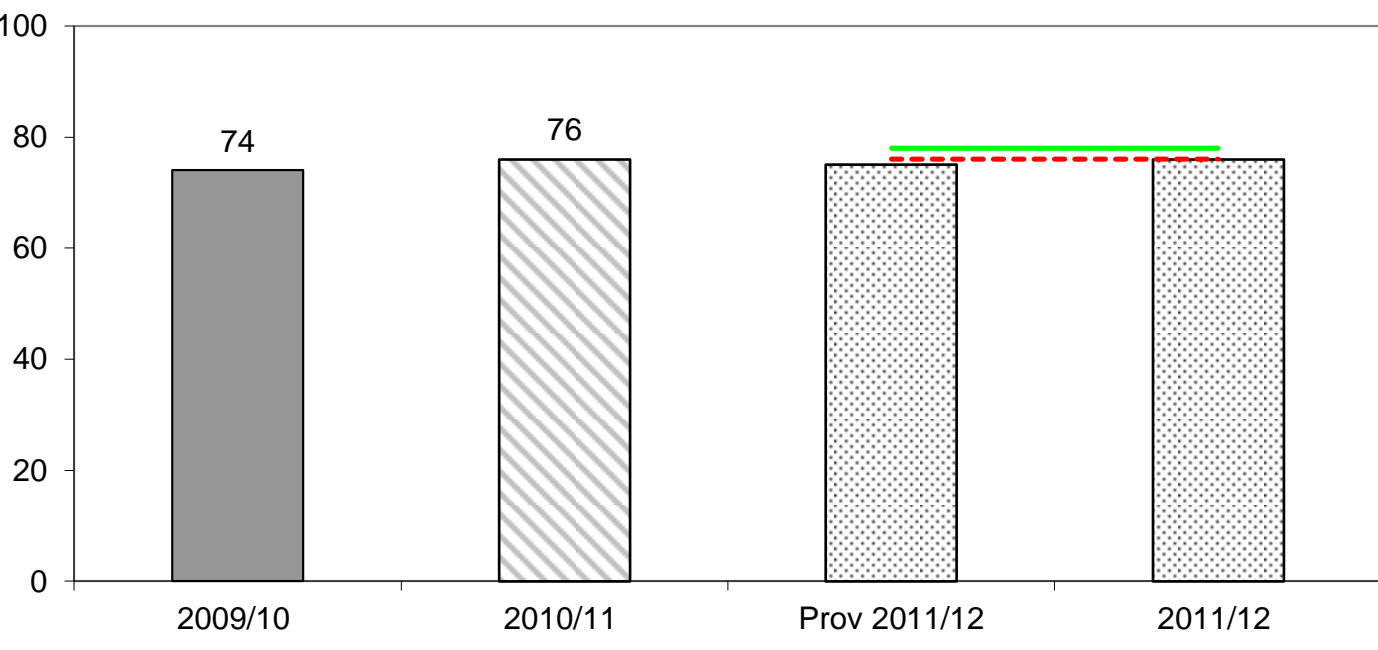
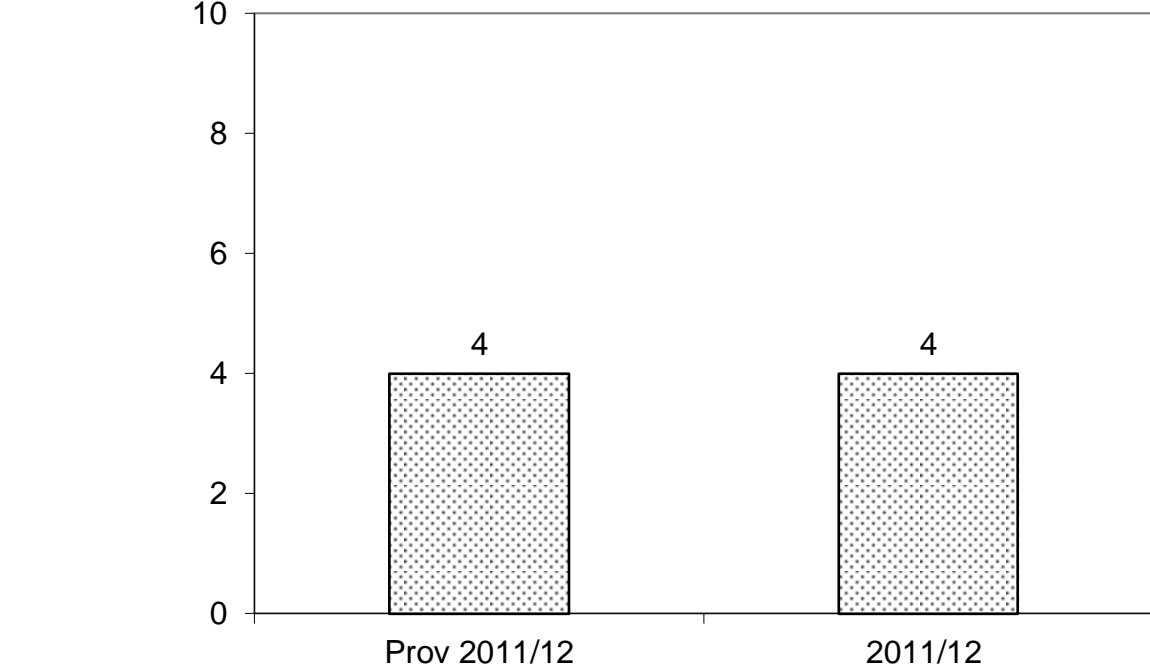
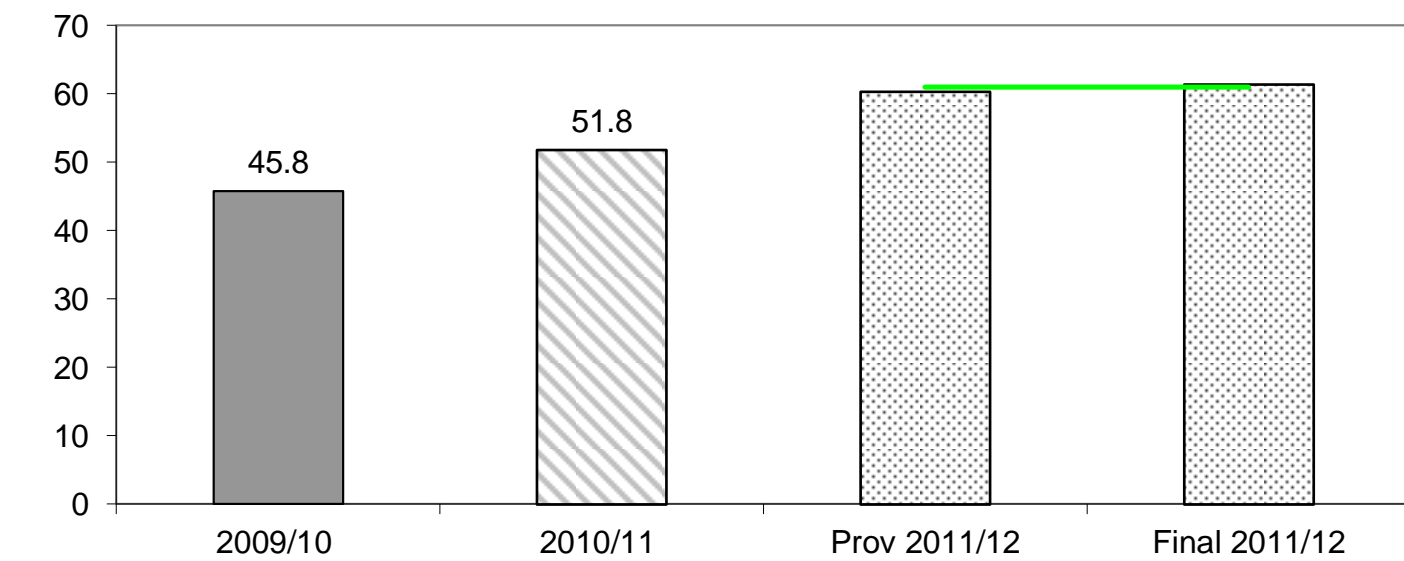
Performance continues to improve.

Performance continues to improve.

Performance continues to improve.

Description	Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)
<p>Improved street and environmental cleanliness - fly-posting (%) [Strategic Performance Measure Title: Levels of street & environmental cleanliness]</p> <p>Measured in % Good performance: Lower</p> 	2	2	GREEN	↑
<p>Performance continues to improve.</p>				
<p>Overall general satisfaction with parks and open spaces</p> <p>Measured in % Good performance: Higher</p> 	62	60	AMBER	↔
<p>Resident satisfaction remains within target range and remains consistent with previous years' performance. Performance is above the minimum expectation but short of our stretching target.</p>				

Description		Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)														
Prosperous Community																			
<p>Proportion of children in poverty (%)</p> <p>Measured in: % Good performance: Lower</p>	 <table border="1"> <caption>Child Poverty Data</caption> <thead> <tr> <th>Year</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>63.6</td> </tr> <tr> <td>2010/11</td> <td>57</td> </tr> <tr> <td>2011/12</td> <td>53</td> </tr> <tr> <td>Target 2011/12</td> <td>46.9</td> </tr> <tr> <td>Minimum expectation</td> <td>57</td> </tr> </tbody> </table>	Year	Percentage (%)	2009/10	63.6	2010/11	57	2011/12	53	Target 2011/12	46.9	Minimum expectation	57	46.9	53	AMBER	↑		
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Minimum expectation	57																		
<p>Information on this indicator is collated by central government in arrears, therefore the latest information relates to 2009. The gap between Tower Hamlets and Islington, the borough with the second highest figure is 9%.</p> <p>Tower Hamlets has shown a 4 percentage point improvement in levels of child poverty between 2008 and 2009 and a 7.3 percentage point improvement since 2006 - the best rates of improvement in London for both one and three years. They also compare favourably to national and statistical neighbours' rates of improvement.</p> <p>Work has been taking place since 2009 to improve rates of child poverty through our Child Poverty Strategy, and there is strong commitment throughout the Partnership to tackle this issue.</p>																			
<p>Early Years attainment (%)</p> <p>Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy.</p> <p>Measured in: % (measured from birth to end of academic year in which a child turns 5, at least 6 points or more in the 13 EYFS statutory framework) Good Performance: Higher</p>	 <table border="1"> <caption>Early Years Attainment Data</caption> <thead> <tr> <th>Year</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>42.9</td> </tr> <tr> <td>2010/11</td> <td>46</td> </tr> <tr> <td>Prov 2011/12</td> <td>50</td> </tr> <tr> <td>2011/12</td> <td>50</td> </tr> <tr> <td>Target 2011/12</td> <td>47</td> </tr> <tr> <td>Minimum expectation</td> <td>50</td> </tr> </tbody> </table>	Year	Percentage (%)	2009/10	42.9	2010/11	46	Prov 2011/12	50	2011/12	50	Target 2011/12	47	Minimum expectation	50	47	50	GREEN	↑
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Minimum expectation	50																		
<p>The Council's project to support 7 of the lowest 10 scoring schools has led to strong improvements in scores in those schools, and lessons have been learnt which will be shared with all schools during the year ahead. Further actions include intensive support for schools facing challenges in the EYFS and better joint working with health.</p>																			

Description		Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)
<p>Achievement at level 4 or above in both English and Maths at Key Stage 2 (%)</p> <p>Measured in: % Good Performance: Higher</p>		78	76	AMBER	↔
<p>Number of primary schools below the new DfE floor standard.</p> <p>Measured in: Number of schools Good Performance: Lower</p>		N/A	4	N/A	Not comparable
<p>Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (%)</p> <p>Measured in: % Good Performance: Higher</p>		61	61.4	GREEN	↑


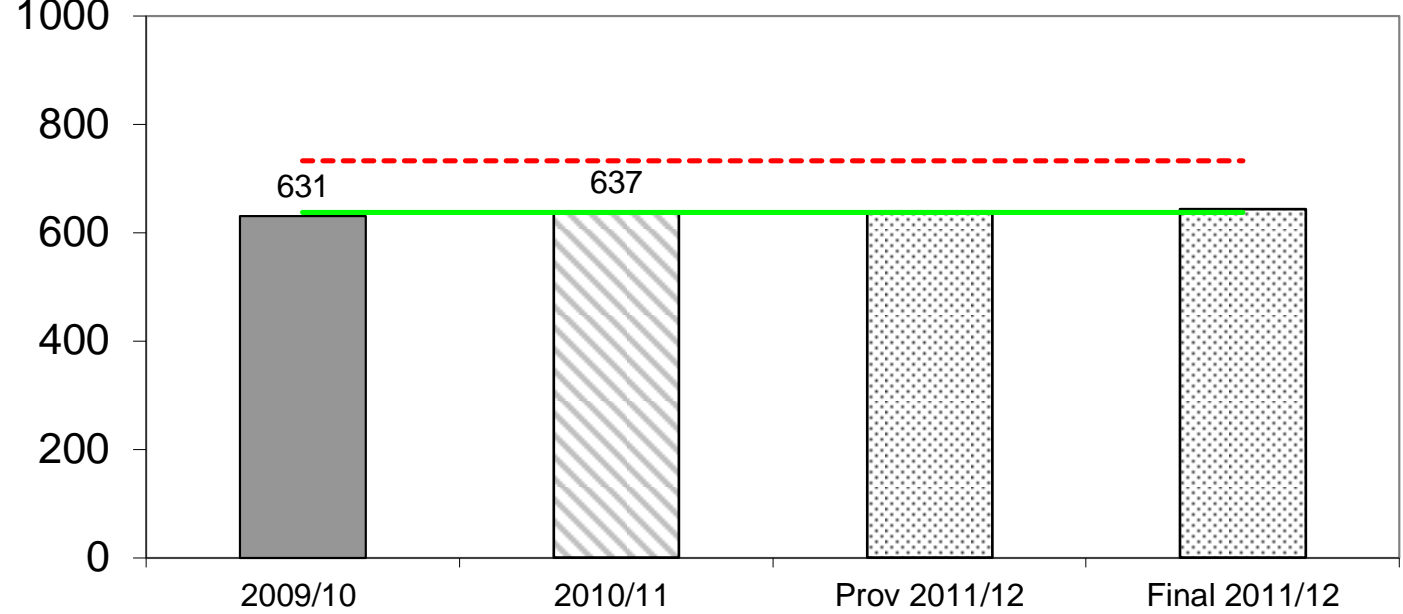
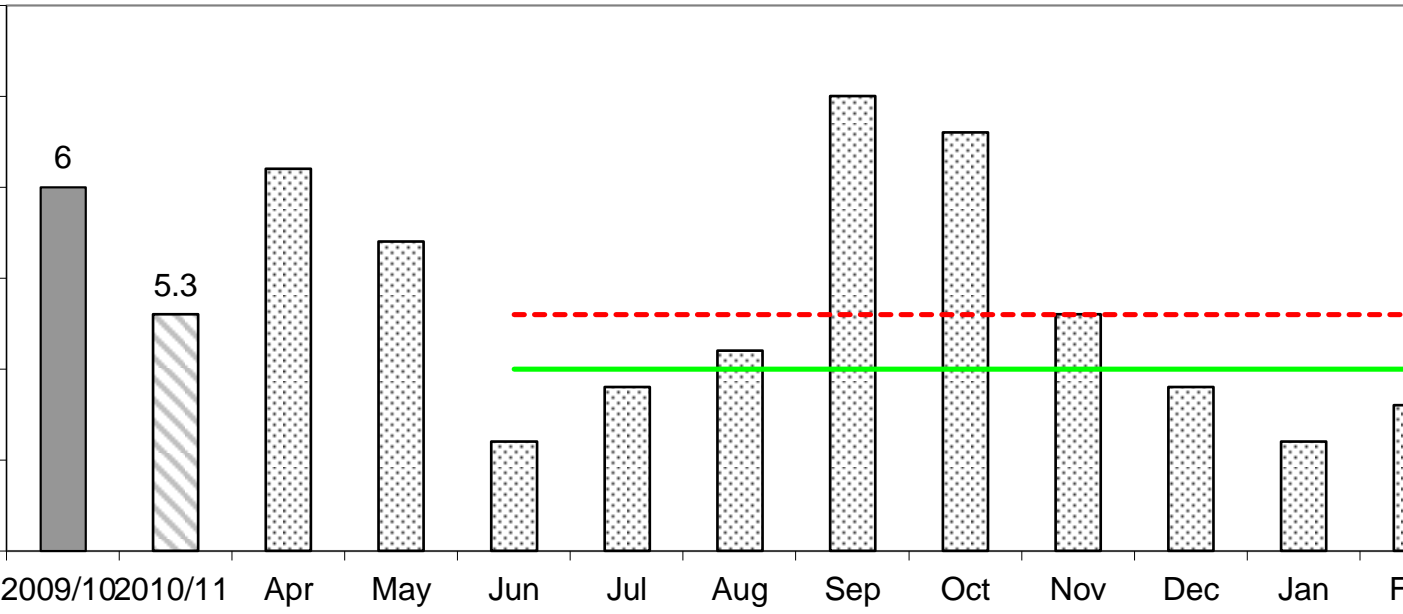
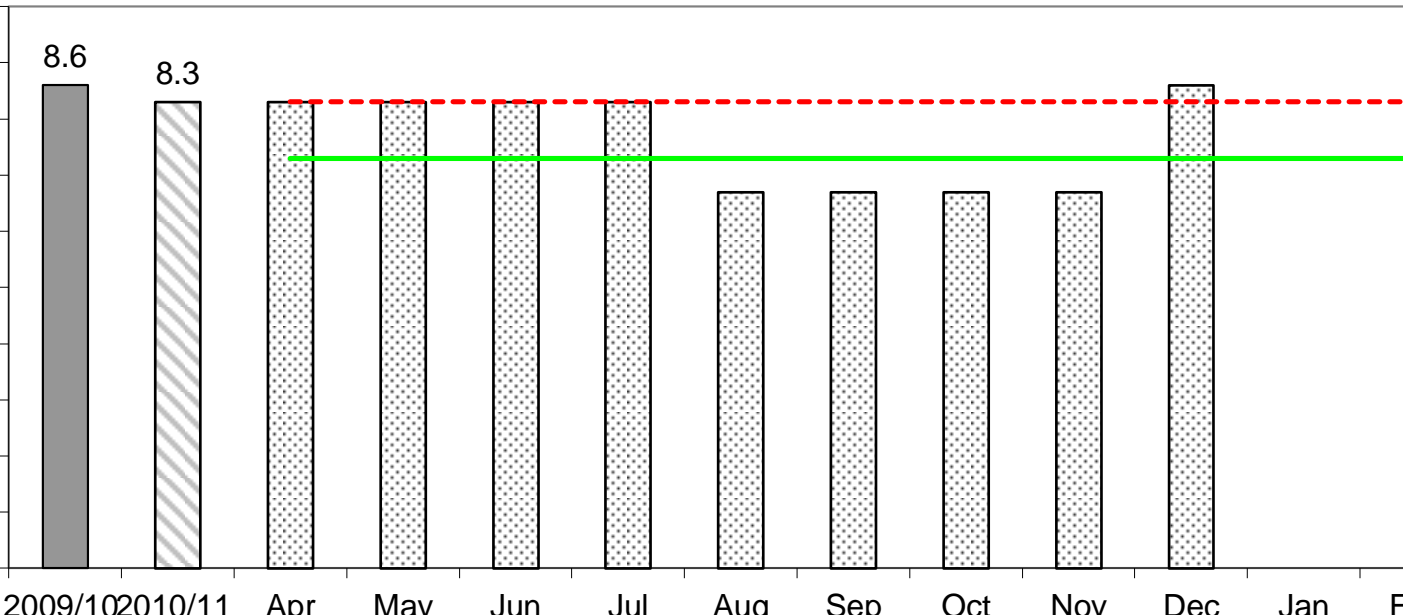
The final results for achievement at level 4 or above in both English and Maths at Key Stage 2 in 2011/12 (academic year 2010/11) is 76%. This meets the minimum expectation of 76%, but not our aspirational target of 78%. We are above the final national average results of 74%.


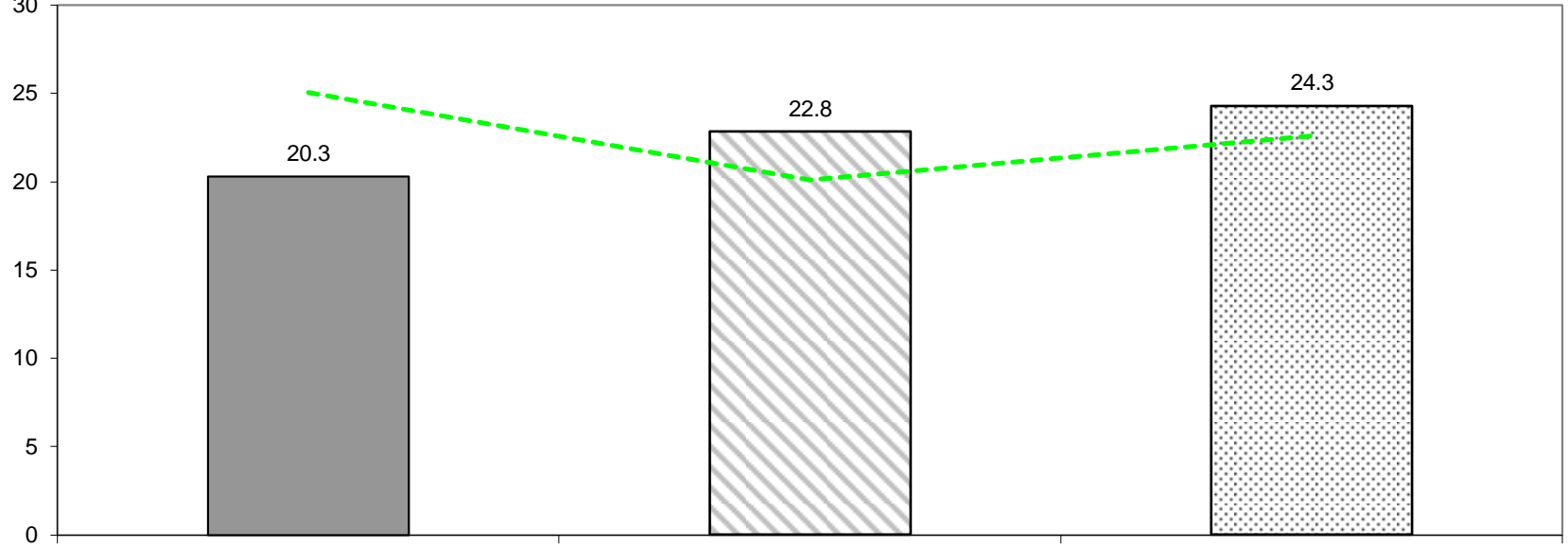
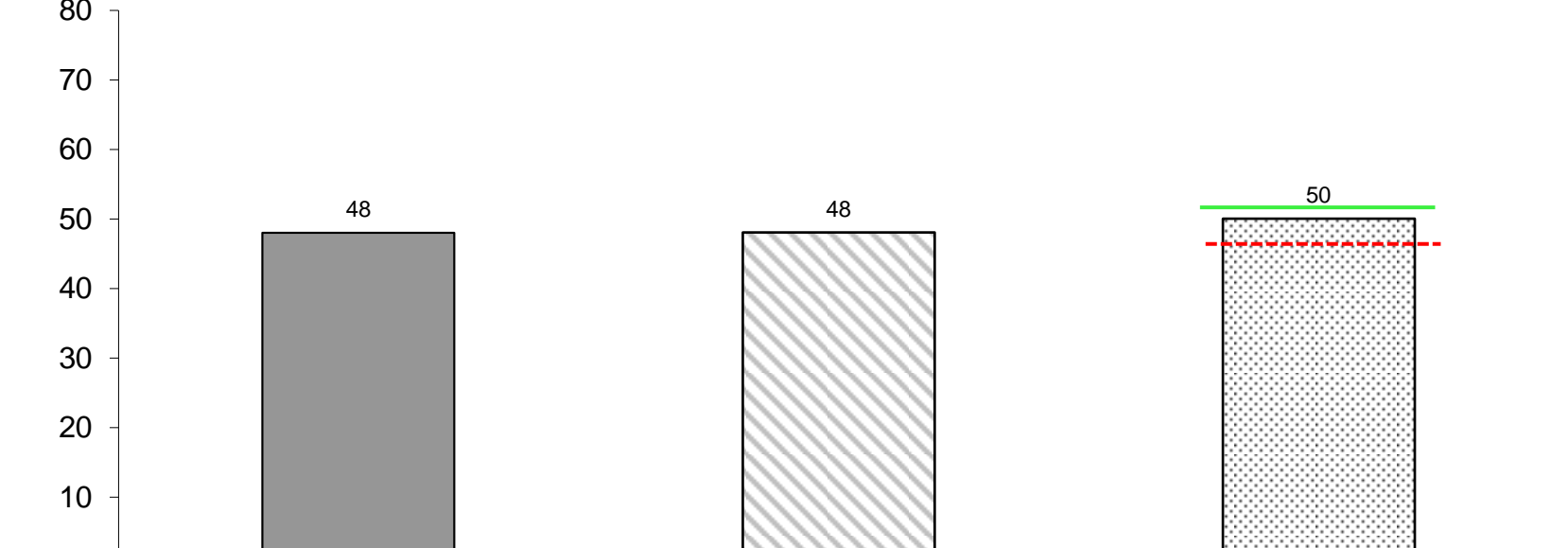
This is the first year schools have been measured against a new standard, and so we cannot compare with previous years. We will use the results from this year to determine future targets for 2012/13. The new DfE floor target includes three measures to determine whether a school is below their new floor target. They consist of the number of schools where:

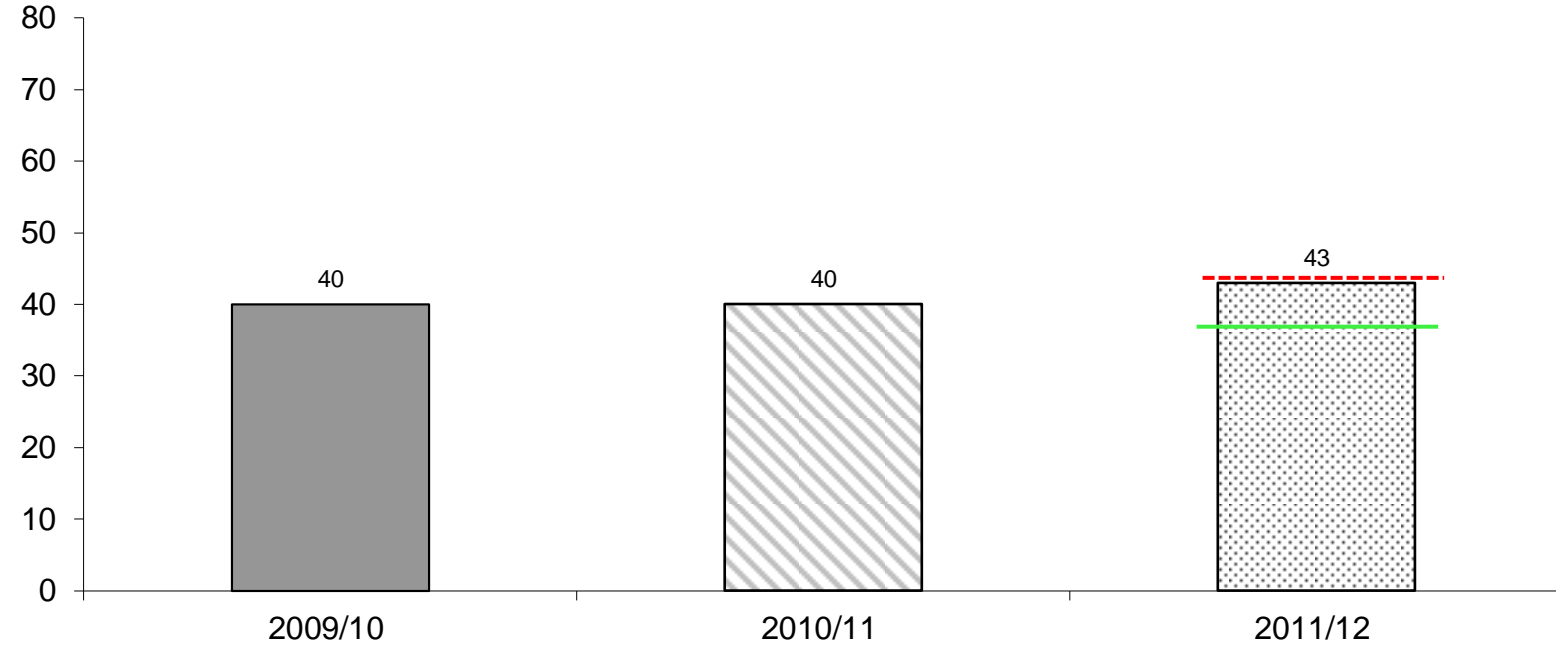
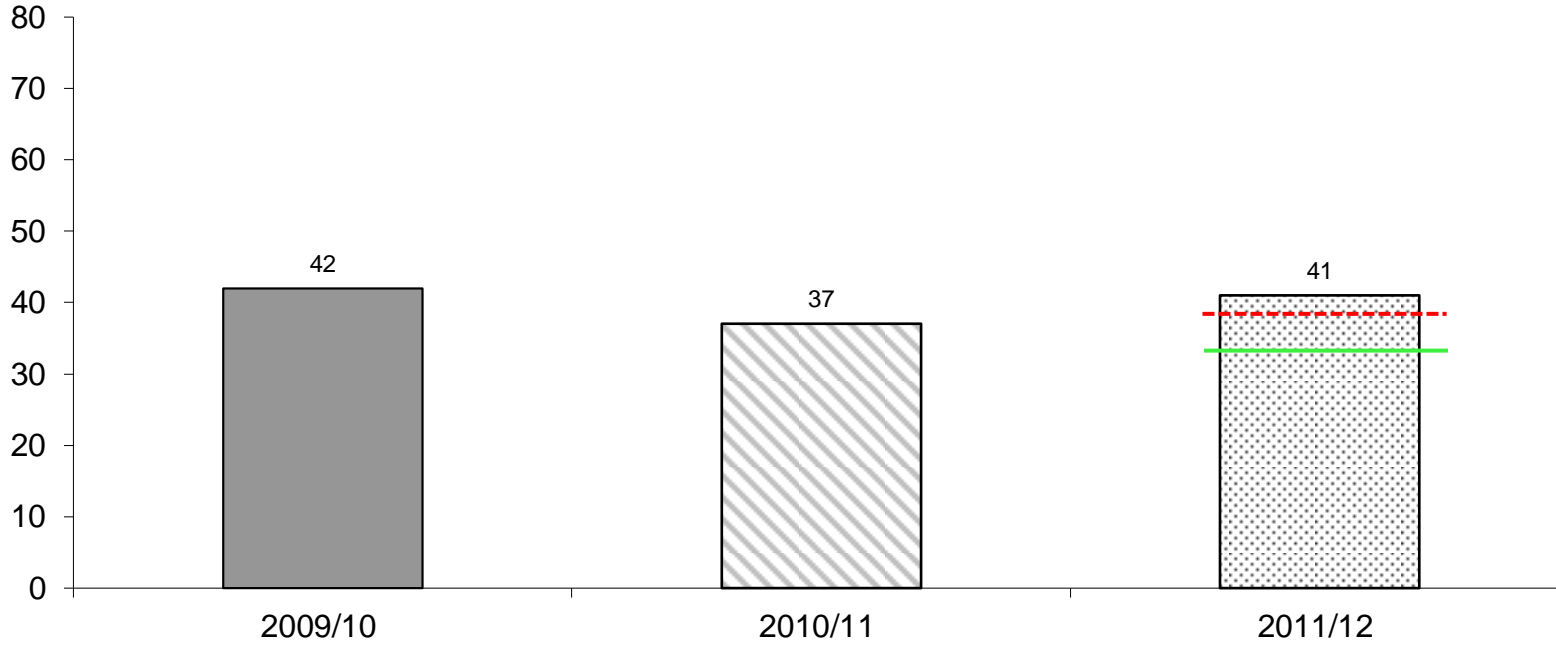
- fewer than 60% of pupils achieved level 4 or above in both English and Maths at KS2.
- the percentage of pupils making expected progression in English at Key Stage 2 is below the national median.
- the percentage of pupils making expected progression in maths at Key Stage 2 is below the national median.


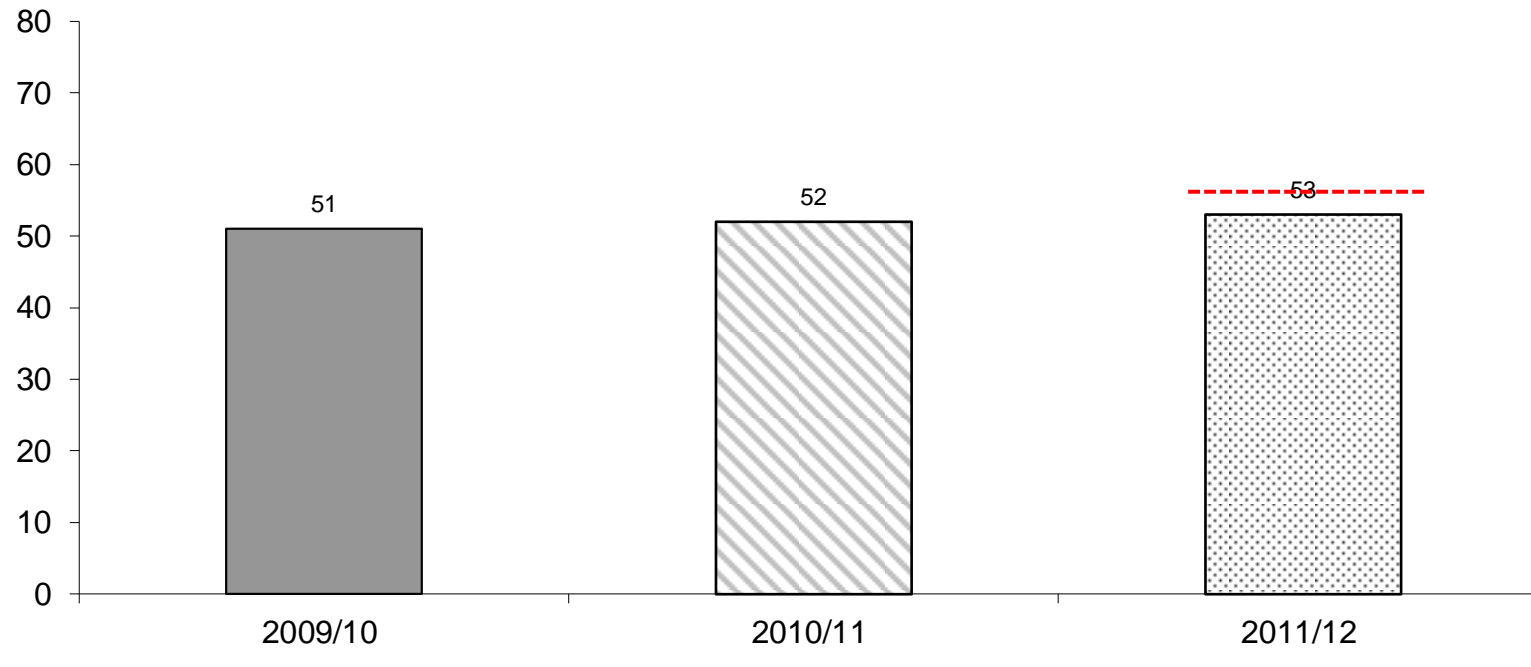
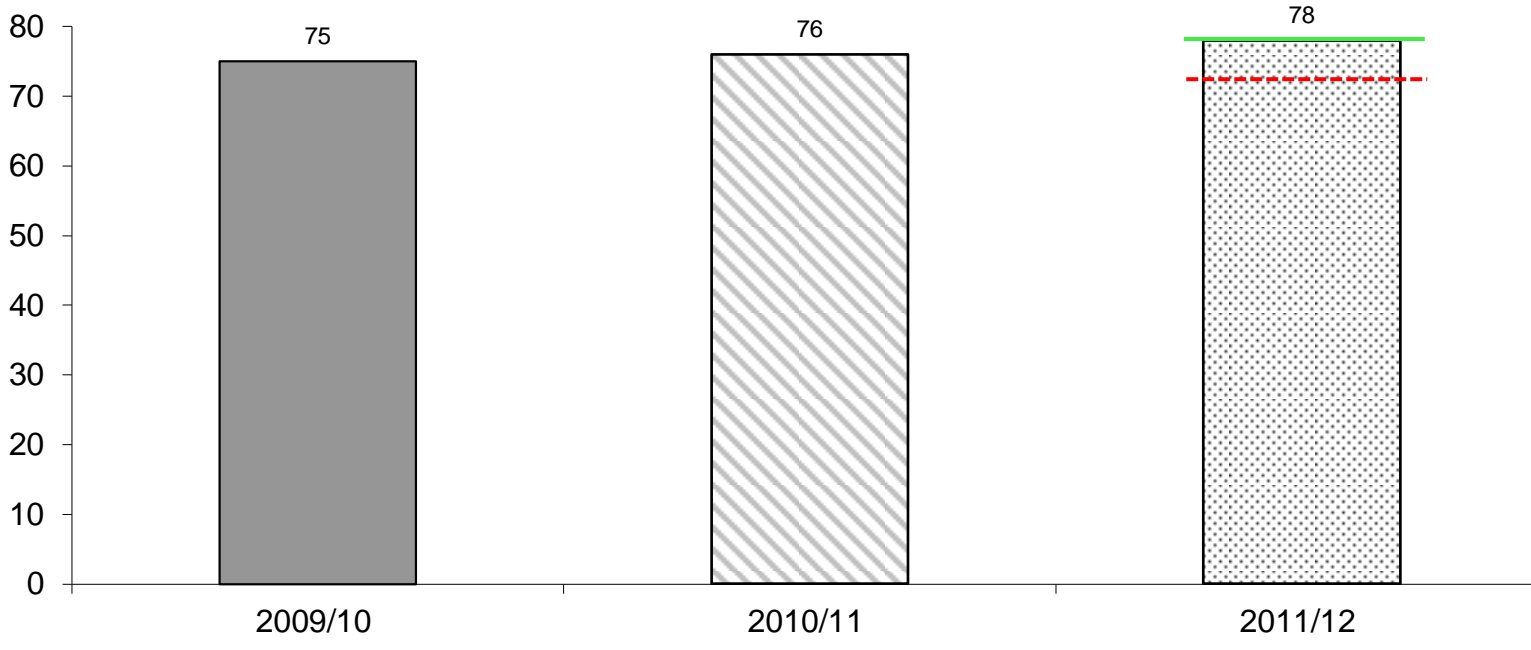
Under this new measure, we have 4 primary schools below the DfE floor target.

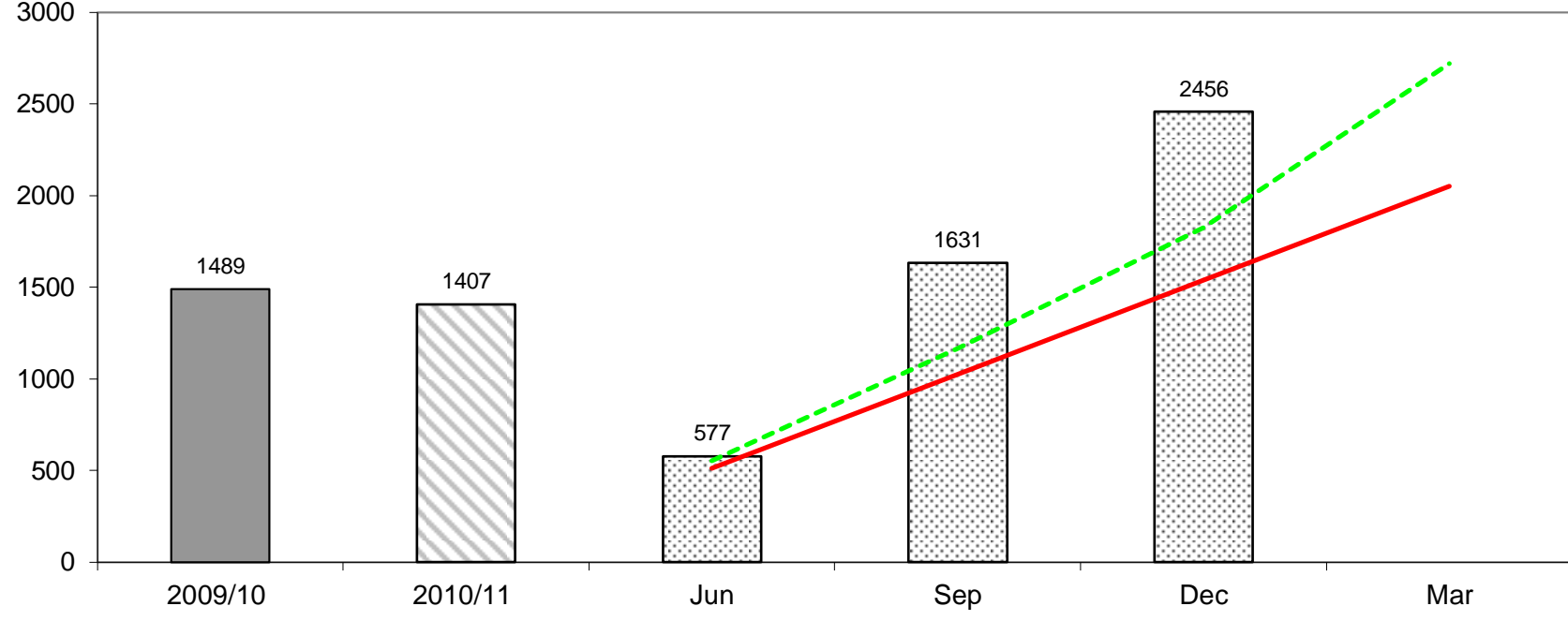
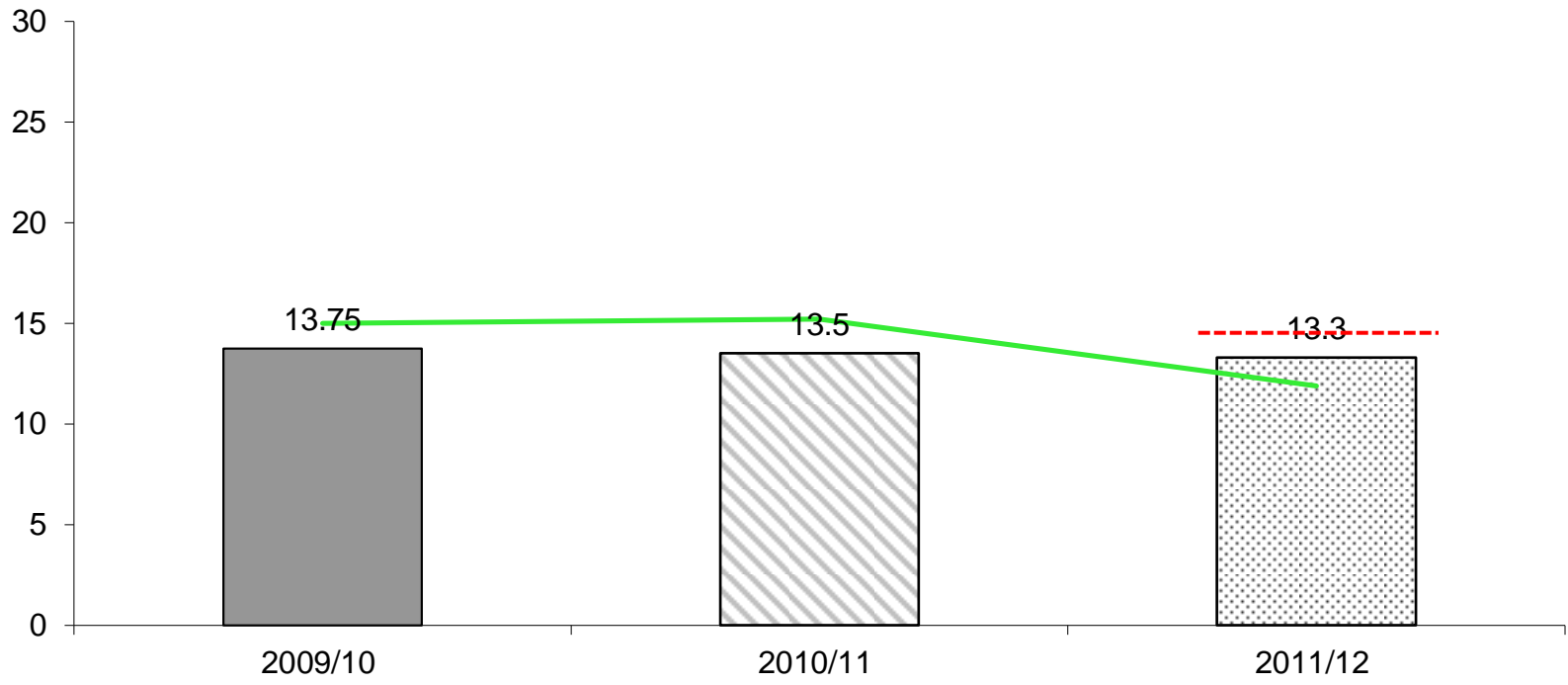
The final outturn result for 2011/12 (academic year 2010/11) is 61.4% which is a significant improvement on the 51.8% reported last year, and we have met our target.

Description		Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)
<p>Improving A Level attainment - A Level Average Points Score per student in Tower Hamlets</p> <p>Measured in: Number Good Performance: Higher</p>		731.6	642.4	AMBER	↔
<p>16 to 19 year olds who are not in education, employment or training (NEET) (%)</p> <p>Measured in: % Good Performance: Lower</p>		5	4.9	GREEN	↑
<p>Overall employment rate - gap between the Borough and London average rate (working age) (%)</p> <p>2011/12 - Lower: Maintain the current gap between the Borough and London average rate (-8.3%) Upper: Reduce the gap to 7.3%</p> <p>Measured in: % Good Performance: Gap - Lower</p>		7.3	9.1	RED	↓
<p>Performance is within target range. The year included a number of successful interventions but key challenges remain. Next steps include:</p> <ul style="list-style-type: none"> -Brokerage of high quality school to school support and development of new provision in East of Borough -Further training for schools in analysing results, and developing strategies to raise achievement. -Review the opportunities to better support Tower Hamlets College -Develop a robust understanding of post 16 offer and progression routes. 					
<p>The final year figure for NEET for 2011/12 is 4.9%. This exceeds our target of 5%, and is an improvement on last year's figure of 5.3%. This compares to the England average of 6.1%, London average of 4.5% and top statistical neighbours average of 6.2%.</p> <p>Our annual figure is particularly impressive given that this was achieved during a year where staff in the Youth and Connexions Service were undergoing a restructure, and while youth unemployment has been rising. It also takes into account 19 year olds who weren't counted before, and is now based on residency which means students attending college out of borough are also counted in the Tower Hamlets figures, who weren't previously counted.</p>					
<p>The current gap between Tower Hamlets and London overall employment rate in March 2012 has widened by 0.5% to 9.1%. As of March 2012 the new dataset has moved from a 16-59/64 working age population to a 16-64 working age population. Forecasts suggest that the gap between Tower Hamlets and London will increase as inner London shows poorer performance against London overall. This dataset has a 9 month time-lag and reporting is based on a previous 4 quarter average. Better performance in the Tower Hamlets overall employment rate is likely to be reflected in early 2014 data releases.</p>					

Description	Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)
Safe and Cohesive Community				
<p>Number of most serious violent crimes per 1,000 population (nr)</p> <p>Measured in: Number (No. of recorded most serious violent crimes/total population x 1000) Good Performance: Lower</p> 	1.7	1.9	RED	↓
<p>Number of serious acquisitive crimes per 1,000 population (nr)</p> <p>Measured in: Number (No. of recorded serious acquisitive crimes/total population x 1000) Good Performance: Lower</p> 	22.6	24.3	RED	↓
<p>26. Satisfaction with the Police / Community Safety Partnership</p> <p>Measured in: % Good Performance: Higher</p> 	51	50	AMBER	↔

Description	Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)
<p>Concern over drunk and rowdy behaviour</p> <p>Measured in: % Good Performance: Lower</p> 	38	43	AMBER	↔
<p>Performance has remained stable; the change in outcome is too small to be 'statistically significant' but it remains within target range.</p>				
<p>Concern about vandalism, graffiti and criminal damage</p> <p>Measured in: % Good Performance: Lower</p> 	34	41	RED	↓
<p>Whilst concern over drunk and rowdy behaviour and drug use or drug dealing have remained stable, there has been a 4 percentage point increase in concern around vandalism, graffiti and criminal damage.</p>				


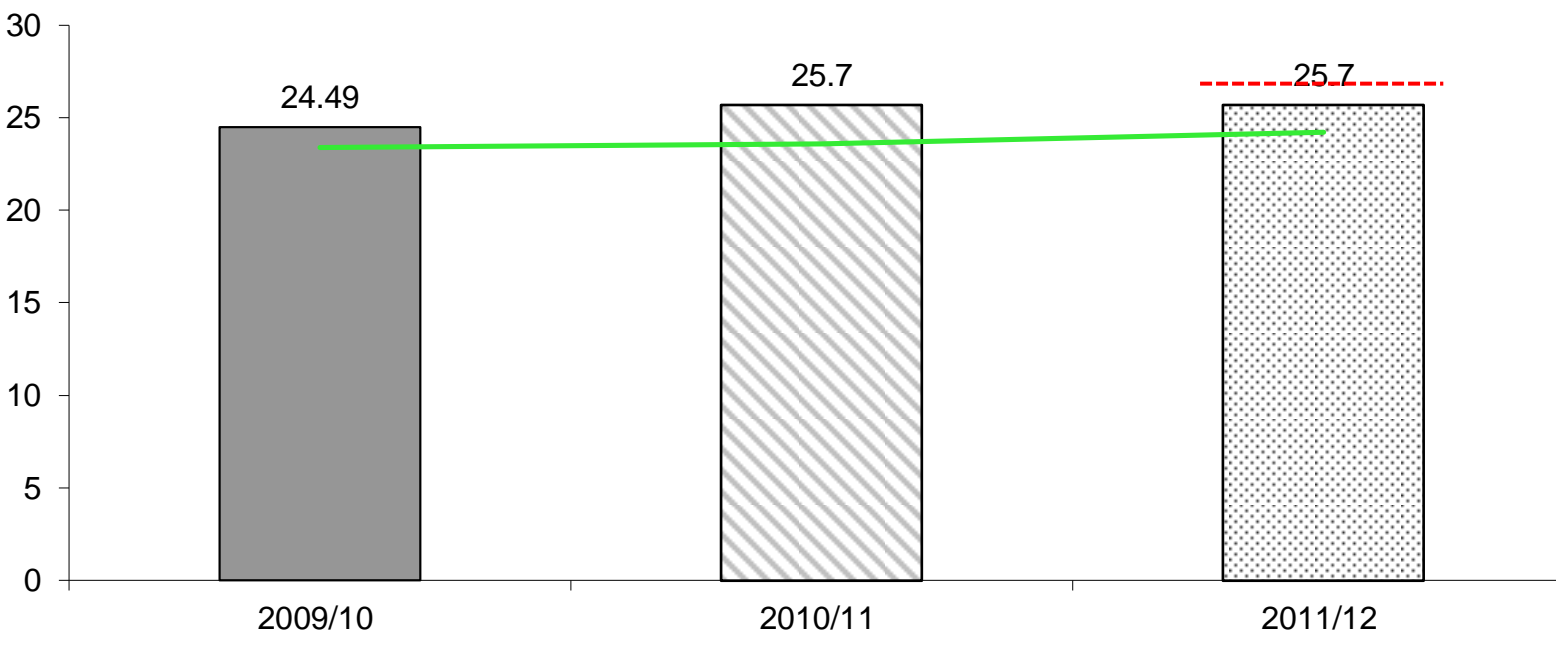
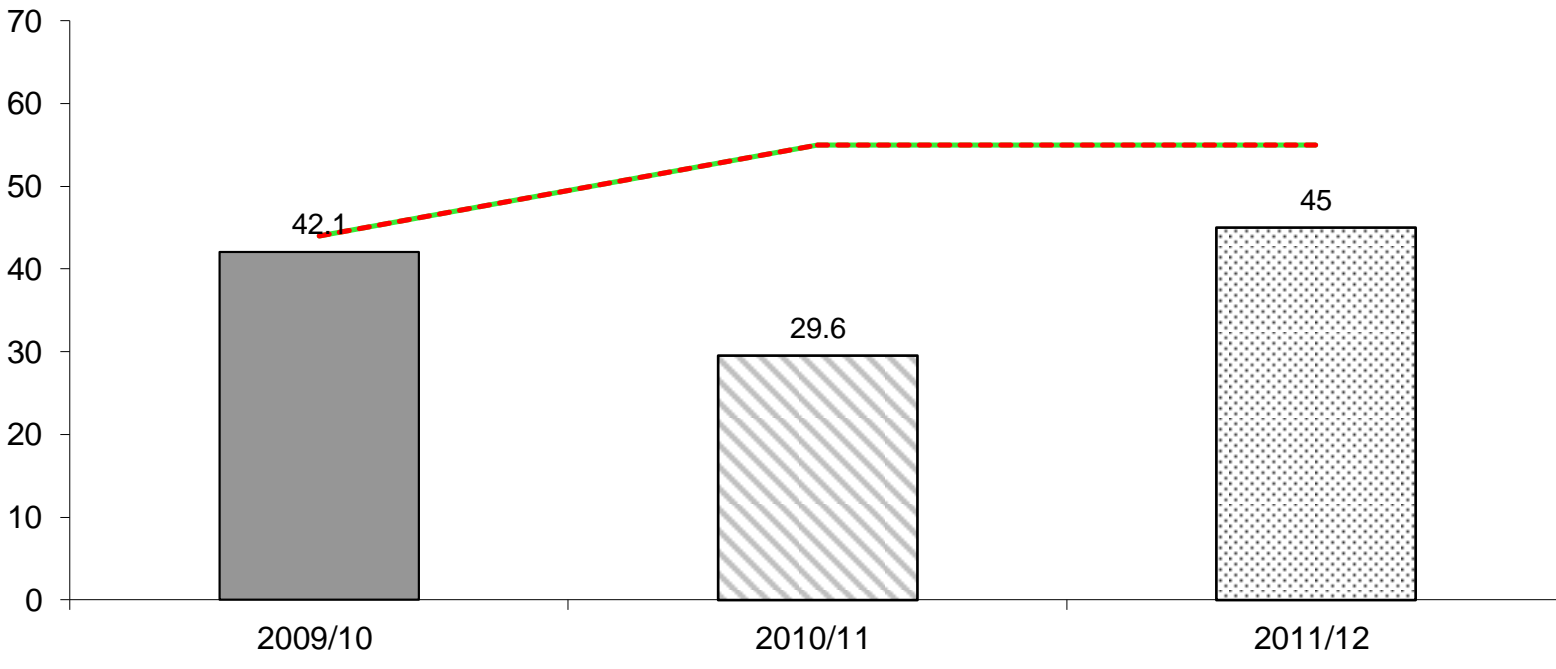
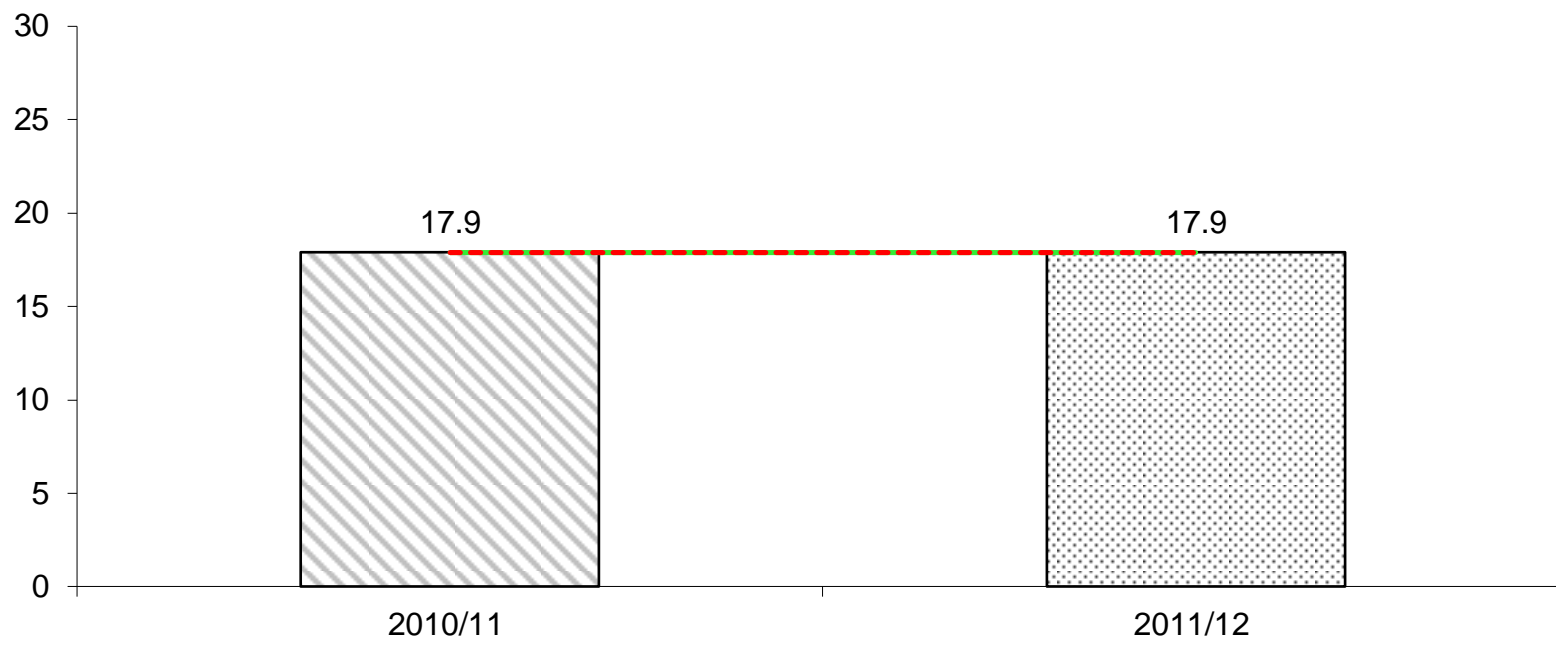
Description		Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)								
<p>Concern over drug use or drug dealing</p> <p>Measured in: % Good Performance: Lower</p>	 <table border="1"> <caption>Concern over drug use or drug dealing</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>51</td> </tr> <tr> <td>2010/11</td> <td>52</td> </tr> <tr> <td>2011/12</td> <td>53</td> </tr> </tbody> </table>	Year	Value	2009/10	51	2010/11	52	2011/12	53	49	53	AMBER	↔
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2011/12	53												
<p>Performance has remained stable; the change in outcome is too small to be 'statistically significant' but it remains within target range.</p>													
<p>% of people who believe people from different backgrounds get on well together in their local area</p> <p>Good performance: Higher</p>	 <table border="1"> <caption>% of people who believe people from different backgrounds get on well together</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>75</td> </tr> <tr> <td>2010/11</td> <td>76</td> </tr> <tr> <td>2011/12</td> <td>78</td> </tr> </tbody> </table>	Year	Value	2009/10	75	2010/11	76	2011/12	78	78	76	AMBER	↔
Year	Value												
2009/10	75												
2010/11	76												
2011/12	78												
<p>This measure has remained stable over the past year. Whilst there has been a 2 percentage point improvement, this difference is not statistically significant.</p>													

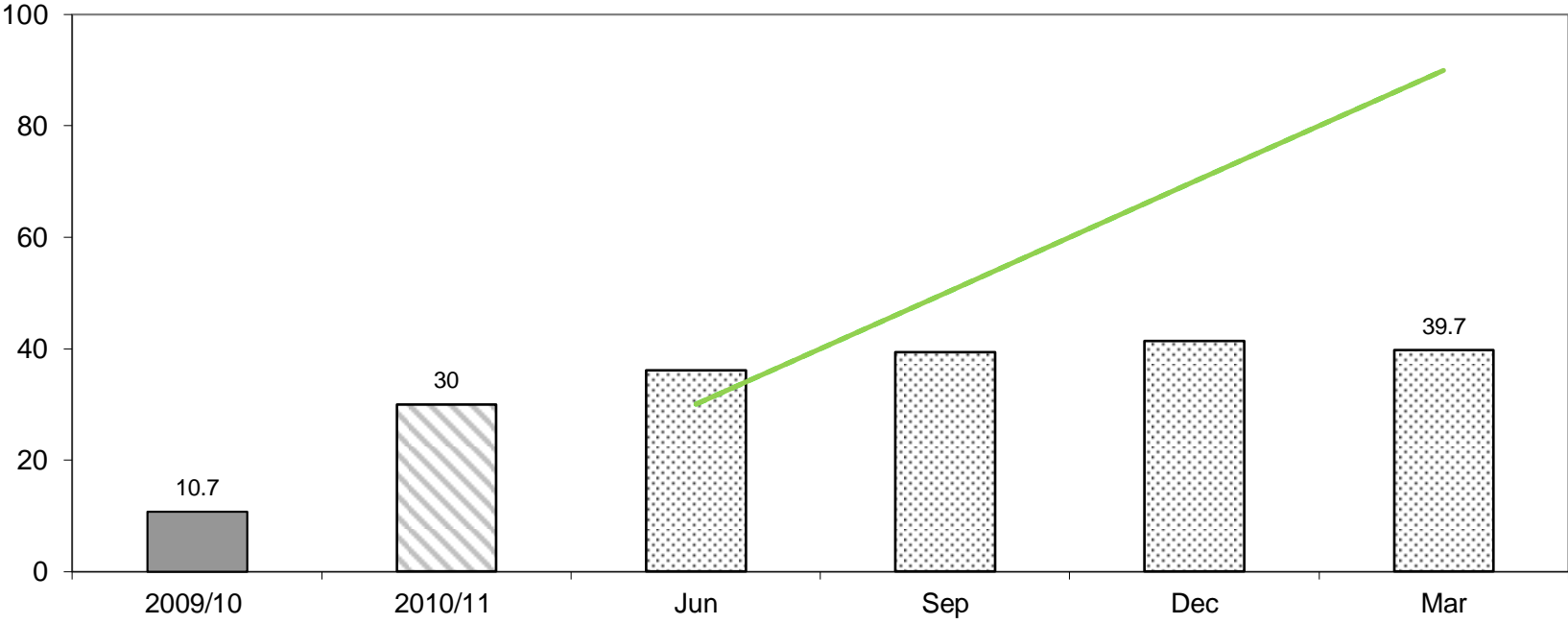
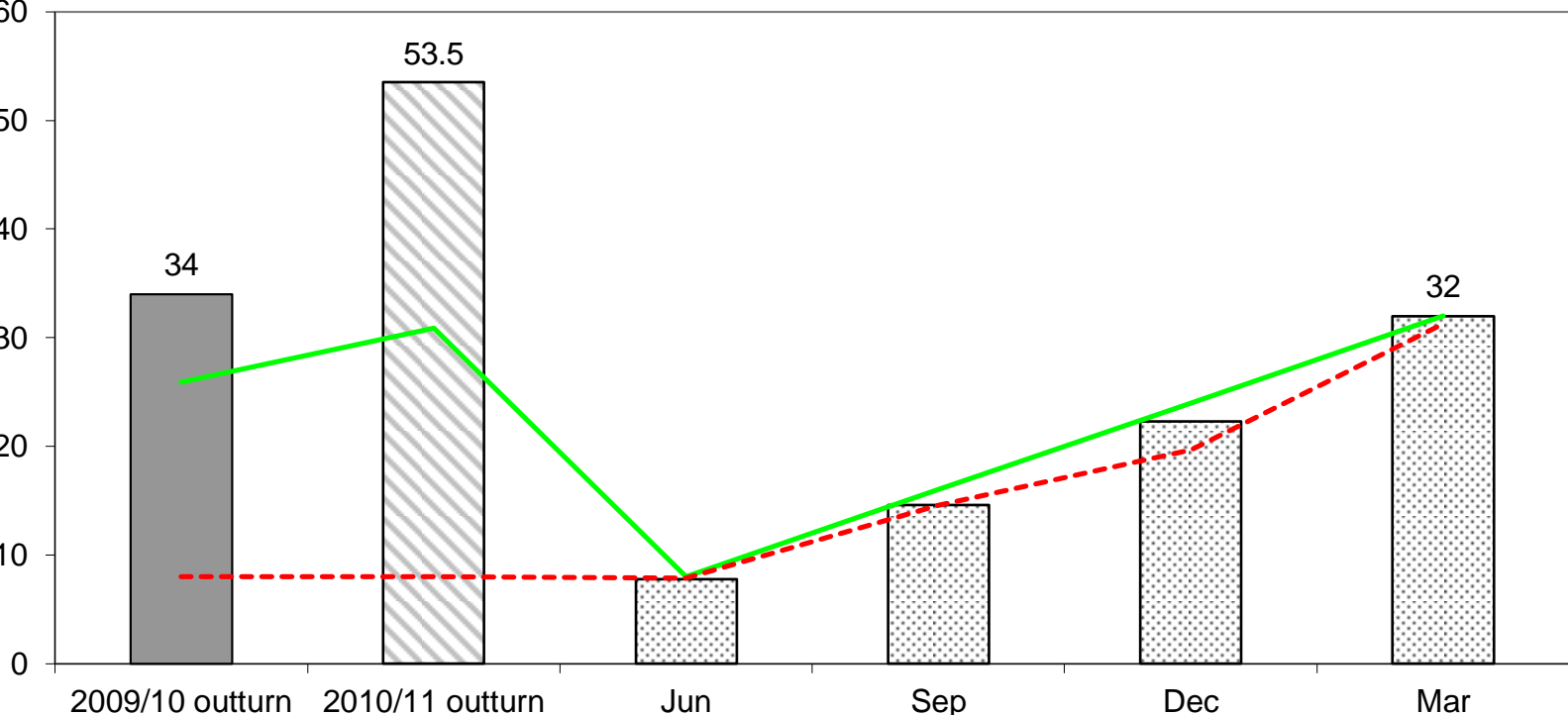
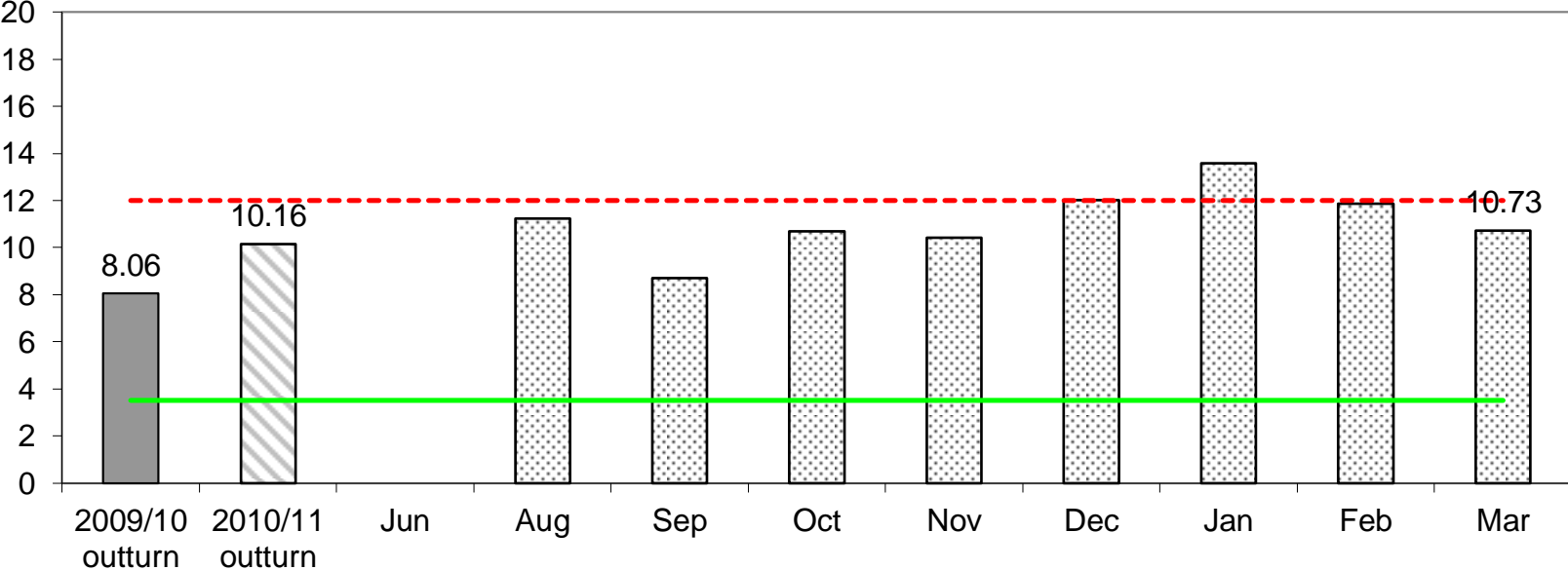
Description	Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)
Healthy and Supportive Community				
<p>Stopping smoking</p> <p>Measured in: number Good Performance: Higher (update due June)</p> 	2720	1879	GREEN	↑
<p>Percentage of children in reception with height and weight recorded who are obese</p> <p>Good Performance: Lower</p> 	11.9	13.3	AMBER	↔

The outturns relate to Q3 as there is a time lag of a quarter on this measure and we have met the quarter 3 target.

825 people achieved the quit at 4 weeks this quarter (Q3), bringing the total so far this financial year to 1,879.

Obesity levels for reception age children have improved since last year. Performance is within target range. Tower Hamlets ranks 6th highest in London and 7th highest in England. However, Tower Hamlets' sustained downward trend since 2006-07 is against a generally upward trend in London.

Description		Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)
<p>Percentage of children in Year 6 with height and weight recorded who are obese</p> <p>Good Performance: Lower</p>		24.2	25.7	AMBER	↔
<p>Obesity for year 6 children has remained static at 25.7% since last year and is within target range. This follows a 2.7 percentage point increase between 2007/08 and 2009/10, so the levelling off is welcome in our objective to reduce obesity longer term.</p> <p>Overall, Tower Hamlets ranks 3rd highest in London and England for childhood obesity as measured at Year 6 but, against an upward trend for both London and England, Tower Hamlets is performing relatively well. Whereas Tower Hamlets has remained stable, nearest neighbours have had increases.</p>					
<p>Under 18 conception rate % decrease</p> <p>Measured in: % decrease from the 1998 baseline</p> <p>Good Performance: Higher</p>		55	45	RED	↑
<p>The under 18 conception rate in 2010 (reported in 2012) was 31.8 per 1000 females aged 15-17. This is a decrease of 45% from the baseline (1998) compared with a national decrease of 24% and a London decrease of 27.4 (per 1,000 female 15-17). Tower Hamlets achieved the second highest reduction in London and ranked 5th in England and Wales at Unitary Authority level.</p>					
<p>Self reported experience of social care users ASC survey</p> <p>Good Performance: Higher</p>		17.9	17.9	GREEN	↔
<p>The target has been met.</p>					

Description	Target 2011/12	Actual 11/12	Variance (performance against target)	Direction of Travel (comparing 11/12 and 10/11 actual)
<p>Social care clients and carers in receipt of Self Directed Support (%)</p> <p>Measured in: % Good Performance: Higher</p> 	50	39.7	RED	↑
<p>Carers receiving needs assessment or review and a specific carer's service, or advice and information (%)</p> <p>Measured in: % (number of carers whose needs were assessed or reviewed by the council in a year who received a specific carer's service, or advice and information in the same year as a percentage of people receiving a community based service in the year) Good Performance: Higher</p> 	32	32.3	GREEN	↓
<p>Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time (%)</p> <p>Measured in: % Good Performance: Lower</p> 	3.5	10.73	AMBER	↓

The Adults Health and Wellbeing Directorate have now implemented the new Adult Social Care customer journey which focuses on a culture of reablement to prevent long term service need and long term service provision in the community through personal budgets.

Indicative data highlights that more than 500 additional adults residents have made the choice to manage their service provision through a personal budgets in 2011/12.

Adults Health and Wellbeing have met the 32.0% target set on this strategic indicator. Tower Hamlets continues to perform strongly in provision of services to carers and has consistently achieved top quartile performance over the past 3 reporting years with the best performance in the country in 2010/11.

Adults Health and Wellbeing will build on services for carers in 2012/13 through reviewing the carers support offer which will include Personal Budgets for carers.

The indicator measures all children becoming subject to a child protection plan (CPP) for a second or subsequent time during the period April 2011- March 2012, regardless of how long ago the first CPP was organised.

During April 2011 – March 2012, 28 out of 261 children became the subject of a CPP for a second or subsequent time, resulting in a performance figure of 10.73%; this is within the target bandwidth of 12% - 4% and above both national and local averages.

The indicator does not account for the time period between the first CPP and the second CPP, in most cases there is over 2 years between the first and second plan.

One Tower Hamlets					
Priority 1.1: Reduce inequalities					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(1) Deliver the Single Equality Framework	Michael Keating (CE)	31/03/2012	Delayed	80%	See comments below.
Milestone	Lead Officer	Deadline	Status	%	Comments
New Single Equality Framework agreed (May 2011)	Michael Keating (CE)	31/05/2011	N/A	N/A	As a result of the Strategy, Policy and Performance restructure we sought to mainstream our equalities business planning to a greater degree - the SEF objectives have therefore been incorporated into the Strategic Plan for 2012/13.
Progress report to Overview and Scrutiny (November 2011)	Michael Keating (CE)	30/11/2011	Completed	100%	Equalities priorities were considered by the Overview & Scrutiny Committee at their November 2011 meeting.
Convene Fairness Commission (March 2012)	Michael Keating (CE)	31/03/2012	Delayed	80%	Fairness Commission proposals were considered by the Partnership Executive in October 2011 and Cabinet in March. The Commission will be launched in June 2012.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(2) Look at how we can better support citizens to build stronger and more cohesive communities through the implementation of the Citizen Engagement Strategy	Michael Keating (CE)	31/03/2012	Delayed	80%	All milestones are complete except in relation to the Pan Disability Panel, see comments below.
Milestone	Lead Officer	Deadline	Status	%	Comments
Development of a model for Citizen Engagement (June 2011)	Michael Keating (CE) Shazia Hussain (CLC)	30/06/2011	Completed	100%	Completed
Partnership Workshops - series of workshops to develop a model of engagement with input from a diverse range of stakeholders and to test model with citizens.	Michael Keating (CE)	31/03/2012	Completed	100%	A series of consultation workshops and meetings with LAP steering groups and stakeholders took place and recommendations were put to Mayor and Cabinet.
Pilot and roll out of the model through Community Champions project and work with Pan Disability Panel (October 2012)	Michael Keating (CE) Shazia Hussain (CLC)	31/10/2012	Delayed	80%	The model for the Pan Disability Panel has been revised to ensure it provides a sustainable mechanism for engagement of disabled people in service design, delivery and decision making. The new structure will be established during 2012-13. Community Champions programme has been launched for phase 1- Olympics Community Champions.
Mayoral programme of public engagement e.g. assemblies and local scrutiny meetings across 2011/12	Michael Keating (CE)	31/03/2012	Completed	100%	This programme is in place and managed by the Mayor's Office. We have delivered 2 Budget Congress events in December 2011 and February 2012 in which a range of community stakeholders were involved. A programme of 5 Mayor's Assemblies in the new Partnership structure has been established.

Activity	Lead Officer	Deadline	Status	% Comp	Comments
(3) Refresh the Council's community leadership role to build on the Council's vibrant local democracy	Michael Keating (CE)	31/03/2012	Completed	100%	All milestones completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Finalise proposals for the development of Overview and Scrutiny under a Mayoral Model (May 2011)	Michael Keating (CE)	31/05/2011	Completed	100%	Completed
Locality Forums Project scoped (July 2011) (CLC)	Shazia Hussain (CLC)	31/07/2011	Completed	100%	Completed
Locality Forum Consultation (September 2011) (CLC)	Shazia Hussain (CLC)	30/09/2011	Completed	100%	Completed
Locality Forums established (March 2012) (CLC)	Shazia Hussain (CLC)	31/03/2012	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(4) Review and implement a new Communications Strategy	Takki Sulaiman (CE)	31/03/2012	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Produce cross directorate communications action plan (April 2011)	Takki Sulaiman (CE)	30/04/2011	Completed	100%	This is already in implementation with specific actions for each Directorate, and will be regularly updated.
Review East End Life and implement findings (June/July 2011)	Takki Sulaiman (CE)	31/07/2011	Completed	100%	The review has been completed and findings have been implemented.
Contribute to delivering elements of the Citizen Engagement Strategy through soft launch of the Portal in March 2011 and a full launch in June 2011	Takki Sulaiman (CE)	30/06/2011	Completed	100%	500 people signed up to the Portal and work is underway to increase this to 5000. The Portal was also used in relation to the budget decision making process.
Deliver three major and three smaller campaigns by March 2012	Takki Sulaiman (CE)	31/03/2012	Completed	100%	The community cohesion campaign was a success - other campaigns ongoing: Curry Capital, 2012, Housing, Victoria Park, Community Safety.

One Tower Hamlets					
Priority 1.2: Work efficiently and effectively as One Council					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(5) Implement and monitor the activities across the 6 strands of the Transformation Programme	Aman Dalvi (Chief Executive)	31/03/2012	Completed	100%	The savings in relation to 2011/12 have been delivered.
Milestone	Lead Officer	Deadline	Status	%	Comments
A disproportionate reduction in the ratio of 'management and back-office staff' to 'frontline staff' in order to protect front-line services through cost reductions of £16.8 million in 2011/12	Aman Dalvi (Chief Executive)	31/03/2012	Completed	100%	The staff management ratio moved from 7:1 to 9:1, reflecting the greater percentage reduction in management posts. A significant proportion of management staff left through ER/VR and the Council's successful approach to redeployment has seen largely front line and junior staff redeployed.
The development of a corporate approach to fair charging and delivery of the income optimisation programme to realise £3.8m savings in 2011/12	Isobel Cattermole (CSF)	31/03/2012	Completed	100%	Completed
A reduction in the price the Council pays for goods and services to realise savings of £4.2m in 2011/12.	Chris Naylor (RES)	31/03/2012	Completed	100%	All Directorates have achieved their savings target for 2011/12.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(6) Accelerate the disposal programme of surplus property to reduce running costs and provide capital receipts for investment	Ann Sutcliffe (D&R)	31/03/2012	Overdue	50%	While those savings delivered via surrendering Anchorage House are on target, those delivered via asset disposal are on hold pending an executive decision to progress in order to enable further exploration of using surplus assets to maximise affordable housing.
Milestone	Lead Officer	Deadline	Status	%	Comments
An agreed development plan in place, which will culminate in surrender of the Anchorage House lease by June 2013; this plan will deliver savings of £2.34m from 2013/14	Ann Sutcliffe (D&R)	31/03/2012	Completed	100%	A development plan is in place, with serving notice on Anchorage house lease timetabled for September 2012.
Sale of general fund properties during 2011/12 to produce £6.3m (gross)	Ann Sutcliffe (D&R)	31/03/2012	Delayed	7%	The whole disposal programme is currently on hold pending an executive decision to progress.
Sale of housing revenue funding properties during 2011/12 to produce £5m (gross)	Ann Sutcliffe (D&R)	31/03/2012	Delayed	45%	While c.45% of savings have been delivered, the remaining 55% was to have been derived from the sale of Toynbee Street properties which has been put on hold.

A Great Place to Live					
Priority 2.1: Providing quality affordable housing					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(7) Deliver over 396 new affordable rented and intermediate homes through the partnership with East Thames Housing Association and Bellway Homes (Ocean Estate)	John Coker (D&R)	30/09/2011	Completed	100%	While all milestones have been completed, this activity is spread over several years. Construction of 396 affordable homes on Ocean Estate is underway and on target to complete the first tranche (Site 1E) by December 2012. This activity is spread over the next two years and will not ultimately complete until December 2013.
Milestone	Lead Officer	Deadline	Status	%	Comments
Demolition of Block F and final land transfer	John Coker (D&R)	30/09/2011	Completed	100%	Completed
Commence construction of 396 new affordable rented and intermediate tenure homes	John Coker (D&R)	30/09/2011	Completed	100%	Completed
Provision of new community facility	John Coker (D&R)	30/09/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(8) Ensure the successful delivery of the Robin Hood Gardens regeneration programme (Blackwall Reach)	John Coker (D&R)	31/03/2012	Overdue	75%	For 2011/12 major milestone of Outline Planning Application approval achieved, although detailed application now to follow for first phase development - to be submitted summer 2012 by Swan Housing.
Milestone	Lead Officer	Deadline	Status	%	Comments
Obtain outline planning approval	John Coker (D&R)	31/07/2011	Completed	100%	Approvals in place with LBTH Development Committee, LTGDC and GLA. 3 month window for JR expires end June. Development partner Swan now working on detailed design.
Detailed planning approval for site 1A	John Coker (D&R)	31/10/2011	Overdue	60%	The milestone was dependent on Outline Planning application approval, which slipped earlier in the year due to further amendments needing to be worked in following pre application stakeholder consultation. This is now in place and it is expected that this milestone will be completed in Summer 2012.
Start on site phase 1A	John Coker (D&R)	31/01/2012	Overdue	40%	See above. Start on site dependent on detailed application, which is in turn dependent on outline planning consent which has now been achieved. This is now anticipated for Autumn 2012.
Ongoing decant consultation towards decant of 200+ homes	John Coker (D&R)	31/03/2012	Completed	100%	159 tenants remain from 207, includes tenants opting to be rehoused on site when new homes constructed from 2014. 54 tenants remain as either opting to move away or are currently unsure.

Activity	Lead Officer	Deadline	Status	% Comp	Comments
(9) Increase support activities to housing partners to achieve greater delivery of suitable affordable homes for Tower Hamlets residents, including the provision of family sized homes	Alison Thomas (D&R)	31/03/2012	Overdue	85%	While Ph1 of the new build programme has been completed, this activity has been flagged as overdue due to in-year delays around submission of outline planning application for Malmesbury and Birchfield and the completion of the Local Homes Initiative. It is expected that these will be completed between Q1 and Q2 of 2012/13.
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete Phase 1 of the LA new build programme	Alison Thomas (D&R)	30/09/2012	Completed	100%	Phase 1 units handed over on 21st March 2012.
Submit outline planning permission for Malmesbury & Birchfield	Alison Thomas (D&R)	30/06/2011	Overdue	85%	Two resident consultation events held in March 2012 and pre-application meetings held with planners. Additional documents are currently being prepared to accompany the Outline Planning Application upon submission. Planners will also require one further consultation with residents in the area (community forum), scheduled for June 2012. The final proposal will be submitted at end of June / early July 2012.
Completion of Local Homes Initiative project	Alison Thomas (D&R)	31/03/2012	Overdue	90%	Completions now due in April and May 2012.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(10) Sustain the delivery of affordable housing through the planning process in the current economic climate	Owen Whalley (D&R)	28/02/2012	Overdue	75%	The procurement of specialist viability consultant support to assist in the delivery of this activity has been delayed but is now on track for completion early in 2012/13. In the meantime necessary viability assessments are in place to sustain the delivery of affordable housing.
Milestone	Lead Officer	Deadline	Status	%	Comments
Identify procurement options	Owen Whalley (D&R)	31/05/2011	Completed	100%	
Commence procurement process	Owen Whalley (D&R)	31/08/2011	Completed	100%	
Finalise new process	Owen Whalley (D&R)	31/12/2011	Overdue	100%	The process is underway and working through the stages of formal procurement. It is expected to complete by mid-July 2012.
Start new arrangements	Owen Whalley (D&R)	28/02/2012	Overdue	85%	New timetable set through procurement process should see new process start August 2012.

A Great Place to Live					
Priority 2.2: Improving and maintaining the quality of housing, including maximising energy efficiency					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(11) Work with Tower Hamlets Homes to implement and explore additional funding for the Decent Home Plus programme which will improve the quality of all Council housing	John Coker (D&R)	30/09/2011	Completed	100%	Procurement process completed and works commenced on site from 19 Sept 2011.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop programme plan	John Coker (D&R)	31/05/2011	Completed	100%	Programme developed in quarter one.
Complete contractor procurement	John Coker (D&R)	31/07/2011	Completed	100%	Wates and Durkan have been appointed to deliver year one (11-12) Decent Homes Backlog works.
Start works programme	John Coker (D&R)	30/09/2011	Completed	100%	Works commenced on site from 19 Sept 11.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(12) Monitor the proportion of households in fuel poverty and implement a strategy of targeted activities to improve their energy efficiency	Alison Thomas (D&R)	31/03/2012	Completed	100%	Fuel Poverty is now a Mayoral priority and an Energy Co-op is being developed. ReNew 1 complete, ReNew 2 commencing.
Milestone	Lead Officer	Deadline	Status	%	Comments
Update the domestic energy efficiency database (UNO) with all completed energy efficiency improvements works	Alison Thomas (D&R)	31/06/2012	Completed	100%	Completed
Identify households on benefits and living in a dwelling of SAP less than 35 (in fuel poverty)	Alison Thomas (D&R)	30/09/2012	Completed	100%	Completed
Provide support to the households in fuel poverty with targeted measures to maximise their income and improve the dwelling SAP rating to 65 or greater	Alison Thomas (D&R)	31/03/2012	Completed	100%	ReNew 1 is now complete and has provided support to over 1,200 households, ReNew 2 has started and will be concluded in December 2012.

Activity		Deadline	Status	% Comp	Comments
(13) Develop and implement a range of measures including supplying information to householders, targeted improvements to private sector stock and the implementation of a local Climate Change Strategy to help reduce carbon emissions and fuel poverty.	Alison Thomas (D&R)	31/03/2012	Completed	100%	ReNew 1 complete, ReNew 2 underway, Climate Change Strategy complete, Energy Co-op being developed, Carbon Emissions Savings Programme/Reduction Target programme underway, Green Deal Strategy being developed, Fuel Poverty Strategy being developed.
Milestone	Lead Officer	Deadline	Status	%	Comments
Publicly launch the Climate Change Strategy to highlight the issues of Climate Change in the borough	Alison Thomas (D&R)	30/09/2011	Completed	100%	Energy Co-op and Climate Change Strategy being launched in May 2012.
Develop a domestic energy and water efficiency guidance and make available to the residents	Alison Thomas (D&R)	31/12/2011	Completed	100%	Completed
Assess all major development planning applications to ensure carbon reduction is maximised and all new housing seeks to achieve Code Level 4	Alison Thomas (D&R)	31/03/2012	Completed	100%	Energy and Sustainability comments made on all planning applications, 35% CO2 reduction beyond 2010 building regulations policy secured, Code Level 4 and BREEAM excellent standard embedded within our development/planning policies to ensure the sustainable design and construction of our buildings.

A Great Place to Live					
Priority 2.3: Improving the public realm					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(14) Seek additional funding to increase investment in recycling infrastructure	Jamie Blake (CLC)	31/05/2011	Completed	100%	CLC have procured a vehicle to introduce underground refuse recycling; several RSLs have committed to supporting the initiative and collections are due to commence within the next few months. The RSLs have also begun spending on the capital programme to introduce upgraded sites alongside new sites; hopefully this initiative will start to reap rewards very shortly and help increase our ability to improve recycling in hard to reach locations.
Milestone	Lead Officer	Deadline	Status	%	Comments
London Waste and Recycling Board Bid - develop project if successful	Jamie Blake (CLC)	31/05/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(15) Review and refresh the Open Space Strategy to inform the LDF	Heather Bonfield (CLC)	30/09/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Collect evidence base	Heather Bonfield (CLC)	30/06/2011	Completed	100%	Completed
Open Space Strategy review completed	Heather Bonfield (CLC)	30/09/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(16) Develop strategy and plans for key parks within the borough with a focus on improving accessibility for all	Heather Bonfield (CLC)	31/12/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Completion of the landscape development plan for Bartlett Park	Heather Bonfield (CLC)	30/09/2011	Completed	100%	Completed
Implementation complete for the Victoria Park project	Heather Bonfield (CLC)	31/12/2011	Completed	100%	Completed

A Great Place to Live					
Priority 2.4: Improving local transport links and connectivity					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(17) Produce a revised version of the Sustainable Transport Strategy for Tower Hamlets (2011/13)	Owen Whalley (D&R)	30/06/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Draft Sustainable Transport Strategy stakeholder engagement	Owen Whalley (D&R)	30/04/2011	Completed	100%	Completed
Finalisation of the draft Sustainable Transport Strategy	Owen Whalley (D&R)	30/06/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(18) Develop and deliver the Transport for London borough-wide Cycle Hire Scheme providing increased support and access to cycling.	Owen Whalley & Jamie Blake (CLC & D&R)	31/03/2012	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Technical drawing complete	Owen Whalley & Jamie Blake (CLC & D&R)	31/05/2011	Completed	100%	Completed
Planning application process completed	Owen Whalley & Jamie Blake (CLC & D&R)	31/11/2011	Completed	100%	Completed
Substantial completion of works on site	Owen Whalley & Jamie Blake (CLC & D&R)	28/02/2012	Completed	100%	Completed
Launch	Owen Whalley & Jamie Blake (CLC & D&R)	31/03/2012	Completed	100%	Completed
Deliver phase one Legible London scheme	Owen Whalley & Jamie Blake (CLC & D&R)	31/03/2012	Completed	100%	Completed

Activity	Lead Officer	Deadline	Status	% Comp	Comments
(19) Develop a new borough walking plan (2011-21)	Owen Whalley (D&R)	31/03/2012	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Draft walking plan stakeholder engagement	Owen Whalley (D&R)	31/05/2011	Completed	100%	Completed
Finalisation of the draft walking plan for Tower Hamlets	Owen Whalley (D&R)	31/07/2011	Completed	100%	Completed
Deliver phase one Legible London scheme	Owen Whalley (D&R)	31/03/2012	Completed	100%	Completed

A Great Place to Live					
Priority 2.5: Providing effective local services and facilities					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(20) Develop and deliver more integrated service delivery	Shazia Hussain (CLC)	31/08/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Completion of the first Local Service integration team at the Toby Club with Police relocation to the Hub	Shazia Hussain (CLC)	31/05/2011	Completed	100%	Police teams have moved into the Toby Club.
Draft prototype Locality Action Plan for LAPs 1 & 2	Shazia Hussain (CLC)	30/09/2011	Completed	100%	Outline criteria for the locality plan is being established with CE's Directorate.
Full evaluation of business efficiencies and increased deployment savings	Shazia Hussain (CLC)	31/08/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(21) Better use our front line data, and our partners' data to respond more quickly and more appropriately to local issues.	Robin Beattie (CLC)	31/07/2011	Overdue	70%	Delayed by clarifications and discussions between procurement and legal. Procurement phase to be completed in June, implementation in September.
Milestone	Lead Officer	Deadline	Status	%	Comments
Corporate data warehouse option review completed	Robin Beattie (CLC)	31/04/2011	Completed	100%	Completed
Procurement and implementation timetable agreed	Robin Beattie (CLC)	30/04/2011	Completed	100%	Completed
Data Hub solution for ASB / Environment completed	Robin Beattie (CLC)	31/07/2011	Overdue	70%	See comments above.

Activity	Lead Officer	Deadline	Status	% Comp	Comments
(22) Develop better ways to work with our partners and residents	Shazia Hussain (CLC)	31/03/2012	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop a tool kit based on the pilot learning from the Neighbourhood Agreement (NA) on the boundary Estate for joining up communities with front line services	Shazia Hussain (CLC)	31/07/2011	Completed	100%	Completed
Establish criteria and roll out for future NA areas by Localisation Board	Shazia Hussain (CLC)	31/05/2011	Completed	100%	Completed
Complete a review of Joint Tasking operations	Shazia Hussain (CLC)	31/07/2011	Completed	100%	Completed
Agree locality project team for NA on Boundary Estate through the Localisation Board	Shazia Hussain (CLC)	31/08/2011	Completed	100%	Completed
Lifelong Learning Service Learner Forums to develop work with residents and work with College, third sector and community organisations re: learning opportunities for adults 2011/12 academic year (one round of meetings per term)	Shazia Hussain (CLC)	31/03/2012	N/A	N/A	These milestones are no longer relevant. The Healthy Borough Programme was grant funded, with the programme ending in April 2011. The forum structure was not fit for purpose and is therefore currently being reviewed and restructured. Whilst work continues with key partners, these specific forums are no longer a suitable measure for that work.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(23) Improve access to leisure facilities	Heather Bonfield (CLC)	31/03/2012	Completed	100%	Completed.
Milestone	Lead Officer	Deadline	Status	%	Comments
Review and strengthen the existing contract performance framework to include the provision of access data for under represented groups	Heather Bonfield (CLC)	31/03/2012	Completed	100%	Review of GLL equalities conducted. Membership equalities data currently collected for sex, age, race and disability. The collection of other equalities data to be reviewed for implementation in 2012/13.
Inform leisure requirement of Poplar Bath redevelopment	Heather Bonfield (CLC)	31/05/2011	Completed	100%	Consultation with Planning around the 'fit for purpose' requirements for this leisure facility. Poplar Baths report submitted to Cabinet 06/07/2011.

Activity	Lead Officer	Deadline	Status	% Comp	Comments
(24) Delivery phase 2 of improvements to the Tower Hamlets Local History Library and Archive	Heather Bonfield (CLC)	31/07/2012	Overdue	50%	The outcome of listed building consent is still pending and this has delayed the start on site; the revised completion date is 31st March 2013. The next stage of the refurbishment is to submit a bid for c£250,000 Heritage Lottery Funding towards capital project development, in order to make a follow-up application to Heritage Lottery Fund for c£2m towards c£5m capital project costs. Once the development funding has been received, development of the full bid normally takes a year whilst the works and sources of match funding are developed and public consultation takes place. The revised deadline for the full Round 1 development phase bid to be submitted is 30th September 2012.
Milestone	Lead Officer	Deadline	Status	%	Comments
Tender and procurement of phase 2 building works	Heather Bonfield (CLC)	31/04/2011	Overdue	70%	Full tender pack and list of tenderers have been identified - awaiting templates and contract number from Procurement. This milestone is due to complete by 1 June 2012.
Submit Heritage Lottery Fund stage one application	Heather Bonfield (CLC)	31/04/2011	Overdue	80%	Round 1 development bid is mostly complete, text requires minor amendments and sign off. This milestone is due to complete by 27 July 2012.
Complete phase 2 building works	Heather Bonfield (CLC)	31/12/2011	Overdue	20%	Awaiting listed building consent and award of contract. Works on site expected summer 2012. This milestone is due to complete by 31 March 2013.
Submit Heritage Lottery Fund stage two application	Heather Bonfield (CLC)	31/07/2012	Delayed	0%	The Round 2 HLF bid for c£2m in capital funding will be submitted at the end of the year-long development phase, subject to the success of the initial bid for HLF Round 1 development funding (as above). This milestone is due to complete by Spring 2014.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(25) Deliver the Local History and Archives (Heritage) Strategy	Heather Bonfield (CLC)	30/04/2012	Overdue	75%	This project needs to be aligned with the revised timeline of the application for HLF for major improvements to the Tower Hamlets Library and Archive (Bancroft Road) and will therefore take place post March 2012.
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete construction of building	Heather Bonfield (CLC)	30/04/2011	Completed	100%	Completed
Building open to public	Heather Bonfield (CLC)	31/05/2011	Completed	100%	Completed
Complete consultation with wide audience of stakeholders and non-users	Heather Bonfield (CLC)	31/12/2011	Overdue	0%	See above
Present findings of consultation	Heather Bonfield (CLC)	31/03/2012	Overdue	0%	See above
Present strategy to Cabinet for adoption	Heather Bonfield (CLC)	30/04/2012	Delayed	0%	See above

Activity	Lead Officer	Deadline	Status	% Comp	Comments
(26) Deliver the Idea Store Watney Market and One Stop Shop	Heather Bonfield (CLC)	31/05/2012	Overdue	30%	The project is delayed due to the re-location of utilities under the construction area and a requirement to undertake special tunnel monitoring, requested by TfL. The construction commenced in October 2011 and is expected to be completed in early 2013. This will not affect lottery funding.
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete pre-construction works on site	Heather Bonfield (CLC)	31/05/2011	Completed	100%	Completed
Complete construction of building	Heather Bonfield (CLC)	30/04/2012	Delayed	30%	Construction commenced in October 2011 but is not expected to be complete until early 2013.
Building open to public	Heather Bonfield (CLC)	31/05/2012	Delayed	0%	See above
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(27) Manage the provision of additional schools buildings to meet the projected pupil increase	Ann Sutcliffe (D&R)	31/12/2011	Completed	80%	All milestones completed
Milestone	Lead Officer	Deadline	Status	%	Q2 Comments
Identify options for delivering up to 2 new sites for educational use	Ann Sutcliffe (D&R)	30/04/2011	Completed	100%	Completed
Achieve contract closure on 1 new school	Ann Sutcliffe (D&R)	31/12/2011	Completed	100%	Contract closed in December 2011, started on site in January 2012.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(28) Deliver the Council's approved Conservation Strategy to effectively manage the borough's heritage through the Conservation Strategy Delivery Plan	Owen Whalley (D&R)	31/03/2012	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Q2 Comments
Complete and maintain a Heritage at Risk register and work with register to remove heritage buildings from risk	Owen Whalley (D&R)	30/06/2011	Completed	100%	Completed
Develop and maintain an integrated accessible electronic database of heritage information for the Borough	Owen Whalley (D&R)	31/03/2012	Completed	100%	Completed
Develop and implement an updated database of locally important buildings	Owen Whalley (D&R)	30/09/2011	Completed	100%	Completed

Activity	Lead Officer	Deadline	Status	% Comp	Comments
(29) Develop three development planning documents (DPDs) to formal consultation stage, to help manage and promote the provision of affordable housing	Owen Whalley (D&R)	30/03/2012	Delayed	95%	This activity is due to be completed within the next month, with submission of the DPDs/AAP being marginally delayed due to external forces (see below). Submission to the Secretary of State is now profiled for May 18th 2012.
Milestone	Lead Officer	Deadline	Status	%	Q2 Comments
Initial consultation on options for the DPDs/AAP	Owen Whalley (D&R)	30/06/2011	Completed	100%	Completed
Formal consultation on draft DPDs / AAP	Owen Whalley (D&R)	31/01/2012	Completed	100%	Completed
Submission of DPDs / AAP to Secretary of State ahead of independent examination	Owen Whalley (D&R)	31/03/2012	Delayed	95%	New timetable set for submission due to external factors. This included accommodating, as appropriate, government's new NPPF considerations. Submission date revised to 18th May.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(30) Ensure safe and secure Olympic and Paralympics Games for all communities and improve local employment rates	Robin Beattie (CLC)	31/03/2012	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Q2 Comments
Development of the Olympic Strategic Plan	Robin Beattie (CLC)	31/03/2012	Completed	100%	Completed

A Prosperous Community					
Priority 2.1: Supporting more people into work					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(31) Deliver a coordinated approach to maximise mainstream provision	Chris Holme (D&R)	30/06/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Q2 Comments
Launch new Employment & Enterprise Strategies which include Work Programme contractor partnership agreement	Chris Holme (D&R)	30/06/2011	Completed	100%	Enterprise Strategy approved through Cabinet in February 2012.
Agree annual action plans for employment task delivery	Chris Holme (D&R)	30/06/2011	Completed	100%	Completed
Design and implement a 'strategy sign up' process for all proposed delivery organisations or potential organisations	Chris Holme (D&R)	30/06/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(32) Develop a commissioning plan to support our strategy for reducing child poverty	Layla Richards (CSF)	31/03/2012	Delayed	75%	All milestones on track but a review can not take place until after year end.
Milestone	Lead Officer	Deadline	Status	%	Comments
Commissioning plans in place for five strands	Layla Richards (CSF)	30/06/2011	Completed	100%	Existing action plans have been identified for each commissioning intention.
Keep welfare reform and other national and local changes under review to inform our child poverty work	Layla Richards (CSF)	30/09/2011	Completed	100%	Work is ongoing, being led by the Corporate Research Team.
Review progress against strategy	Layla Richards (CSF)	31/03/2012	Delayed	75%	A review has started and will be complete by June 2012.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(33) Raise post-16 attainment through high-quality post-16 provision	Anne Canning (CSF)	31/03/2012	Completed	100%	Work is ongoing to improve post-16 attainment, as per the milestone below, but this year's results for post-16 are still not improving at the rate they should be.
Milestone	Lead Officer	Deadline	Status	%	Comments
Embed quality assurance process across post-16 provision through review of standards and agreed action plans	Anne Canning (CSF)	31/10/2011	Completed	100%	Performance reports and improvements plans are in place for post-16 providers.
Ensure that the East Collaborative planning is robust and will deliver high quality provision through regular meetings with head teachers	Anne Canning (CSF)	31/12/2011	Completed	100%	Establishing post-16 provision through the East Collaborative was agreed at Cabinet in August 2011, following statutory consultation process. Regular meetings with head teachers have been held throughout the process with the provision to be open in September 2012.
Develop and monitor apprenticeship opportunities (particularly through work with LOCOG) and plan for clear progression routes from education	Anne Canning (CSF)	31/03/2012	Completed	100%	Development of apprenticeship opportunities is progressing and will be overseen by a new Apprenticeship Task Group.

Activity	Lead Officer	Deadline	Status	% Comp	Comments
(34) Commission targeted transition support for young people at risk of not being in education, employment or training after Yr11	Mary Durkin (CSF)	31/03/2012	Completed	100%	Targeted transitional support is offered to young people at risk of not being in education, employment and training; this includes a CAF assessment followed with an individual learning plan for every young person, which is reviewed on a regular basis. The 1:1 support also includes mentoring, coaching and cognitive behaviour therapy to get young people to reflect on their behaviour and identify positive methods to deal with issues of concern.
Milestone	Lead Officer	Deadline	Status	%	Comments
Support schools working together to provide appropriate curriculum provision at KS4 (1:1 tuition, work-based learning, vocational learning)	Mary Durkin (CSF)	31/08/2011	Completed	100%	Youth & Connexions Services work with schools to provide work based learning opportunities, group careers support, job brokerage and direct support through Connexions Centres.
Support new roles of Transition Workers to ensure that they have necessary skills / knowledge to engage young people with learning	Mary Durkin (CSF)	31/03/2012	Completed	100%	Transition Workers receive training and support to ensure they have the necessary skills to engage young people with learning.
Updated CEIAG contract to provide targeted support	Mary Durkin (CSF)	31/03/2012	Completed	100%	The Careers Service and Targeted Support Service continue to work with schools and youth providers to offer targeted support to young people. The CEIAG contract has been updated to reflect new targeted support arrangements.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(35) Support 600 resident starts on the LDA funded Employment and Skills programme	Chris Holme (D&R)	31/12/2011	Completed	100%	Target revised by LDA / GLA to 429 starts due to revisions in eligibility. Performance outturn is 450 starts.
Milestone	Lead Officer	Deadline	Status	%	Q2 Comments
Implement Skillsmatch delivery service to achieve quarterly profile	Chris Holme (D&R)	30/06/2011	Completed	100%	Completed
Identify impacts of work programme on client referral rates and report to Employment Strategy steering group	Chris Holme (D&R)	31/12/2011	Completed	100%	Completed

A Prosperous Community					
Priority 3.2: Supporting residents through national welfare reform					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(36) Promote the value of work with the Employment Task Group and Work Programme contractor	Chris Holme (D&R)	30/09/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Q2 Comments
Agree communications plan for employment strategy with the Employment Strategy steering group	Chris Holme (D&R)	30/06/2011	Completed	100%	Completed
Implement elements of marketing and communications plan alongside Work Programme provider marketing	Chris Holme (D&R)	30/09/2011	Completed	100%	The Work Programme has commenced delivery and a review group via the Host Borough structure met with Work Programme Providers for the first time in October 2011.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(37) Commission research on women and worklessness to enable us to develop solutions to the barriers that different women face in entering work	Chris Holme & Frances Jones (D&R & CE)	30/09/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Utilise key channels such as the Prosperous CPDG and Employment Task Group to disseminate and begin to build on the findings of the research on economic inactivity amongst Bangladeshi and Somali women across the organisation, key partners and stakeholders.	Chris Holme & Frances Jones (D&R & CE)	30/06/2011	Completed	100%	The research findings were disseminated to a variety of services and bodies and is currently informing the development of the Children & Young People Plan and the delivery of the Employment Strategy.
Design appropriate interventions for economically inactive Bangladeshi and Somali women based on the understanding of behaviour and motivation in regards to economic inactivity	Chris Holme & Frances Jones (D&R & CE)	31/01/2012	Completed	100%	Interventions have been commissioned and commenced.
Prepare a programme of interventions for implementation	Chris Holme & Frances Jones (D&R & CE)	30/09/2011	Completed	100%	Interventions have been commissioned and commenced.

Activity	Lead Officer	Deadline	Status	% Comp	Comments
(38) Develop and implement a joint programme of activity to deliver 100 jobs through LBTH / employer relationships	Chris Holme (D&R)	30/09/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Design vacancy handling programme with Employment Strategy partners, businesses and business networks	Chris Holme (D&R)	30/06/2011	Completed	100%	Completed
Commission a vacancy referral agreement with the business sector for a minimum of 100 jobs	Chris Holme (D&R)	30/09/2011	Completed	100%	New employer relations are now coming on stream including JP Morgan and City Airport.

A Prosperous Community					
Priority 3.3: Improving educational aspiration and attainment					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(39) Build and maintain effective relationships with all education providers in the borough to ensure high standards for all children and young people	Anne Canning (CSF)	31/01/2012	Delayed	90%	Meeting and relationship-building between the local authority and new free schools are ongoing, and we are also working with schools converting to academy status. All milestones complete with the exception of one which is being carried over into 2012/13.
Milestone	Lead Officer	Deadline	Status	%	Comments
Establish network groups (eg PLT, PLLA, H06), between schools to share best practice	Anne Canning (CSF)	30/09/2011	Completed	100%	Network groups eg HO6 established and running as planned. Others eg PLLA completed and outcomes published by DfE.
Establish partnership protocols and procedures between LA, schools and other providers	Anne Canning (CSF)	31/01/2012	Delayed	75%	This is being developed for a new deadline of September 2012 - this action is being carried over to the 2012/13 Strategic Plan.
Continue to monitor progress of vulnerable groups and satisfactory schools / settings	Anne Canning (CSF)	31/01/2012	Completed	100%	Attainment of vulnerable groups continues to be monitored through DMT performance indicators.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(40) Commission support and challenge where there is identified need through school self-evaluation or Ofstead findings	Anne Canning (CSF)	31/03/2012	Completed	100%	All milestones complete.
Milestone	Lead Officer	Deadline	Status	%	Comments
Identify need for support and agree priority areas and work with schools to broker / commission support	Anne Canning (CSF)	30/04/2011	Completed	100%	Completed
Establish who are key providers and support networks	Anne Canning (CSF)	31/12/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(41) Consolidate the offer of positive activities available outside schools hours, retaining those with most impact and increase coordination between providers.	Mary Durkin (CSF)	31/03/2012	Completed	100%	A consolidated PAYP programme has been developed for 2012/13 and will be rolled out from April 2012.
Milestone	Lead Officer	Deadline	Status	%	Comments
Positive activities to be finalised for annual programme	Mary Durkin (CSF)	31/05/2011	Completed	100%	A brochure outlining PAYP activities for each holiday period has been developed and distributed to schools and other referral sources.
Use integrated data system to increase coordination between providers	Mary Durkin (CSF)	31/03/2012	Completed	100%	All providers are trained to use the IYSS MIS database to capture information on Positive Activities.
Embed learning from Safe Place to Be programme ensuring school and community based after school provision is well coordinated and accessible to vulnerable young people	Mary Durkin (CSF)	31/03/2011	Completed	100%	The Safe Place to Be programme still operates provision in secondary schools until 5pm and is available to vulnerable young people. The Extended Services Team conducts regular audits of provision.
Sustain the number of play opportunities delivered outside of school hours, in schools and community play spaces	Mary Durkin (CSF)	31/03/2012	Completed	100%	A quality play offer is delivered through the school's childcare provision at 9 sites.

Activity	Lead Officer	Deadline	Status	% Comp	Comments
(42) Increase targeted provision from early years settings and respond to the Frank Field and Graham Allen Reviews	Anne Canning (CSF)	31/03/2012	Completed	100%	Children's Centres restructure increased targeted support for families. Work is underway to respond to Frank Field and Graham Allen reviews. All this is also supported by the tools and guidance provided to practitioners through the Family Wellbeing Model. With the exception of one milestone which is slightly delayed all others are complete.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop a clearer protocol for identifying and working with borderline cases, using the model of assertive family outreach engaging both the child and the wider family	Anne Canning (CSF)	31/12/2011	Completed	100%	The Family Wellbeing Model provides this protocol and guidance for practitioners working with borderline cases.
Use local data and get a better understanding of the most vulnerable families' needs and develop appropriate support packages	Anne Canning (CSF)	31/12/2011	Completed	100%	This is underway as part of the impact assessment of the Children's Centres restructure, to be completed for April 2012.
Provide training and guidance for children's workforce in Early Years to ensure a focus on early intervention with a specific focus on children's social and emotional development and early communication	Anne Canning (CSF)	31/03/2012	Completed	100%	The training is still underway and is due to be completed by the end of the summer term 2012. The training is also being recommissioned for the next academic year as well.
Track impact of developments by creating a project steering team from the children's workforce, across all agencies	Anne Canning (CSF)	31/01/2012	Completed	100%	A project Steering Group has been set up for the Two Year Trials. There is also a steering group for children's workforce development in the early years. Targeted provision from children's centres is also being monitored by the Family Wellbeing Commissioning and Delivery Group.

A Prosperous Community					
Priority 3.4: Fostering enterprise and entrepreneurship					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(43) Improve coordination of advice services from the Enterprise Task group members and external agencies to support successful entrepreneurial activity	Chris Holme (D&R)	31/03/2012	Completed	100%	Current list of support services managed through enterprise enquiry desk.
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete and maintain a source document of relevant enterprise support agencies and current initiatives	Chris Holme (D&R)	30/06/2011	Completed	100%	Completed
Report to THP on improvement of cooperation	Chris Holme (D&R)	31/12/2011	Completed	100%	Completed
Draft protocols for improved coordination for consideration by enterprise support agencies	Chris Holme (D&R)	31/03/2012	Completed	100%	Information of enterprise service support available and managed through enterprise enquiry desk.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(44) Support growth sectors in the context of Tower Hamlets as a central London economy	Chris Holme (D&R)	31/03/2012	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Identify growth sectors which are to be the subject of support initiatives under the Enterprise Strategy, and report to Enterprise Task Group	Chris Holme (D&R)	30/09/2011	Completed	100%	Completed
Create development plan for one of the identified growth sectors	Chris Holme (D&R)	31/12/2011	Completed	100%	Completed
Hold at least one event for local business in the growth sector that is the subject of the development plan	Chris Holme (D&R)	31/03/2012	Completed	100%	Completed

Activity	Lead Officer	Deadline	Status	% Comp	Comments
(45) Define boundaries for all of the Borough's town centres to support town centre investment	Owen Whalley (D&R)	28/02/2012	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Define scope of the study area in accordance with recommendations of the Core Strategy / LDF	Owen Whalley (D&R)	31/07/2011	Completed	100%	Completed
Commence boundary assessment work	Owen Whalley (D&R)	31/08/2011	Completed	100%	Completed
Complete and confirm boundaries of the Borough's town centres	Owen Whalley (D&R)	28/02/2012	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(46) Embed procurement policies and procedures which support local businesses, with a focus on SMEs and BMEs	Hugh Sharkey (Resources)	31/03/2012	Delayed	75%	The Council's policies were reviewed. Low value contracts (Under £25,000 for goods / services and up to £125k for works) are to be procured from local businesses. The policies are referred to in the contract documents used in our strategic procurement competitions.
Milestone	Lead Officer	Deadline	Status	%	Comments
Local business opportunities mapped	Hugh Sharkey (Resources)	30/06/2011	Completed	100%	The Procurement team has a working database which records current local businesses and spend. Ongoing activities to promote council business and opportunities include supplier conferences and procurement clinics.
Annual report on progress	Hugh Sharkey (Resources)	31/03/2012	Delayed	50%	The date for the report has been changed to June 2012. An annual report will be finalised setting out progress and achievements for 2011/12.

A Safe and Cohesive Community					
Priority 4.1: Focusing on crime and anti-social behaviour					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(47) Develop cross cutting violence against women and girls strategy	Andy Bamber (CLC)	30/11/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete consultation and mapping report	Andy Bamber (CLC)	30/04/2011	Completed	100%	Completed
Complete draft strategy	Andy Bamber (CLC)	30/04/2011	Completed	100%	Completed
Draft strategy taken through internal and partnership forums for consultation and sign off /	Andy Bamber (CLC)	30/09/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(48) Produce borough drug strategy	Andy Bamber (CLC)	30/04/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Publish strategy	Andy Bamber (CLC)	31/07/2011	Completed	100%	Completed
Create partnership drug tasking service	Andy Bamber (CLC)	31/05/2011	Completed	100%	Completed
Purchase police officers with section 92 agreement (MPA)	Andy Bamber (CLC)	30/09/2011	Completed	100%	Completed

A Safe and Cohesive Community					
Priority 4.2: Reducing re-offending					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(49) Develop and implement an integrated offender management process and procedure, including dedicated governance and resources	Andy Bamber (CLC)	30/09/2011	Overdue	80%	The Police are leading the integrated offender management initiative in the borough. Following an earlier delay to the IOM activities, which were due to an internal police review and restructuring of strategic and operational priorities, an IOM Model has now been implemented in the Borough through the Police led Offender Management Unit. This initiative will form the basis of a comprehensive IOM Model going forward.
Milestone	Lead Officer	Deadline	Status	%	Comments
Set up board	Andy Bamber (CLC)	30/04/2011	Overdue	50%	See above; the board is due to be finalised imminently by the Police.
Implementation Plan in place	Andy Bamber (CLC)	30/06/2011	Completed	100%	
Work programme agreed	Andy Bamber (CLC)	30/09/2011	Overdue	0%	See above; the work programme will be agreed once the board has been set up.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(50) Implement the Youth Justice Plan and Supporting People Strategy around supporting people coming out of custody	Mary Durkin (CSF)	31/07/2011	Completed	100%	The Supporting People Strategy 2011/16 was finalised in May 2011.
Milestone	Lead Officer	Deadline	Status	%	Comments
Re-draft custodial education information transfer	Mary Durkin (CSF)	31/05/2011	Completed	100%	The custodial education transfer has been refreshed.
Conduct a post-custody accommodation audit	Mary Durkin (CSF)	31/07/2011	Completed	100%	The activity is carried forward by an SLA between YOT & Housing Options, Housing Officers will assess young offenders at risk of homelessness prior to discharge. The YOT is also feeding into the review of Housing Option's YP Accommodation Strategy.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(51) Mainstream triage work with young first time offenders to maintain the current low levels of entrants into youth justice system	Mary Durkin (CSF)	30/04/2011	N/A	N/A	Due to funding restrictions, mainstreaming of triage work with young offenders did not take place in 2011/12; the YOT used existing resources/services to maintain/lower entry into the youth justice system. Funding has been secured for 2012/13 and will allow this activity to resume.
Milestone	Lead Officer	Deadline	Status	%	Comments
Re-prioritise within the base budget to secure this work	Mary Durkin (CSF)	30/04/2011	N/A	N/A	As above
Work with the police and community safety to find alternative funding for the After School Patrols	Mary Durkin (CSF)	30/04/2011	N/A	N/A	After School Patrols ended in March 2011, no alternative funding has been identified to re-start the service.

A Safe and Cohesive Community					
Priority 4.3: Reducing fear of crime					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(52) Implement the year 1 Community Safety Plan	Andy Bamber (CLC)	30/06/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Set up working group	Andy Bamber (CLC)	30/04/2011	Completed	100%	Completed
Deliver work plan	Andy Bamber (CLC)	30/06/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(53) Develop a new 3 year Crime Reduction Strategy and Action Plan and 1 year plan to operate from April 2012	Andy Bamber (CLC)	30/04/2012	Completed	100%	The CRS and Annual Plan has been approved by Cabinet and will be presented to Full Council in May. A new 3-5 year Crime Strategy will be developed in the forthcoming year.
Milestone	Lead Officer	Deadline	Status	%	Comments
Leadership development and pre-draft consultation activities completed	Andy Bamber (CLC)	30/09/2011	Completed	100%	Completed
Strategy review completed	Andy Bamber (CLC)	30/11/2011	Completed	100%	Completed
Draft CRS completed	Andy Bamber (CLC)	31/12/2011	Completed	100%	Completed
CRS and Annual Plan approved	Andy Bamber (CLC)	31/04/2012	Completed	100%	See above.

A Safe and Cohesive Community					
Priority 4.4: Fostering greater community cohesion					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(54) Implement the Community Cohesion Framework, which will provide a clearer strategy for our high level commitment to turn cohesion into policy and practice	Michael Keating (CE)	31/03/2012	Delayed	75%	The Community Cohesion Framework was completed in March 2012. A report will be considered at the next meeting of the Partnership Executive.
Milestone	Lead Officer	Deadline	Status	%	Comments
Launch the Community Cohesion Framework (May 2011)	Michael Keating (CE)	31/05/2011	Completed	100%	Completed
Report on implementation to Partnership Executive (March 2012)	Michael Keating (CE)	31/03/2012	Delayed	50%	As above
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(55) Refresh the Council's community leadership role to build on the Council's vibrant local democracy	Shazia Hussain (CLC)	31/03/2012	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Neighbourhood Agreement agreed between residents and service providers (April 2011) and rolled out with a 1 year performance framework established	Shazia Hussain (CLC)	31/03/2012	Completed	100%	Completed
Outline for Community Champions programme for CLC services scoped	Shazia Hussain (CLC)	31/07/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(56) Achieve a sustainable future for the Mela	Heather Bonfield (CLC)	31/12/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Determine Mela delivery options for 2012 onwards	Heather Bonfield (CLC)	30/09/2011	Completed	100%	Completed
Development of the cultural programme, as part of the live site offer, taking account of equalities strands	Heather Bonfield (CLC)	31/12/2011	Completed	100%	Completed

A Safe and Cohesive Community					
Priority 4.5: Tackling violent extremism					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(57) Build on what have we learnt about the risk of violent extremism in Tower Hamlets and what works in reducing vulnerability of individuals and increasing community resilience	Michael Keating (CE)	31/05/2011	Completed	100%	Evaluation of our local work demonstrated how the strength of our partnership and engagement with the local community helped to deliver our Prevent Strategy.
Milestone	Lead Officer	Deadline	Status	%	Comments
Report on outcome of PVE peer evaluation to Safe and Cohesive Community Plan Delivery Group	Michael Keating (CE)	31/05/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(58) Consider the changing national policy and reflect on how to position our own local approach in this context	Michael Keating (CE)	30/06/2011	Completed	100%	We shall use the evaluation of our work 2007/11 to articulate our local response to the new national agenda.
Milestone	Lead Officer	Deadline	Status	%	Comments
Hold a series of community events to explore our local approach to PVE	Michael Keating (CE)	30/06/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(59) Consider how work to prevent violent extremism can best be delivered in the context of the drive towards greater efficiency and leaner more flexible service delivery	Michael Keating (CE)	31/05/2011	Delayed	90%	The National Strategy was delayed and details of funding for local authorities have not yet been released by the Home Office. A draft delivery plan was produced in September and awaits confirmation of funding.
Milestone	Lead Officer	Deadline	Status	%	Comments
Refreshed PVE action plan to be agreed by Cabinet (May 2011)	Michael Keating (CE)	31/05/2011	Delayed	90%	As above

A Healthy and Supportive Community					
Priority 5.1: Preventing people from dying prematurely					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(60) Prepare for the transition of public health responsibilities to the Local Authority	Deborah Cohen (AHWB)	31/03/2012	Completed	100%	Whilst work on this activity continues to effectively prepare for the Public Health Transition, the milestones below are complete. Ensuring that NHS reforms are implemented effectively locally remains a strategic activity for 2012/13. The work has been progressing through a Public Health Transition team with membership of health and social care. The deadline for NHS assurance
Milestone	Lead Officer	Deadline	Status	%	Comments
Produce an initial transition plan	Deborah Cohen (AHWB)	30/06/2011	Completed	100%	An initial plan has been developed but implementation will not proceed until the national guidance on the Public Health transfer is launched. The national deadline for Public Health transfer is April 2013.
Agree terms of reference and membership for the Tower Hamlets Health & Wellbeing Board	Deborah Cohen (AHWB)	30/12/2011	Completed	100%	This is complete and the Shadow Tower Hamlets Health and Wellbeing Board has met 3 times.
Shadow Health and Wellbeing Board in place	Deborah Cohen (AHWB)	31/03/2012	Completed	100%	This is complete and the Shadow Tower Hamlets Health and Wellbeing Board has met 3 times.
Develop approach to, and priorities for, Public Health Commissioning for 2012/13	Deborah Cohen (AHWB)	31/03/2012	Completed	100%	Presentation to the March Health and Wellbeing Board on progress to date. As a result of a delay to Department of Health figures on funding, commissioning for 2012/13 will be steady state.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(61) Develop strong partnership working with the new GP consortia	Deborah Cohen (AHWB)	31/03/2012	Delayed	90%	The TH CCG (Clinical Commissioning Group of GPs led by Dr Sam Everington) is a full member of the Health and Wellbeing Board and the LA has a place on the CCG. During last 6 months a number of joint / cross over items taken through the Council and CCG Board (eg. Dementia, input to Dom Care specs etc).
Milestone	Lead Officer	Deadline	Status	%	Comments
Evaluate initial options for joint working with GPs on commissioning support arrangements	Deborah Cohen (AHWB)	30/09/2011	Completed	100%	Initial options have been considered and we are moving in partnership to the next stage.
Define shared priorities for Joint Strategic Needs Assessment with public health and GPs	Deborah Cohen (AHWB)	31/12/2011	Delayed	75%	This is in progress. The Health and Wellbeing Board has established a sub group to oversee this work.
Agree with GP consortium the priorities for integrated commissioning	Deborah Cohen (AHWB)	31/03/2012	Completed	100%	Quick start priorities have been agreed which includes work on integrated care pathways for older people. Work has started to define the programme. This work continues to a Strategic Action into the 2012-13 Strategic Plan (Ensure effective partnership working across health and social care).

A Healthy and Supportive Community					
Priority 5.2: Helping people to live healthier lives					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(62) Work with health providers to develop and consolidate our health offer to schools	Mary Durkin (CSF)	31/03/2012	Completed	100%	All milestones complete.
Milestone	Lead Officer	Deadline	Status	%	Comments
Embed the secondary drop-in programme	Mary Durkin (CSF)	30/09/2011	Completed	100%	This milestone is complete.
Continue with the Healthy Schools Programme. Training, support and guidance to schools around PSHE, Healthy Eating, Sex Education, Drug Education and Emotional Health and Well Begin to continue through the Healthy Lives team	Mary Durkin (CSF)	31/03/2012	Completed	100%	We have continued to build on the ASPIRE programme, targeting intervention early on with vulnerable young people. We have developed further links with secondary schools and youth clubs and continuing to promote the programme to key professionals. The peer education programme has been developed, combining the sexual health and smoking programme into one SLA. The programme includes baseline and follow-up measurement.
Centralised training will be delivered in all of the above areas. Sixty nine teachers to be trained in delivery of sex and relationships education	Mary Durkin (CSF)	31/07/2011	Completed	100%	143 teachers (78 between April/March 2010) have been trained to deliver high quality SRE. 4290 pupils (approximately) have received high quality SRE. Funding has been established to provide training for a second cohort of teachers in 2012, through the Christopher Winters project. 57 teachers currently signed up to the project in 2012
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(63) Mainstream the Healthy Borough Programme into the Council's core activities	Keith Williams (AHWB)	31/03/2012	Completed	100%	The work of the Healthy Borough programme has been mainstreamed within the Council. The transition of Public Health into the Council and the development of the Health and Wellbeing Strategy in the next financial year will provide further opportunity to make sure that the Council and the Partnership is working effectively together to improve the health of those living in Tower Hamlets.

Milestone	Lead Officer	Deadline	Status	%	Comments
Produce a final overview report on the achievements, impacts and key learning points from the Healthy Borough Programme with recommendations for future actions	Keith Williams (AHWB)	30/06/2011	Completed	100%	This report has been drafted and circulated.
Maintain the work of the Healthy Schools Programme. The Healthy Lives Team to deliver a range of healthy lifestyle programmes that lead to greater understanding and change the eating and physical activity habits of pupils, staff and parents, workshops / sessions on: healthy packed lunches, healthy eating and physical activity, breakfast clubs, developing the school lunch time experience	Mary Durkin (CSF)	31/03/2012	Completed	100%	Range of interventions and training have all been delivered. All milestones and targets have been met. Work with schools around health and wellbeing is ongoing and will carry on.
Providing schools with support to develop healthy eating and physical activity policies: - centralised training to be delivered - Summer term 2011 - healthy packed lunch workshop	Mary Durkin (CSF)	31/08/2011	Completed	100%	3 healthy packed lunch workshops have now been delivered for parents, pupils and school staff. Centralised food policy training delivered in Autumn 2011.
Providing schools with support to develop healthy eating and physical activity policies: - centralised training to be delivered - Autumn 2011 - healthy eating and physical activity sessions	Mary Durkin (CSF)	31/12/2011	Completed	100%	Sessions have included Healthy Lives Champions training, training around healthy eating and physical activity, healthy schools co-ordinators meeting, a healthy packed lunch workshop and school tuck shop training for primary and secondary schools. Policy development training has been delivered.
Providing schools with support to develop healthy eating and physical activity policies: - centralised training to be delivered - Spring term 2012 - breakfast club workshop, whole school food policy development session and physical activity policy development session	Mary Durkin (CSF)	31/03/2012	Completed	100%	Policy training session has been delivered. Breakfast club training has been delivered to primary and secondary schools in January 2012. Whole school food policy development and physical activity policy development sessions have been delivered in primary schools.
Completion of Tower Hamlets Healthy Spatial Planning project	Michael Bell (D&R)	31/05/2011	Completed	100%	
Inclusion of policies within the draft LDF development management development plan document (DPD) to address over concentration of un healthy uses and to promote the development of the Tower Hamlets Green Grid	Michael Bell (D&R)	30/11/2011	Completed	100%	
Opening of the Barclays bike hire scheme in Tower Hamlets	Owen Whalley (D&R & CLC)	31/03/2012	Completed	100%	TfL Cycle Hire Scheme Eastern Extension opened on 08-03-12 by Mayor of London, TfL & LBTH.
Lifelong Learning Service to work with a range of schools to deliver a family learning programme including fitness and healthy eating - 3 programmes	Heather Bonfield (CLC)	31/03/2012	N/A	N/A	This milestone is no longer relevant. The forum structure was not fit for purpose and is therefore currently being reviewed and restructured.
Transportation & Highways Restructure implemented	Jamie Blake (CLC)	01/04/2011	Completed	100%	Milestone completed

A Healthy and Supportive Community					
Priority 5.3: Enabling people to live independently					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(64) Drive forward the transformation of Adult Social Care with a particular focus on - - shifting resources into preventative services, including reablement; - developing the external market of support options; - continuing the roll out of personal budgets for those with longer-term needs	Stephen Cody (AHWB)	31/03/2011	Overdue	80%	Embedding the principles of transforming adult social care remain a priority. There have been achievements made including the Supporting People Framework and excellent progress with the Learning Disability Community Hub.
Milestone	Lead Officer	Deadline	Status	%	Comments
Publish market position statement	Deborah Cohen (AHWB)	31/07/2011	Delayed	85%	A draft is completed but is pending approval.
First Community Hub at Bell Lane opened	Deborah Cohen (AHWB)	31/10/2011	Completed	100%	Bell Lane is now operational. Excellent service model in place to lead the way for employment, social enterprise and day opportunity initiatives for adults with a learning disability. Detailed consultation and planning work undertaken with service users and carers on design and service elements.
Joint plan developed with NHS for the spend of carers grant	Deborah Cohen (AHWB)	31/10/2011	Delayed	75%	This has been delayed. The Carers Plan which outlines the priorities for the Carers Budget is scheduled for Cabinet in June 2012.
New LD day opportunity services procured under a framework agreement ready for call offs from 1st April 2012	Deborah Cohen (AHWB)	28/02/2012	N/A	N/A	The original milestone is no longer relevant. Cabinet agreed in February 2012 to extend contracts for up to a year to March 2013 and apply a new procurement approach; based on a preferred supplier list route for community hubs and block contracts for High Needs, Employment and Autism services. The new timetable for having services in place is provisionally November 2012.
New framework agreement in place for commissioning supporting people services	Deborah Cohen (AHWB)	28/02/2012	Completed	100%	Complete
New contracts in place for Information, Advice and Advocacy services	Deborah Cohen (AHWB)	31/03/2012	Overdue	40%	It was agreed that the new IAA services would be procured as a consortium. Procurement is now involved, a procurement timetable has been developed with procurement to start in August and new services to be in place by 1st April 2013. There are no savings targets attached to this piece of work.

A Healthy and Supportive Community					
Priority 5.4: Providing excellent primary and community care					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(65) Develop an agreed integrated pathway for hospital discharge and hospital admission prevention	Stephen Cody (AHWB)	31/03/2012	Overdue	50%	Ongoing. This work is being re-scoped. The Community Virtual Ward is being rolled out and the Social Care Customer Journey continues to evolve. This work will explicitly be picked up in the Customer Journey stock take scheduled for May 2012. The work on integrating Health and Social Care is also being taken forward as part of the Health and Wellbeing Board and working with the Clinical Commissioning Group.
Milestone	Lead Officer	Deadline	Status	%	Comments
Jointly complete and evaluate the ward in the community model with health colleagues	Katharine Marks (AHWB)	31/12/2011	Completed	100%	The pilot evaluation is complete. Planning for the monitoring of Community Virtual Ward outcomes as the model rolls out is underway.
Integrated reablement and rehabilitation pathway in place	Katharine Marks (AHWB)	31/03/2012	Overdue	50%	Ongoing. This work is being re-scoped. The Community Virtual Ward is being rolled out and the Social Care Customer Journey continues to evolve. This work will explicitly be picked up in the Customer Journey stock take scheduled for May 2012. The work on integrating Health and Social Care is also being taken forward as part of the Health and Wellbeing Board and working with the Clinical Commissioning Group.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(66) Implement the Family Wellbeing Model, creating a clear offer of services to families and developing targeted services	Steve Liddicott (CSF)	31/03/2012	Delayed	75%	An action plan to implement the FWM has been progressed and overseen by the FWM Steering Group. The action plan for 2011/12 is complete, and future work to embed the model will be actioned through the new Children and Families Plan 2012/15. One of the milestones has been delayed to 2012/13.
Milestone	Lead Officer	Deadline	Status	%	Comments
Execute the FWB Model project plan to ensure full implementation of the model	Steve Liddicott (CSF)	31/03/2012	Completed	100%	An action plan to implement the FWM has been progressed and overseen by the FWM Steering Group. The action plan for 2011/12 is complete, and future work to embed the model will be actioned through the new Children and Families Plan 2012/15.
Develop a new Parenting and Family Support Strategy	Steve Liddicott (CSF)	30/09/2011	Delayed	50%	This work was put on hold during various restructures, and also to give some time to analyse emerging national Government policy on parenting and family support. A partnership approach for family and parenting support is being developed as a key part of the new plan for children and families (replacing the Children and Young People's Plan) for 2012 onwards.

Activity	Lead Officer	Deadline	Status	% Comp	Comments
(67) Develop a new Parenting Strategy to consolidate our services and ensure access to support for parents	Mary Durkin (CSF)	31/03/2012	Overdue	50%	This work was put on hold during various restructures, and also to give some time to analyse emerging national Government policy on parenting and family support. A partnership approach for family and parenting support is being developed as a key part of the new plan for children and families (replacing the Children and Young People's Plan) for 2012 onwards.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop family and parenting strategy	Mary Durkin (CSF)	30/04/2011	Overdue	50%	As above
Strategy in place	Mary Durkin (CSF)	30/09/2011	Overdue	50%	As above
Lifelong Learning Service to work with a range of schools to deliver a family learning programme - 3 programmes (CLC)	Mary Durkin (CSF)	31/03/2012	Completed	100%	A range of targeted outreach-based Wider Family Learning courses for local people from different backgrounds, faiths and communities have been organised. The aim of the Family Learning Programme is to support local adults to gain an introduction to learning and help them to increase their confidence and skills. In some instances, these courses have led to the partners purchasing ASL courses to support learner progression.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
(68) Review and update quality assurance framework for adult safeguarding with partner agencies	Katharine Marks (AHWB)	31/12/2011	Completed	100%	This activity is complete
Milestone	Lead Officer	Deadline	Status	%	Comments
Agreement on performance and outcome measures agreed by Safeguarding Adults Board	Katharine Marks (AHWB)	30/09/2011	Completed	100%	This is complete
Quality assurance framework updated	Katharine Marks (AHWB)	31/10/2011	Completed	100%	This is complete
Updated QAF implemented	Katharine Marks (AHWB)	31/12/2011	Completed	100%	This is completed, the process for monitoring partner agencies progress is in place through multi agency case reviews.