

# **Ocean NDC**

# **Delivery Plan**

2007/8

DRAFT

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## 1. Introduction

In 2000 the first Ocean NDC delivery plan set out a vision for the Ocean Estate that by the year 2010,

***“the Ocean will be a beautiful place to live at the heart of London rich in its culture education and employment”***

Our vision was to be achieved across seven strategic Theme Areas

### 1.1. Progress to Date

Our original outcomes have been revised and refined over the years to take account of policy changes and the need to improve the evidence base upon which progress and impact of our activities can be measured. We have been measuring our progress against the seven theme areas and a range of outcomes.

During the past six months we have been updating progress against these outcomes using the latest available information from the 2006 MORI Household Survey and as part of the annual Performance Management Framework update. The results of this are shown in Annexe 1 which has been colour-coded using a traffic light process of red, amber, green to show the current state of progress towards the 10-Year Outcomes. It is clear from this that while there has been excellent progress (highlighted as green) on many outcomes, particularly in education, there remains a number of challenging areas (as highlighted in red) across the Themes. In addition it has also been possible to interrogate these headline statistics in further detail to see whether in fact there are still issues which need to be dealt with even when an outcome appears to be green. This intelligence is discussed in more detail in Chapter 3 and has been used to inform our Core Strategy for the remaining three years of the programme.

### 1.2 Crosscutting Theme Areas

In years 8-10 the seven Theme Areas will be re-focussed around three Crosscutting Theme Areas to better reflect our future core strategy and priorities. These will be:

<b>Crosscutting Theme</b>	<b>Ten Year Outcomes</b>
Community that's Active and Strong	<ul style="list-style-type: none"><li>• Empower and encourage residents to participate fully in their community, in decision-making and delivery of local services</li><li>• Reduce the proportion of residents who see young people hanging around as a serious problem</li><li>• Improve arts, leisure and play facilities in the area</li><li>• Improve the health and well being of people in the area</li><li>• Improve health and social care available and accessible to people in the area</li></ul>
Learn, Work and	<ul style="list-style-type: none"><li>• Raise the level of educational attainment of school</li></ul>

- |  |  |
|--|--|
| Achieve  | <p>pupils</p> <ul style="list-style-type: none"> <li>• Promote opportunity by increasing participation and achievement through learning</li> <li>• Raise employment levels by tackling the barriers to employment</li> <li>• Promote and support a culture of enterprise and business opportunity</li> </ul>   |
| Good Quality Homes and Neighbourhood that's Safe & Desirable | <ul style="list-style-type: none"> <li>• Create an attractive well managed environment with good quality open spaces</li> <li>• Promote the development of well maintained, desirable homes that provide an affordable range of housing choices for local people</li> <li>• Influence the delivery of high quality value-for-money services that meet the needs of residents</li> <li>• Reduce crime and anti-social behaviour and residents' fear of crime</li> <li>• Reduce the impact of drug-related activity in the area</li> </ul> |

### **1.3 Housing Masterplan**

One of the key areas that has affected progress to date has been the continuing delays to the achievement of the housing programme and the related environmental and community facilities. It was anticipated in 2006-7 that this would finally be resolved with implementation of the transfer ballot which, if successful, would have enabled £190M investment package to be brought forward to deliver the Housing Masterplan for the NDC Area.

The recent “no-vote” means that the planned transfer of the estate to Sanctuary Housing Association cannot go ahead and concern regarding the deliverability of this element of the NDC Delivery Plan led to a DCLG commissioned review of the situation in order to assess the implications of this and to suggest a possible way forward.

The review made a number of recommendations regarding the potential for an LBTH-led solution to the housing issue and also the changes that this would necessitate with regard to the governance and management structures. The report also recommended that there be a review of the remaining non-housing funding to ensure that this was used strategically in order to maximise the impact of the programme in the remaining three years.

These recommendations have been addressed in developing the Delivery Plan for 2007-8 and beyond and in the development of the Core Strategy.

## **2. Our Core Strategy for Years 8-10**

Our strategy for the remaining three years has been developed using the most up-to-date intelligence on current performance as outlined above and taking on board the need to produce a revised plan for the achievement of our housing

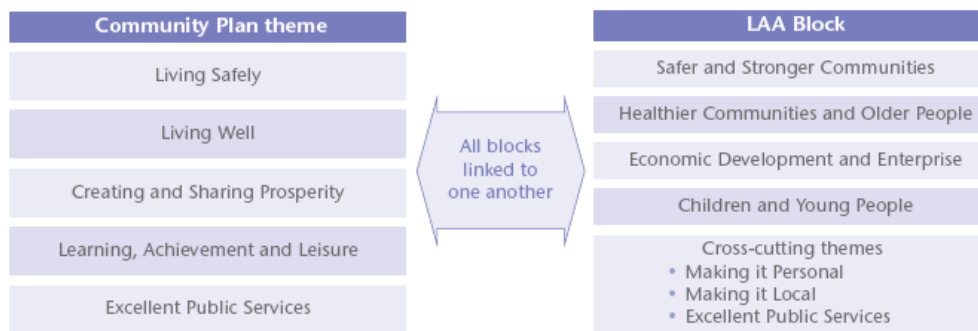
environment and community facilities' ambitions. It has also been informed by the wider context in which we operate and will aim to align more closely in the next three years to the priority outcomes in related strategy documents such as the LBTH Community Plan, the Local Area Agreement (LAA), the LAP3 Action Plan and other government policy developments such as the recent Local Government White Paper.

## 2.1 The Strategic Context

The Community Plan is a key document setting out a vision for Tower Hamlets to 2010. The first plan was produced in May 2001 and the current document outlines the progress in year five and the targets up to April 2007. The plan is produced in consultation with residents and service providers through their participation in the Local area Partnerships (LAPs) and the Community Plan Action Groups which form part of the Tower Hamlets Partnership who oversee the plan. The annual review of the Plan takes account of hard evidence from a wide range of sources and as well as focusing on local priorities takes into account emerging national and regional priorities such as the government's Sustainable Community and Respect agendas and the Olympic preparations. The Community Plan is therefore a key document in relation to our review of the NDC Programme strategy for the next few years.

The action priorities set out in the Local Area Agreement (LAA) were similarly arrived at through extensive consultation and are firmly linked to the Community Plan themes. These will also provide the foundation for the strategic priorities set out in this NDC document. The four 'blocks' that form the government's national framework for LAAs are consistent with the Community Plan priorities (see chart below), and the outcomes of the NDC programme.

*Links between Community Plan themes and LAA Blocks*



The eight Local Area Partnership (LAP) areas are based on local wards and provide an opportunity for residents to have their say on the improvements in their area and to influence how the changes are carried out. Each LAP has formed a steering group that helps to organise and develop the work of the LAP, planning events and meetings for example. Their membership is drawn from local stakeholders and each area has drawn up an Action Plan outlining the priorities for their area and the activities that will help achieve these. The area within which the Ocean NDC fits is LAP3 covering the two wards of St Dunstan's & Stepney Green and Mile End & Globe Town to the south of Whitechapel Road.

Annexe 2 maps the outcomes within all these documents and illustrates how the NDC can support and add value to these wider aims.

Our thinking has also been informed by the recent Local Government White Paper “Strong and Prosperous Communities” which emphasises the need for stronger local management of services and encourages more local authorities to adopt the principles of Neighbourhood Management. The establishment of the Quirk Commission to review how local communities could take over the ownership and management of local assets through asset management vehicles takes some of these ideas a step further and has again assisted us to develop future delivery proposals which we feel will put Ocean NDC and LBTH at the forefront of this agenda.

## **2.2 Resources**

The Ocean NDC was granted £56.6M over 10 years to deliver the vision and outcomes of the programme. The anticipated spend to the end of March 2007 (at the end of Year seven) is £31.8M leaving a sum of £24.8M for the remaining three years of the programme. Of this, however, £21.4M is currently ring fenced for the delivery of the key housing, environment, community facilities and management elements of the programme leaving only £3.3M to be spent on delivering the remaining outcomes and priorities of the NDC (See Annexe 3 for detail). As highlighted in the review commissioned by CLG it is critical that there is a robust assessment of which activities should be funded in the remaining years from this relatively modest pot of money. As part of the Core Strategy an assessment process has been developed therefore against a range of criteria to assist with decision making on the detail of this element of the programme. This will ensure that we achieve maximum impact on priority outcomes and ensure value for money through strategic commissioning of services to meet identified gaps.

Our three-year strategy has been partly informed by a consideration of the alignment with the key strategies as outlined above but also other documents such as the LBTH Regeneration Strategy. There has been much closer consideration of whether the NDC can achieve its outcomes by better external relations and influencing of the mainstream players rather than by direct funding of projects. This is necessary to ensure that there is added value and not overlap and duplication with other borough-wide activities in a fast changing policy environment. It is also part of the move in the later years of the programme to a more externally focused approach to activity so as to ensure the sustainability and mainstreaming of activities and impact. Efforts have additionally been made to develop a more cross-cutting approach in recognition of the complex nature of the issues faced by many residents in areas such as Ocean NDC as highlighted in a number of recent government proposals.

With regard to the ring fenced funding for housing, environment and community facilities a revised plan has been developed which will provide the additional funding required to enable the Council in partnership with the community and an RSL to develop new housing on the estate and, subject to a number of conditions, deliver a decent homes plus standard in the residual council stock in the Ocean NDC area. The cross subsidy achieved by developing housing for sale and the use of a legal mechanism such as a Special Purpose Vehicle (SPV) will enable this to be achieved whilst retaining long term LBTH ownership of the council stock and without any net loss of social housing. The plan also allows for the re-provision of operational community facilities affected by the redevelopment and the environmental improvements that are necessary to achieve other cross cutting programme outcomes.

## 2.3 Strategic Programme Priorities

Our scrutiny of all the information outlined above has shown that there are a number of population groups and activities which need to be prioritised in the next three years if the Ocean NDC is to achieve its vision and outcomes. In addition there are a range of cross cutting priorities and principles which need to be embedded across the programme to ensure that maximum impact is achieved in the short time now available. The priority groups in particular as listed below are in line with those identified in other relevant strategies.

### Priority Groups

- Young People
- Women and Girls
- Elderly
- Families

**Young people** are clearly an important asset for every community and particularly so in Ocean with those under 25yrs old constituting 50.8%<sup>1</sup> of the population. While many of the outcome statistics relating to this age group are positive (such as numbers staying on in education and training after the age of 16 years and generally good KS4 results) there are still concerns regarding the levels of worklessness in the 16-25 years age group which according to Nomisweb has risen from 225 young people receiving benefits in 2000 to 360 in 2006 in the 8 SOAs most relevant to Ocean estate. Additionally, MET Police Figures for the area in 2006 stressed a need for a more concerted effort in two areas of particular concern regarding drug offences<sup>2</sup> and violent crime.<sup>3</sup> Local intelligence indicates that young males are an overrepresented demographic in these both of these.

The female population on Ocean is 52.1%<sup>4</sup> and there is concern again that the employment rate for this group is low; 18.8% in comparison with 40.1%<sup>5</sup> of men. This clearly has an impact in relation to family incomes and poverty. Many of the youth activities and other NDC facilities are also seen as not being appropriately designed to accommodate the needs of **women and girls** particularly in relation to safe and segregated facilities. Awareness of NDC activities remain lower for women than for men (68% in comparison with 75%)<sup>6</sup> as does the extent to which women feel able to influence local decision making (19% in comparison to 25% of men)<sup>7</sup>

**The elderly**, who we are categorising as 65 and above, comprise 10.4%<sup>8</sup> of the population. This demographic experience greater ill health, 49.4% reported good / fairly good health in the past year (against an average of 75.8%), 43% experiencing long-term health problems (against an average of 20.7%). 54% of this demographic report they know only a few or no one in the neighbourhood.

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1 Census 2001

2 Increasing from 4 allegations per 1,000 population in 2000/1 to 11 allegations per 1,000 residents in 2005/6

3 Only slightly decreasing from 24.2 allegations per 1,000 population in 2000/1 to 23.9 allegations per 1,000 population in 2005/6

4 Census 2001

5 MORI 2006

6 MORI 2006

7 MORI 2006

8 Census 2001

Local intelligence indicates that such isolation may also be linked to the relatively high numbers reporting feelings of being low or unhappy in Ocean which at 43% is substantially higher than the NDC average of 33%.<sup>9</sup>

It is increasingly evident that many of the issues that NDCs have to deal with are related to the complex problems at a **family** level that are a reality of life for residents. In the Ocean estate multi generational worklessness is just one aspect of this as is poor diet, low literacy skills and lack of aspiration. On the other hand we should not underestimate the potential benefits of the extended family network which exists on the Ocean estate which provides a support network that has largely disappeared in many areas and which could be harnessed more effectively over the next few years.

### **Priority Activities**

- English and Maths
- Employment Support
- Access to primary care services & promotion of healthy lifestyles
- Reducing drug offending
- Housing and environmental improvements

Achievement in education has been a major success of the Ocean NDC programme but despite the apparent success at KS4 it is clear from closer investigation of the GCSE results that the levels of achievement in **English and Maths** at some schools and for some pupils is not sufficient to ensure that all young people from the area are leaving school with the skills which will enable them to access good quality jobs. Not unsurprisingly KS3 results in English are also well below the national average and the gap in relation to residents not needing to improve their reading, writing and maths skills was even more marked in the latest MORI Household Survey (17% adrift from the end of programme target). Language skills were seen as a key factor in issues of employability in a recent evaluation of employment and enterprise initiatives and demand for ESOL training greatly exceeds supply.

With regard to **employment support** the percentage of residents with no qualifications at 37% is rising rather than falling and is 10% higher than the NDC average. Only 10% have taken part or are currently taking part in training and again this is much lower than the NDC average of 27%. Despite the apparent success at achieving local targets for people registered unemployed the comparison with national levels is still worrying at 37%, with only 38%<sup>10</sup> of residents on the Ocean being employed against an NDC average of ????. The numbers who feel their skills and training levels are preventing them from gaining the kind of work they want is high at 42% and there is also local evidence from JobCentre Plus that aspirations in relation to appropriate employment is low even when residents have reasonable levels of skills. Employment is probably the most challenging and critical area of the programme therefore given the link between economic activity and performance in other thematic areas and is regarded as one of the highest priorities to deliver impact on over the next few years.

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<sup>9</sup> 30% 65+ reporting this a month prior to the MORI 2006 survey – average = 16.5%

<sup>10</sup> MORI 2006



The number reporting satisfaction with GP services has increased to 77% but is still under the NDC average of 84%. There is a continued need therefore to influence **access to primary care services** in order to enable community members to reach their economic, health and social potential. This is in line with the 'Improving Health and Wellbeing in Tower Hamlets' strategy, which seeks improved access to enable residents in the area to benefit from mainstream targeted health promotion relating to their specific needs. Our priority will be to develop strong links with primary services and ensure sustainable provision of access to such services. **Promotion of healthy lifestyles** is key to providing long-term health impact particularly as there was a sharp increase in those taking no physical activity up from 8% in 2004 to 15% in 2006. This was despite heavy investment in the building of a new leisure centre and subsidised usage some of which was not reflected in the MORI survey statistics, for example amongst diverse target groups such as young adults. It will be a priority to continue to influence the operation of these types of facilities and to embed healthy lifestyles in day to day activities across the programme.

As with health many of the outcomes in community safety have improved due to the good partnership work in the area with mainstream providers and are on target to achieve outcomes by the end of the programme. There are nevertheless two areas of concern regarding violence against the person, which has only decreased by 1.24% since 2000/1, and most importantly the very large rise in drug offences which has more than doubled over the period from 2001 from 4 to 11 offences per 1000 population. **Reducing drug offending** is therefore a key priority for the remainder of the programme.

Despite significant investment in the regeneration of the area there has not been a real improvement in residents' perception of the area or recognition that the NDC has helped to improve the area. A fundamental reason for this is the lack of large-scale **housing and physical improvements** promised since the start of the NDC programme. Furthermore, achieving the targets in the other theme areas is dependent upon the housing and environment programme, such as designing out crime, impact on health and education and developing a real sense of community.

### **Cross Cutting Themes and Principles**

- Language and literacy skills
- Equality
- Physical infrastructure
- Influencing service delivery
- Capacity building

These cross cutting priorities illustrate where real added value and impact could be delivered by taking the opportunity to integrate into all projects a range of other activities and principles. Lack of **language and literacy skills** is a core issue in Ocean which affects every part of the programme from accessing employment to being able to consult a GP and fully participate in existing and future consultative arrangements. If all projects were able to deliver some form of ESOL/language/literacy support as part of their activity the impact on these issues over the three years remaining could be significant rather than it being left to one or two projects who will inevitably only impact on a small number of people.

**Equalities** is paramount given the diverse community and should demonstrably underpin all activity. There is a need to ensure that all residents regardless of gender, disability, age, religion, or sexual orientation are not discriminated against, either directly or indirectly. All projects and services need to be monitored in terms of the impact that they are having in terms of equalities. Effective monitoring and feedback mechanisms with residents need to be developed to ensure that we are aware of gaps in services or particular equalities needs and that they are acted upon strategically within the programme.

If the NDC is to leave a legacy behind after the 10-year programme it is also essential that we move away from the focus on short term projects and begin to deliver sustainability through the development of the **physical infrastructure** which will remain after the end of the programme. We must in addition use the intelligence and experience gained from running the programme to **influence service delivery** from the mainstream players in the area via the Tower Hamlets Partnership structures.

In the remaining years there also needs to be greater emphasis on integrating **capacity building** throughout the delivery of the programme as a whole. This is essential in achieving and delivering meaningful regeneration and in ensuring a sustainable legacy in which the residents have the capacity to participate in the neighbourhood renewal arrangements.

## 2.4 Assessing priorities

From year 8 the above priorities and principles will be used therefore as the basis of assessing both NDC funded and non funded activity which will all be expected to meet the following criteria;

- Prioritise at least one of the groups listed
- Prioritise at least one of the target activity areas
- Demonstrate the cross cutting nature of the activity in relation to at least two of the areas listed
- Demonstrate how they meet the equalities criteria.

The timetable and detail of this process is provided in the section below.

## 2.5 Project Assessment Process

Due to the delay caused by the need to develop an alternative Housing programme and the subsequent delay in developing the Delivery Plan for Year 8 CLG agreed to allow some continuation funding into the First Quarter of Year 8. This **only** applies to those projects already shown in the Year 7 Plan as continuing into year eight and **not** to any projects which were due to complete at the end of Year 7 (a full list of projects whose funding ends in March 2007 and projects that have funding allocation for the next quarter (April to June 2007) is provided in Appendix 4) This will allow time for an assessment process of these continuing projects to take place against the criteria outlined above during this fourth quarter (January – March 2007). It is intended that an Assessment Panel will be established which will involve the Accountable Body, GOL and NRA support as well as the NDC Chief Executive to decide which projects will remain in the revised Delivery Plan for 2007-8 and to agree on gaps in the programme against which further projects may need to be commissioned over the next three years. The panel will agree a commissioning process based on the revised criteria and will

also consider any required revisions to the funding profile and the management and administration budget which emerge from the revised programme and governance arrangements.

It is anticipated that this work can be completed by the end of the First Quarter (June 2007) and a final Delivery Plan be presented to DCLG by the beginning of September 2007 at the latest.

### **3. Crosscutting Thematic Areas**

#### **3.1 Learn, Work and Achieve**

##### **Outcomes**

- Raise the level of educational attainment of school pupils
- Promote opportunity by increasing participation and achievement through learning
- Raise employment levels by tackling the barriers to employment
- Promote and support a culture of enterprise and business opportunity

##### **Year 7 progress**

This year there have been a number of improvements in educational attainment with significant advances being made at Key Stage 4 (GCSE level). The average results at Key Stage 1, 2 and 3 continue to improve but there has been unevenness in some school's performance.

Recent OFSTED inspection of two primary schools in the area have assessed them as outstanding schools, with excellent leadership and teaching & learning of the highest standard. Schools have witnessed increased levels of attainment across KS1, KS2, KS3 and GCSE. Solid investment in schools have impacted most notably on high KS1 and GCSE attainment almost outstripping that of the national average. KS2 and KS3 performance across the board is, however, varied due to some external factors such as the disruption caused by the PFI work in some schools.

Residents consulted agree that education attainment has been an area of improvement along with higher numbers of those 16+ staying on in education. We provided bursaries for local students to encourage them to enter higher education and in 2006/07 distributed a further 30 such bursaries to students aged 18 to 21.

Bengali and Somali women further expanded the adult education programme with a major take up of ESOL classes. Second Adult Education prospectus was published and distributed to all households, which set out a number of new activities and venues in schools and community centres. It is clear from this evidence that the programme is a success and that it is increasingly engaging local residents.

Our job brokerage project has had a successful year and enhanced our partnership work with other key providers in the area. We have strengthened strategic links with Jobcentre Plus, Employment Solutions, and Skillsmatch. This has enabled us to have direct linkages with Jobcentre Plus in particular, through

whom we now have the benefit of mainstream services being provided at a neighbourhood level. This approach has enabled Jobcentre Plus to use data to target economically inactive households within the Ocean NDC area, resulting in a more evidenced based approach.

The employment rate within the NDC area has seen a slight increase with the worklessness rate decreasing slightly. A great deal of targeted work towards younger residents and women has provided this key demographic with real outcomes which is not witnessed in local data. Throughout the past year 183 under 25's have registered with a further 156 females registering interest to work – 135 of these have resulted in job outputs.

The necessity to provide work experience is key to ensuring that residents are in a position to compete for jobs in the wider labour market. We have successfully delivered a number of transitional employment projects through the community apprenticeship project and dedicated programmes in the field of health, leisure and childcare. This has been underpinned by work with established third sector training providers where the provision of work placements have increased residents confidence and motivation by demonstrating ability to operate effectively in the workplace. A re-emphasis on career guidance and training has given 45 young people access to improved careers advice and 15 residents have obtained accredited qualifications with a further 20 obtaining non accredited qualifications in areas aiming to link local skills to local jobs in growing industries.

The new Children's Centre has started to provide good quality affordable childcare within a framework of integrated services delivered to families with children in the area. The Centre will enable parents to work, learn or train, confident that their children are being cared for in a safe, stimulating and caring environment. It will also create employment opportunities for residents wishing to establish childcare provision and for those who want to work with children.

### **Year 8-10 priorities**

Our future priorities will ensure compatibility with the priorities in the LAA and in this respect we will focus upon key areas of youth unemployment and the Not in Education, Employment or Training (NEET) group. The 11 – 19 age range will be our target and the priorities are driven by early identification of such young people and the types of remedial and preventative work that can be carried out in schools or in the areas of advice & guidance.

We will work with schools and the Children's Service to ensure that there is an early identification of young people who could potentially fall into the NEET category. Funding will be directed to engage this group of young people so that continuing in education increases their life chances or enter vocational training. A key aspect of this direction of NDC funding will be to add value and influence existing work being undertaken by LBTH, TH College and other agencies both statutory and voluntary. The work will cover early identification, child centred interventions, mentoring work and an emphasis on mutually identifying pathways for young people from Key Stage 3 to 4 and then on to the post 16 world.

We will work with parents to identify family and social barriers that hinder progression to FE, employment or training. There needs to be a cross cutting approach to this as a part of a wider community development approach that helps to broaden parents awareness of aspirations and opportunities. The work will build on the parts of the NDC programme that have already been successful in increasing parental involvement such as Ocean Maths.

We will work with schools and the Children's Service to ensure that the current projects that seek to raise attainment in English and Maths at Key Stage 3 and 4 are extended. The aim being to raise attainment in English (including expressive English) and Maths thereby enabling young people to have English and Maths as part of their GCSE profile of results.

With regard to enterprise we acknowledge that there are already a plethora of business support agencies in the borough that provide access to financial planning and business development. Our future work will concentrate on providing an effective signposting service to the agencies that bring outer area influences into Tower Hamlets through established pan London networks.

We recognise that there is a need for an integrated skills and employment plan to tackle long term unemployment and worklessness in general. Thus literacy and numeracy needs to be addressed as part of support that leads to work. Our strategy over the next 3 years will be built on the established strategic links with Jobcentre Plus, Employment Solutions, and Skillsmatch. In particular we will prioritise:

- Sustaining interventions post 2010 through the acquisition of a purpose built facility that will provide employment, training and enterprise activities that will house a range of projects under one roof.
- Gender Specific Support – Targeted bespoke women only training and support delivered from by suitable facilitators from suitable premises with crèche facilities and women only trainers where appropriate.
- Links to ESOL/Language and numeracy skills – provision to address ESOL in tandem with training/employability needs. This is a clear cross cutting area that will involve a wider community development approach through awareness of aspirations and opportunities.
- Inactive Benefit Recipients – Tackling “worklessness” in line with Jobcentre Plus's priority customer groups with emphasis on links to the “Pathways to Work programme”.

### **3.2 Community that's Active and Strong**

#### **Programme Outcomes**

- Empower and encourage residents to participate fully in their community, in decision-making and delivery of local services
- Reduce the number of residents who see young people hanging around as a serious problem
- Improve the health and well being of people in the area
- Improve health and social care available and accessible to people in the area
- Improve arts, leisure and play facilities in the area

## **Year 7 progress**

The housing stock transfer ballot dominated the work over the summer, and although there was a disappointing outcome in terms of the ballot result, positive work was done with the community in terms of engagement and the entire NDC team was focused on communicating directly with residents.

The Active Citizen course was run for the third time this year. The group, although slightly smaller than previous years, was more diverse. A network of all past participants is planned for the future. Several well-attended community events were held, in particular the winter festival, which incorporated over 90 participants and an audience of over 200. An Older People's Forum has been initiated and will be consolidated over the next few months.

Specifically, in the area of youth service provision a number of activities were delivered in partnership with LBTH Youth Service and local youth centres, in particular during the school holiday periods. The summer programme catered to the needs of 850 young people through a range of activities.

Capacity building work with the voluntary and community organisations has become more targeted reflecting their identified needs, and more strategic. Relationships have continued to strengthen and greater knowledge in terms of organisations' systems, processes and activities have been developed. Another round of community chest was distributed to 9 local organisations this year.

Our health interventions have continued to deliver services that address the National Standard Frameworks. Long term conditions have been addressed by all projects and in particular the Resident Wardens and Case Management projects, have successfully addressed older people's needs by providing support and care to prevent deterioration in health and enabling easier access to health and social care services for this client group.

The Resident Warden service continues to work well with extensive casework targeting vulnerable older residents. A number of elderly residents have attended events in the past year that related explicitly to community safety and also the events were to overcome issues of isolation and the fear of crime.

The subsidised facilities for Ocean NDC residents at the new Mile End Park Leisure Centre continues to provide excellent opportunities for a range of physical and recreational activities. Although not reflected in MORI survey, heavy usage of local facilities has been encouraged and demonstrated amongst diverse target groups such as women and elderly to encourage health lifestyle. This is exemplified by the exercise on prescription project has seen 197 Female and 49 Male residents taking up health walking / exercise on prescription. The initial evaluation of the subsidised usage shows that there has been wide usage by most categories of residents. In particular BME women have used the facilities extensively with over subscribed activities such as swimming.

The Out-to-Play project that is providing additional play activities and improving the playgrounds and open spaces in the area is nearing completion. Improvements to Shandy Park and the Adventure Playground in White Horse Lane are the outstanding capital improvement projects. The project is due to end formally in March 2007 and it should be noted that the housing decisions and development of community facilities would impact on this project in the future.

## **Year 8-10 priorities**

Development of community facilities will be a key priority in terms of supporting community development over the next 3 years. High quality, inclusive provision, which supports the needs of diverse groups in the neighbourhood, is currently being developed as part of the housing programme (see appendix 5). The process of designing the facilities and services will be based on careful planning and consultation with a range of residents, groups and interests in order to determine need. This approach aims to ensure that users are involved in the decision-making and expectations are managed. A number of principles have been developed to aid decision making on this in particular that community facilities should promote interaction and cohesion between residents. Ordinary spaces such as street corners and forecourts are obviously as important as local parks and community centres in achieving this and the quality of design internally and externally will be paramount with the need to ensure a feeling of safety yet still be open and welcoming. The needs of all sections of the community must be catered for and individual facilities must not be seen as the preserve of particular groups.

The development of wide ranging engagement mechanisms which increases community input/control of local service provision will be an important element of community development over the coming years. This ensures that the needs and voices of different groups in the area feeds into the Neighbourhood Management model and make it an effective approach. A robust local VCS is important in delivering services and accessing more marginalised groups in the community. Developing broad user groups with facilities, in particular those developed through NDC funding, such as the Mile End stadium, health care centre, community facilities, children's centre and local schools, will be a focus, to ensure continued relationships with local residents, post NDC. Due to the specific demographic of the area, there will be an emphasis in developing mechanisms in which young people's views and priorities in particular are incorporated across the board into local service delivery. We will work with young people through joint projects with LBTH, local youth centres, and voluntary agencies so that they choose a path into education, training and employment. A Youth Forum will be established to ensure the views of young people fully inform this work.

Another priority in the coming years will be to involve groups within the community who may not have a positive image of each other to promote understanding and recognition through arts and celebrations. This work will be key in promoting positive relationships between communities/ groups within the neighbourhood and the wider city.

The leisure, sport and healthy living aspects of Ocean residents lives are all inter related and serve to enrich the daily life of all Ocean residents. Therefore it is essential that these priorities be delivered in a thoughtful way that maximises the impact of services and ensures that residents enjoy a more rounded and healthy life style.

We will continue to influence the delivery of leisure and sport programmes at the Mile End Complex by working with LBTH, the service contractor (Greenwich Leisure) through increased use by young people, families and older residents. Promote the use of the centre by women where residents have subsidised usage. Interface with borough initiatives such as healthy schools, healthy life styles and health initiatives from the PCT.

We will continue to work with Tower Hamlets PCT and the Stepney Health Centre to ensure continuity of the health and social care services provided by Ocean NDC

that have benefited local residents. In particular we will work with older people to reduce social isolation and increase quality of life that will ensure that outcomes for older people are demonstrably improved, through work on health and their quality of life.

### **3.3 Good Quality Homes and Neighbourhood that's Safe & Desirable**

- Create an attractive well managed environment with good quality open spaces and well maintained, desirable homes that provide an affordable range of housing choices for local people
- Provide high quality value-for-money services that meet the needs of residents
- Reduce crime and anti-social behaviour and residents' fear of crime
- Reduce the impact of drug-related activity in the area

#### **Year 7 progress**

After a number of delays the housing ballot which would have enabled the transfer of the Ocean estate social housing stock to Sanctuary Housing Association and secure the funding package which would have delivered the redevelopment of the homes in the area took place October 2006. Despite the work of the RSL and the NDC to explain the benefits of the programme for local residents and to allay any fears on this the ballot resulted in a "no" vote and due to the timing of availability of government funding to support the work in effect rendered the Masterplan unviable.

The impact on the wider vision of the NDC programme and the concern regarding the area's ability to now deliver even basic "decent homes" standards resulted in a DCLG commissioned review of the situation. The subsequent report recommended that LBTH rather than the NDC should now take the lead in developing a revised plan which would deliver the regeneration vision of the NDC and provide value for money for the ring fenced housing and community facilities investment within the Year 8-10 Delivery Plan. In the Fourth Quarter therefore a revised strategy was developed to take these recommendations forward and secure the required investment.

Due to the difficulties with the NDC's Neighbourhood Management governance structures, which prevented effective involvement of mainstream service providers, the project was stopped early in the year. As such the Neighbourhood Management team was deleted from the staff structure and the role of partnership working with residents and stakeholders to improve local services was divided between the other theme areas. It was agreed that this would be revisited as part the housing programme and future NDC governance and succession plans.

In relation to community safety a key aspect of our work in the past year has been to work closely with key agencies such as the Police, DAT, local housing office and the Borough's Community Safety Team. This partnership approach led to the setting-up of a Good Behaviour Zone (GBZ) for the summer/autumn period, which has been very effective in tackling anti social behaviour. Overall, there has been a continued decrease in resident's fear of crime and actual crime with the exception of drug offences, which has seen an increase last year.

After four successful years our much loved and popular Neighbourhood Wardens project has come to an end in 2006/07. The future of the project was linked to the



housing stock transfer proposal: Sanctuary offer included future funding for the scheme. However, we now have a fully operational Safer Neighbourhoods Team in the areas and an effective local problem solving group has been set up to allow residents to prioritise crime hotspots in the area.

### **Year 8-10 priorities**

During the period January- March 2007 new proposals were drawn up to deliver the redevelopment of the Ocean estate and establish a new governance mechanism to achieve this. The loss of the transfer vote has meant that there is at least £50m less than would have been under the Sanctuary scheme and the ability to build new affordable housing and refurbish the remaining stock to an acceptable standard will depend on our ability to use proceeds from the sale of homes to cross subsidise the costs. It will also depend on the ability to attract Social Housing Grant, develop five “feeder” sites for affordable housing and to operate in the most tax effective way possible by setting up appropriate delivery mechanisms. The establishment of the Ocean Regeneration Trust (ORT) detailed in Chapter ? will meet these criteria and enable the development to go ahead.

The revision of the housing redevelopment plans will also entail producing proposals for the re-provision of the operational community facilities, which will be demolished as part of the works (see appendix 5). Furthermore, a central element of the programme’s legacy and succession will be to continue working with service providers and residents to ensure delivery of high quality services that sustain NDC achievements/investments (e.g. reduced fear of crime, improved parks and play areas, new leisure facilities, etc); complements future housing management functions; and attracts inward investment into the area to continue the regeneration efforts. We will seek to work with the Borough’s local management arrangements or whatever localised or strategic arrangements develop as a result of the White Paper or other developments. In particular we will link with the LAP 1 and LAP 3 areas arrangements to ensure that there is no duplication of effort and to maximise the opportunities to influence deliverers of services.

The main focus of tackling drug offending and anti social behaviour will in the future be addressed through working with mainstream service providers and the housing programme. We will continue to work with the Safer Neighbourhoods Team. Local Area Partnership and DAT to tackle drug offending in the area. Many of the factors contributing to drug offending will also be tackled through the housing programme, which will provide opportunities to ‘designing out crime’ through work to blocks and surrounding environmental improvements.

## **4. Succession & Legacy**

### **4.1 Governance**

The DCLG review recommended that in order to find a way forward and secure the legacy of the NDC a small, strategic management partnership group should be considered to take over responsibility for the delivery of the remaining non-housing NDC programme and to provide NDC input into a revised housing regeneration plan. A proposal has been developed therefore to establish a new special purpose vehicle the Ocean Regeneration Trust (ORT) with a maximum membership of 12 Board Directors to oversee the programme as outlined in Appendix 6. Individual membership will be dependent on the strategic skills and experience required by the ORT but will include representation from the council, RSL, community and other specialist.

The ORT will be a charitable trust and will take on ownership and management of the community facilities developed and funded by the NDC as part of the housing redevelopment programme and the gasworks site thus enabling the programme to develop an asset base upon which a succession and legacy strategy can be built. It will be able to bid for other resources to continue the impact of the programme and to support on going work on neighbourhood renewal and inward investment.

The ORT will have three sub committees who will be represented on the main board:

**Neighbourhood renewal** whose initial role will be to work with residents through a number of advisory groups and to ensure that delivery reflects local need, to liaise with the housing management board, to bid for external funding and to be responsible for the non housing project appraisals.

**Housing management** whose role will be to be involved in developing proposals for the revised Masterplan for the estate, to build local capacity to take responsibility for management of the local housing stock and influence local policies on housing management on Ocean, and to make recommendations for priorities regarding environmental improvements.

**Development Committee** whose role will be to make recommendations on the approval of works and appointment of contractors, to ensure that effective change control and risk management processes are in place, and to ensure that effective resident consultation arrangements are in place.

#### **Transition Timetable**

There will need to be a period of transition from the current arrangements and it is anticipated that subject to DCLG approval this will require the following milestones to be achieved if the new structures are to be in place by December 2007

## **4.2 Management arrangements**

A review of the management requirements of the new structure will take place following approval of the revised plans by DCLG and the process of project assessment outlined in para 3.9. It is anticipated that decisions on this will be made by September 2007 and that implementation will take place over the following six months.

## Annexe 1 - Outcomes and Performance Indicators

### Education Theme

#### *Outcome Area 1. Raise the level of educational attainment of school pupils*

		Source	Baseline 2002 (%)	Current 2006 (%)	Target Programme End (%)	Gap to be achieved (%)
P1a	KS2 English	Admin data	75.0	75.5	Nat. Ave. 2006 = 78.7	3.2
P1b	KS3 English	Admin data	49.0	66	Nat. Ave 2006 = 74.1	8.1
P1c	KS4 GCSE A*-C	Admin data	41.4	54.3	Nat. Ave 2006 = 54.4	1.1

<i>P1.1</i>	<i>KS1 Local Baseline</i>	Source	Baseline 1999 (%)	Current 2006 (%)	Target Programme End (%)	Gap to be achieved (%)

a	KS1 Reading (Ocean Ave.)	DFES	68	81	Nat. Ave 2006 = 84	3
b	KS1 Writing (Ocean Ave.)	DFES	78	80	Nat. Ave 2006 = 81	1
c	KS1 Maths (Ocean Ave.)	DFES	79	90	Nat. Ave 2006 = 89	achieved

P1.2	KS2 +L4 Local Baseline	Source	Baseline 1999 (%)	Current 2006 (%)	Target Programme End (%)	Gap to be achieved (%)
a	KS2 L4 English (Ocean Ave.)	DFES	48	76	Within 6% Nat. Ave 2006 = 79	achieved
b	KS2 L4 Maths (Ocean Ave.)	DFES	63	73	Within 6% Nat. Ave 2006 = 76	achieved
c	KS2 L4 Science (Ocean Ave.)	DFES	67	78	Within 9% Nat. Ave 2006 = 87	achieved

P1.3	Local Baseline	Source	Baseline 1999 (%)	Current 2006	Target Programme End	Gap to be achieved (%)
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				(%)	(%)	
a	KS3 L5 English (Ocean Ave.)	<b>DFES</b>	44	72	<b>Within 7.5% Nat. Ave</b> 2006 = 72	achieved
b	KS3 L5 Maths (Ocean Ave.)	<b>DFES</b>	44	<b>69</b>	<b>Within 7.5% Nat. Ave</b> 2006 = 77	1
c	KS3 L5 Science (Ocean Ave.)	<b>DFES</b>	36	55	<b>Within 15% Nat. Ave</b> 2006 = 72	2

	<i>Local Baseline</i>	<i>Source</i>	<b>Baseline 1999</b> (%)	<i>Current 2006</i> (%)	<i>Target Programme End</i> (%)	<i>Gap to be achieved</i> (%)
P1.4	5 GCSE A*- C grades	<b>DFES</b>	34	61	Remain above Nat. 2006 = 55	achieved
P1.5	Post 16 Staying on rate	<b>DFES</b>	80, 79, 85 (2003)	<b>83, 82, 84 (2004)</b>	<b>Remain above LBTH</b> (2004 = 79.4)	achieved
P1.6	% residents with no qualifications	<b>MORI</b>	36 (2002)	<b>41 (2004)</b>	<b>30</b>	<b>11</b>

*Outcome Area 2. Promote opportunity by increasing participation and achievement through learning*

<i>P.2</i>	<i>Local Baseline</i>	<b>Source</b>	<b>Baseline 2002 (%)</b>	<i>Current 2006 (%)</i>	<i>Target Programme End (%)</i>	<i>Gap to be achieved (%)</i>
<b>P2.2</b>	% residents having taken part or currently taking part in training in the last year	<b>MORI</b>	17	10	21	11
<b>P2.3</b>	% residents not needing to improve their reading, writing or math skills	<b>MORI</b>	71	65	82	17

*Outcome Area 3. Reduce the number of residents who see young people hanging around as a serious problem*

	<i>Local Baseline (Internal)</i>	<b>Source</b>	<b>Baseline 2002 (%)</b>	<i>Current 2006 (%)</i>	<i>Target Programme End (%)</i>	<b>Gap to be achieved (%)</b>
P3.1	% residents seeing teenagers hanging around on the streets as a 'serious' problem.	<b>MORI</b>	52	43	40	3

## Employment Theme

### Outcome Area 4. Raise employment levels by tackling the barriers to employment

4	National Baseline	Source	Baseline 2002 (%)	Current 2006 (%)	Target Programme End (%)	Gap to be achieved (%)
P4a	In paid work (%)	MORI	31	33	35	2 (new admin data now available)
P4b	Household with income <£100 p.w. (%)	MORI	17	18	8	10 (new admin data now available)
P4c	Registered unemployed (%)	MORI	11	8	8	Achieved (new admin data now available)

	Local Baseline (External)	Source	Baseline 2002 (%)	Current 2006 (%)	Target Programme End (%)	Gap to be achieved (%)
P4.1	% residents looking for work reporting their 'Skills/Training' as stopping them from getting the type of work they want.	MORI	28	42	20	22

### Outcome Area 5. Promote and support a culture of enterprise and business opportunity

5	Local Baseline (External)	Source	Baseline 2002 (%)	Current 2006 (%)	Target Programme End (%)	Gap to be achieved (%)

	% local business' seeing ONDC as assisting a great deal in supporting their business	BUSINESS SURVEY	34.6 (2005)	26.6	50	23.4
P5.1	% local business' seeing advice and support as being drivers in expanding their activity	BUSINESS SURVEY	19 (2005)	13.3	50	36.7
P5.2	% all working residents self employed	MORI	5	9	15	6

### Health Theme

#### *Outcome Area 6. Improve the health and well being of people in the area*

6	National Baseline	Source	Baseline 2002 (%)	Current 2006 (%)	Target Programme End (%)	Gap to be achieved (%)
6a	% residents smoking	MORI	27	24	18	6
6b	% taking no daily physical exercise for 20mins at a time	MORI	7	15	7	8
6c	% reporting health as good over the last year	MORI	48	48	56	8



*Outcome Area 7. Improve health and social care available and accessible to people in the area*

<i>7</i>	<i>Local Baseline (External)</i>	<b>Source</b>	<b>Baseline 2002 (%)</b>	<i>Current 2006 (%)</i>	<i>Target Programme End (%)</i>	<i>Gap to be achieved (%)</i>
<b>7.1</b>	<b>% satisfied with GP service</b>	<b>MORI</b>	<b>73</b>	<b>77</b>	<b>84</b>	<b>7</b>
<b>7.2</b>	<b>% finding it easy / fairly easy to get GP appointment</b>	<b>MORI</b>	<b>55</b>	<b>62</b>	<b>76</b>	<b>14</b>
	<i>Local Baseline (Internal)</i>	<b>Source</b>	<b>Baseline 2002 (%)</b>	<i>Current 2006 (%)</i>	<i>Target Programme End (%)</i>	<i>Gap to be achieved (%)</i>
<b>internal</b>	<b>Long term limiting illness</b>	<b>MORI</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>Maintained</b>
<b>internal</b>	<b>Standardised Cancer Admission <u>Ratio</u></b>	<b>IMD</b>	<b>98.1 (1999)</b>	<b>119.3(2003)</b>	<b>110</b>	<b>100 (Nat. Ave.)</b>
<b>internal</b>	<b>% having been medically diagnosed with diabetes (within past year)</b>	<b>MORI</b>	<b>7 (92)</b>	<b>8 (83)</b>	<b>7</b>	<b>5</b>

Community Safety Theme

*Outcome Area 8. Reduce crime and anti social behaviour and residents' fear of crime*

8	National Baseline	Source	Baseline 2002 (%)	Current 2006 (%)	Target Programme End (%)	Gap to be achieved (%)
8a	% residents feeling unsafe after dark	MORI	54	35	27	8
8b	% experiencing burglary in the last 12 months	MORI	4	3	Remain below Nat Ave 2006 = 1.4	1.6
8c	% residents experiencing assault in past 12 months	MORI	4	2	Remain below Nat Ave 2006 = 2.8	achieved

*Outcome Area 9. Reduce the impact of drug related activity in the area*

9	Local Baseline	Source	Baseline 2000/1 per 1000 persons	Current 2006/7 per 1000 persons	Target Programme End per 1000 persons	Gap to be achieved per 1000 persons
9.1	Total crime	MET police	13.62	13.08 (04/05)	10.2	2.88
9.2	Drug offences	MET police	4.5	11	3.4	7.6
9.3	Theft and handling	MET police	26.9	21.1	20.2	0.9
9.4	Burglaries	MET police	1.33	1.32 (04/05)	0.65	0.67
9.5	ASB complaints	N. Wardens	230 (2002/3)	339 (04/05)	115	224

	<i>Local Baseline (Internal)</i>	<b>Source</b>	<b>Baseline 2000/1</b> per 1000 persons	<i>Current 2006/7</i> per 1000 persons	<b>Target Programme End</b> per 1000 persons	<b>Gap to be achieved</b> per 1000 persons
internal	VAP offences	MET police	24.2	23.9	18.5	5.4
internal	Robberies	MET police	7.6	5.1	5.7	achieved
internal	Criminal damage	MET police	23.5	18.8	17.6	1.2
internal	Car crime	MET police	18.9	11.5	14.2	achieved

### Neighbourhood Management Theme

*Outcome Area 10. Provide high quality value for money services that meet the needs of residents*

	<i>Local Baseline (External)</i>	<b>Source</b>	<b>Baseline 2002 (%)</b>	<i>Current 2006 (%)</i>	<i>Target Programme End (%)</i>	<b>Gap to be achieved (%)</b>
10.1	% residents claiming 'Litter and rubbish in the street' a problem in the area	MORI	70	61	Within 10% Nat. Ave 2006 = 44	7
10.2	% residents claiming 'Abandoned or burnt out cars' a problem in the area	MORI	51	20	Within 5% NDC Agg. 2006 = 19	achieved
10.3	% residents claiming 'The speed and volume of road traffic' a problem in the area	MORI	57	42	5% national average 2006 = 55	achieved
10.4	% residents claiming 'Vandalism, graffiti and other deliberate damage' a problem in the area	MORI	60	47	within 5% NDC Agg 2006 = 48	achieved

	<i>Local Baseline (External)</i>	Source	Baseline 2002 (%)	Current 2006 (%)	Target Programme End (%)	Gap to be achieved (%)
10.5	% residents feeling the area has got better over the past two years.	MORI	39	35	45	10

	<i>Local Baseline (External)</i>	Source	Baseline 2002 (%)	Current 2006 (%)	Target Programme End (%)	Gap to be achieved (%)
10.6	% level of trust in police	MORI	57	71	National average 2006 = 71	achieved
10.7	% level of trust in council	MORI	45	48	National average 2004 = 52	4

## Community Engagement Theme

Outcome Area 11. Empower and encourage residents to participate fully in their community, in decision making and delivery of local services

	<i>National Baseline</i>	Source	Baseline 2002 (%)	Current 2006 (%)	Target Programme End (%)	Gap to be achieved (%)
11a	% residents that feel part of the community	MORI	43	41	45	4
11b	% residents commenting that neighbours look out for each other	MORI	60	48	60	12
11c	% residents thinking the NDC has improved the area	MORI	40	38	45	7

	<i>Local Baseline (external)</i>	Source	Baseline 2002 (%)	Current 2006 (%)	Target Programme End (%)	Gap to be achieved (%)
11.1	% residents involved in a local or voluntary organisation	MORI	12	10	12	2
11.2	% residents that know most/many of the neighbourhood	MORI	49	44	59	15
11.3	% residents that had been involved in any activities organised by ONDC	MORI	19	15	16	1

	<i>Local Baseline (external)</i>	Source	Baseline 2002 (%)	Current 2006 (%)	Target Programme End (%)	Gap to be achieved (%)
11.4	% residents feeling they can influence decision making	MORI	21	22	26	4

## Housing Theme

Outcome Area 12. Create an attractive, well managed, environment with good quality open spaces and well maintained, desirable homes that provide an affordable range of housing choices for local people.

	<i>National Baseline</i>	Source	Baseline 2002 (%)	Current 2006 (%)	Target Programme End (%)	Gap to be achieved (%)
12a	% satisfied with state of repair of home	MORI	50	59	Within 15% Nat. Ave. (200 = 83)	9
12b	% satisfied with area as a place to live	MORI	71	73	Within 5% Nat.Ave. (2004 = 87)	10
12c	% want to move	MORI	46	49	Within 10% Nat.Ave. (2004 = 25)	14

	<i>Local Baseline</i>	Source	Baseline (%) (2004/5)	End of Programme Target (%)	Gap to be achieved (%)
12.1	% living in overcrowded conditions	LBTH/OND C	19	To reduce overcrowding	
12.2	% meeting DHS	LBTH	4	100% DHS	96

**Annexe 2 - Outcomes Mapping**

OCEAN NDC	LAP 3 Action Plan	LAA	COMMUNITY PLAN
<p><b>EDUCATION THEME</b></p> <ul style="list-style-type: none"> <li>• Raise the level of educational entertainment of school pupils</li> <li>• Promote opportunity by increasing participation and achievement through learning</li> <li>• Reduce the number of residents who see young people hanging around as a serious problem</li> </ul>	<ul style="list-style-type: none"> <li>• Better quality facilities for young people</li> <li>• Improved educational attainment through better parental engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Increased skills for employment</li> <li>• Raise standards in English, Maths and science in secondary so that by 2008 at least 50% of pupils achieve Level 5 or higher in the above subjects</li> <li>• Be healthy, Improved health and levels of physical activity reducing child obesity including use of school travel plans</li> </ul>	<p><b>BE A BETTER PLACE FOR LEARNING, ACHIEVEMENT AND LEISURE</b></p> <p>By 2010 Tower Hamlets will:</p> <ul style="list-style-type: none"> <li>• Be a place where most children in most schools are achieving at least as well as or even better than the national average.</li> <li>• Provide an inclusive learning and social environment in which education is valued and all children and young people can feel safe and can flourish.</li> <li>• Be a technology-rich learning environment providing world-wide links.</li> <li>• Have excellent and affordable facilities for children from 0 - 5 years.</li> <li>• Provide comprehensive further and higher education and lifelong learning opportunities and increase the number of</li> </ul>

OCEAN NDC	LAP 3 Action Plan	LAA	COMMUNITY PLAN
			<p>people taking them up.</p> <ul style="list-style-type: none"> <li>• Have at least 85% of 5-16 year olds taking part in at least 2 hours of physical and sports activities a week.</li> <li>• have excellent arts and leisure facilities which are readily accessible to – and used by – both local people and visitors.</li> <li>• Be a centre for the celebration of arts from all communities.</li> <li>• Have free open access play provision available in every ward.</li> <li>• Have a network of Idea Stores operating across the borough.</li> <li>• Have all Idea Stores open 7 days per week for 71 hours, and have increased the number of library visitors to 2.1 million, from just over 1 million.</li> <li>• Increase the amount of public open space managed by the voluntary and community sector by 5%.</li> </ul>



OCEAN NDC	LAP 3 Action Plan	LAA	COMMUNITY PLAN
			<ul style="list-style-type: none"> <li>Recycle all public open space green waste</li> </ul>
<p><b>EMPLOYMENT THEME</b></p> <ul style="list-style-type: none"> <li>Raise employment levels by tackling the barriers to employment</li> <li>Promote and support a culture of enterprise and business opportunity</li> </ul>	<ul style="list-style-type: none"> <li>More young people into employment</li> </ul>	<ul style="list-style-type: none"> <li>Significantly improve overall employment rate, and reduced difference between the local employment rate and the overall employment rate for England</li> <li>Increased employment for targeted groups</li> <li>Sustainable growth, and reduction of unnecessary failures of locally owned business</li> </ul>	<p><b>IMPROVING INVESTMENT AND ACCESS TO JOBS AND REDUCING POVERTY.</b></p> <p>By 2010 Tower Hamlets will:</p> <ul style="list-style-type: none"> <li>Be confirmed as a major international centre for business and trade.</li> <li>Be a place of increased prosperity across all communities.</li> <li>Have more jobs available locally, and a higher proportion of local people in those jobs.</li> <li>Have strong community involvement in neighbourhood planning and service provision.</li> <li>Have a higher standard of living for all its communities.</li> <li>Be widely recognised for its success as a richly diverse community of communities.</li> </ul>

OCEAN NDC	LAP 3 Action Plan	LAA	COMMUNITY PLAN
			<ul style="list-style-type: none"> <li>• Be seen by the majority of its residents as a place of increasing well-being.</li> <li>• Have reduced the gap between the local unemployment rate and the inner London average.</li> </ul>
<p><b>HEALTH THEME</b></p> <ul style="list-style-type: none"> <li>• Improve the health and well being of people in the area</li> <li>• Improve health and social care available and accessible to people in the area</li> </ul>	<ul style="list-style-type: none"> <li>• Healthier Lifestyles</li> <li>• Improved access to health care</li> </ul>	<ul style="list-style-type: none"> <li>• Improve health and reduce health inequalities</li> <li>• Reduce premature mortality rates and decrease inequalities with a particular focus on smoking, diet and physical activity</li> <li>• Improved health and physical activity levels</li> </ul>	<p><b>HOUSING, HEALTH AND SOCIAL CARE.</b></p> <p>By 2010 Tower Hamlets will:</p> <ul style="list-style-type: none"> <li>• Have good quality affordable housing available for more people, with social housing reaching good standards.</li> <li>• Support healthier communities, with quicker and more convenient access to local modern primary and community based health services.</li> <li>• Ensure that no one waits more than 18 weeks from GP referral to hospital treatment.</li> <li>• Reduce inequalities in health outcomes by 10%, as</li> </ul>

OCEAN NDC	LAP 3 Action Plan	LAA	COMMUNITY PLAN
			<p>measured by infant mortality and life expectancy at birth.</p> <ul style="list-style-type: none"> <li>• Reduce mortality rates from heart disease by at least 40% and from cancer by at least 20%, for people under 75.</li> <li>• Have no primary care premises below acceptable standards.</li> <li>• Provide seamless health and social care provision for older people and other adults who need support.</li> <li>• Provide health and social care services for young people from all Children's Centres and from 50% of schools.</li> <li>• Reduce mortality rates from suicide and undetermined injury by at least 20%</li> </ul>
<p><b>COMMUNITY SAFETY THEME</b></p> <ul style="list-style-type: none"> <li>• Reduce crime and anti-social behaviour and residents' fear of crime</li> </ul>	<ul style="list-style-type: none"> <li>• Young people accessing more play and exercise opportunities outdoors</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce crime with particular focus on youth and adult reoffenders</li> <li>• Reassure the public, reducing the fear of crime</li> </ul>	<p><b>CRIME, BEHAVIOUR, ENVIRONMENT. ANTISOCIAL THE</b></p> <p>By 2010 Tower Hamlets will:</p>

OCEAN NDC	LAP 3 Action Plan	LAA	COMMUNITY PLAN
<ul style="list-style-type: none"> <li>Reduce the impact of drug-related activity in the area</li> </ul>		<ul style="list-style-type: none"> <li>Reduce the harm caused by illegal drugs and reduction of ASB</li> </ul>	<ul style="list-style-type: none"> <li>Be a safer and more peaceful place, with less crime and anti-social behaviour, in particular; less violent crime and domestic violence, fewer robberies and property crimes, reduced drug-related offending, and less racial harassment and other hate crime.</li> <li>See a 20% reduction in crime by 2008, with further reductions to 2010.</li> <li>Be a place where people say they feel safer and less concerned about crime and antisocial behaviour.</li> <li>Have a more pleasant, welcoming and sustainable environment</li> </ul>
<p><b>NEIGHBOURHOOD MANAGEMENT THEME</b></p> <ul style="list-style-type: none"> <li>Provide high quality value-for-money services that meet the needs of residents</li> </ul>		<ul style="list-style-type: none"> <li>Improve service delivery and increase responsiveness to local needs and improving service delivery to improve the QoL of those in disadvantaged neighbourhoods</li> </ul>	

OCEAN NDC	LAP 3 Action Plan	LAA	COMMUNITY PLAN
<p><b>COMMUNITY ENGAGEMENT THEME</b></p> <ul style="list-style-type: none"> <li>Empower and encourage residents to participate fully in their community, in decision-making and delivery of local services</li> </ul>	<ul style="list-style-type: none"> <li>More effective participation of small community and voluntary groups in improving the quality of life in the area.</li> <li>Community facilities are well-used and deliver good services and outcomes for local people.</li> <li>Local service providers better able to target services to meet the needs of the most excluded residents and communities.</li> <li>Improved intergenerational relationships and community cohesion.</li> </ul>	<ul style="list-style-type: none"> <li>Increased participation in local consultation and decision-making</li> <li>Increased community cohesion and inclusion</li> <li>Providing public services through the Third Sector which are excellent</li> <li>Empower local people to have greater choice and influence over local decision making and a greater role in public service delivery</li> </ul>	<p><b>A BETTER PLACE FOR EXCELLENT PUBLIC SERVICES.</b></p> <p><b>By 2010 Tower Hamlets will:</b></p> <ul style="list-style-type: none"> <li>Be amongst the best performing areas identified as neighbourhood renewal areas.</li> <li>Have services that are recognised by the majority of residents as responsive, effective and good value.</li> <li>Be an area in which all communities are assured, at the very least, of a minimum standard in the quality of their lives.</li> <li>Provide information about service functions and availability that is recognised as clear and widely available.</li> <li>Be a place where services can be accessed at users' convenience, using a variety of means including personal contact and information and</li> </ul>

OCEAN NDC	LAP 3 Action Plan	LAA	COMMUNITY PLAN
			<p>communications technology.</p> <ul style="list-style-type: none"> <li>• Have significantly improved access to all public areas and services for people with disabilities or sensory impairment.</li> <li>• Have services provided by a workforce that better reflects the local community.</li> </ul>
<p><b>HOUSING THEME</b></p> <ul style="list-style-type: none"> <li>• Create an attractive well managed environment with good quality open spaces and well maintained, desirable homes that provide an affordable range of housing choices for local people</li> </ul>	<ul style="list-style-type: none"> <li>• Improved parks and play areas and use of open space areas on housing estates</li> <li>• Increased environmental awareness and more environmentally-friendly behaviours</li> </ul>	<ul style="list-style-type: none"> <li>• Improved quality of affordable housing provision</li> <li>• Ensure all social housing is made decent by 2010</li> <li>• Cleaner, greener safer public spaces. Particular emphasis placed upon satisfaction with area cleanliness, quality of local open spaces and road safety</li> </ul>	

## **Annexe 3 - Funding Summary**

**Annexe 4 – Projects ending in March 2007**

**Projects that have been informed of their funding ending in March 2007**

1510 - Ocean TLA



1520 - Shahjalal Community Centre  
2135 - After School Education Activities  
2240a - Community & Parental Networks area 1 - Caching for Success  
2240e - Community & Parental Networks - outdoor education  
2320 - Arbour Youth Centre  
3310 - Childcare Centre of Excellence  
3510 - Community Finance Initiatives  
4240c - Limehouse Project - Advice on the Ocean  
5110 - Mile End Stadium  
5310 - Outdoor Play Provision (Out to Play)  
2118 - Stepney Green School  
1230 - Community Connect  
6320 - Neighbourhood Wardens

**Projects that have funding available for next year and will receive at least quarter 1 funding for 2007/08:**

2110 - Education Improvement Programme  
2113 - Ocean Mathematics Project  
2116 - Ocean Somali Home/School Liaison

2117 - Children & Families Learning  
2125 - Widening Participation  
2410 - Adult Education Programme  
3113 - Jobs in Health  
3114 - Recreation Assistant Academy  
3515 - Sponsored Work Programme  
4270 - Ocean Diabetes Project  
4275 - Ocean Dental Project  
4280 - Case Management for Older People  
4290 - Cancer Screening on the Ocean  
1150 - Strategic Partnership & Development Team  
1250 - Capacity, Communication & Diversity Team  
2310a - Ocean Youth Work Programme (internal)  
3115 - Jobs & Training Partnership  
3435 - Enterprise Start-up Programme  
3530 - Community Apprenticeship  
7310 - Housing Programme

8500 - Delivery & Evaluation

4260 - Residents Wardens

## **Annexe 5 – Community Facilities**

### **Ocean Community Services & Facilities**

#### **Impact of Housing Redevelopment & Options for Future Re-provision**

##### **Background**

In July 2004 Ocean NDC commissioned CSC Consultants to undertake a comprehensive review of the community facilities in the area. Fourteen organisations were included as part of this review, which concluded that:

- The condition of premises was very poor
- The buildings were inefficient and not fit for purpose
- Many lacked accessibility
- There was a mix of well and less-well organised groups
- There were concerns about democracy in some (in particular representation of wider community and inclusion of women)
- There was a strong reliance on NDC funding and lack of funding from other sources
- There were gaps in day-care for under 5s, workspace, health, elderly services and halls
- There was duplication of advice and children's services

Based on the conclusions and recommendations of the review, Ocean NDC along with Sanctuary Housing Association developed a Community Facilities Strategy as part of the housing stock transfer offer to residents. This Strategy envisaged development of a network of five new/improved community facilities (as set out below):

Sanctuary's contribution:

- A new replacement building for the Ocean Tenants and Leaseholders' Association Hall
- A new purpose built community centre on urban block E (first phase of development)

NDC's contribution:

- Refurbishment of the Arbour Youth Centre
- Exclusive community use of one floor of the newly built Stepney Shahjalal Mosque and Cultural Centre

Others:

- New facility to be provided as part of the redevelopment of the Harford Street Gasworks site by Bellway Homes and East Thames Housing

The delivery of this Strategy was to be funded through the Sanctuary contribution of £3 million and Ocean NDC contribution of £1.8 million. The Harford Street Gasworks site development is funded separately by Bellway Homes and East Thames Housing. However, this Strategy narrowly defined community facilities as just 'buildings' rather than more broad definition of community facilities as 'public space'. And therefore it also meant that no capital investment was planned for the remaining existing community facilities in the area such as the Stepping Stones Farm.

### **Impact of 'No' Vote and DCLG Review**

As a result of Ocean residents voting not to transfer to Sanctuary Housing Association it is no longer possible to implement the Community Facilities Strategy. The redevelopment of Ocean will not go ahead as planned and as a result Sanctuary's contribution of £3 million towards the development of community facilities in the area is now lost.

DCLG have decided that NDC's allocation of £1.8 million capital funding for community facilities be held back pending the development of a revised housing regeneration programme, and that funding be prioritised to reflect changes in the housing programme and a comprehensive re-assessment of the local need for community facilities. Furthermore, without a viable housing regeneration programme there is no commitment from the Government on the availability of any or part of the NDC capital funding for community facilities or housing.

### **Existing and Planned Facilities**

Since the CSC Consultants review in 2004 a number of new facilities have opened in the area and more are currently under construction, which includes:

- Children's Centre at Harry Roberts Nursery providing a range of services for children under 5 and families
- Mile End Leisure Centre, stadium and football facilities (Ocean residents have free usage of the leisure centre)
- New and improved play areas on Trafalgar Garden; Whitehorse Adventure Playground; Beaumont Square; and Shandy Park (under construction)
- New Sixth Form Centre at Sir John Cass School (design and built to develop community use) and extended school initiative in the Primary Schools in the area
- One O'clock Club which provides services for children under 5 and families
- Gasworks site development (under construction - due to open in Spring 2008) that will accommodate the GPs, district nurses, dentistry, pharmacy along with managed workspace, enterprise/employment services, and a large community hall

## **Meeting Needs**

A key objective of the NDC regeneration programme is to leave a legacy of community facilities that are well-run and managed and meet the needs of the Ocean community. Although further consultation will need to be carried out to assess the needs of future residents moving into the area, a clear picture of the needs of local residents has already been developed through consultations carried out and commissioned by the NDC over the past 18 months.

Critical needs identified have been the facilities and services for:

- The youth (particularly for the 11 – 25 age group) - in a recent survey, over 60% of residents said that the existing youth centres had inadequate opening hours and services and that teenagers in particular, lacked places to go and activities to do
- The elderly - there is currently no good quality dedicated public facility to meet the growing needs of the elderly
- Language (ESOL) and progression route support, particularly for women - although there is ESOL provisions at present, it does not fully meet the current and continuous demand
- A centre for intercultural use - where all residents can feel welcome. While there is need for some centres and services dedicated to particular sections or ages within the community, there is no centre where all sections of the community can benefit from integrated community services of a high standard.

## **Impact of Housing Re-development & Re-provision**

Part of the revised housing programme requires the re-development of five 'opportunity sites' for housing, which includes some existing community facilities (declared surplus to need - see section on disposal of opportunity sites). The community facilities affected are:

- Youth facilities at Haileybury Centre
- Elderly, advice and guidance services at LIFRA Hall
- Stepney Medical Centre
- Ocean Women's Centre (which occupies a small flat in Aden House on Urban Block E that's proposed for redevelopment)
- Dame Colet House (closed since Sep 2003)
- St Dunstan's (closed since Jan 2004)

Given the importance of developing a viable housing regeneration plan and the reduction in capital funding available for community facilities, the future strategy will prioritise re-provision of services/facilities affected by the housing redevelopment by building new facilities that are fit for purpose, fill gaps in service and are sustainable. In particular, the following factors will be taken into account in assessing future re-provisions:

- current and future needs in the area
- available capital funding for community facilities
- planning and development constraints on sites/buildings
- additionality to existing/planned developments (to avoid duplication)
- long-term sustainability
- current ownership of sites/building and potential fit with proposed future NDC governance structures

### **Options**

The options for re-provision that provide the greatest opportunity to realise the DCLG instruction to achieve 'transformational change' to the area are:

- Loss of services in Haileybury Centre can be re-provided in a newly built large facility for young people on the site of the Arbour Youth Centre. Arbour is centrally located (in Shandy Park) and the current building is old and poorly designed. It is owned by the St Dunstan's Church (CoE) and, therefore, will require purchase of the freehold or a long lease to use for re-development. It is envisaged that in light of the new sports/leisure facilities in the Mile End Leisure centre complex and improved play areas within the NDC area, a new facility that's well designed and managed can provide a range of social, educational and recreational services for all sections of the youth population in the area
- Community services such as advice and guidance currently provided at LIFRA Hall and the Ocean Women's Centre can be re-provided in a new high quality facility either on the existing site of LIFRA Hall; Dame Colet/Haileybury Centre site; Essian Street site (cleared site owned by the Council that has been earmarked for housing and community/employment use); or on urban block E. The final choice of site will be determined on the basis of the planning guidance, costs, proximity to other facilities and accessibility.
- The future re-provision of community facilities through the housing regeneration programme will be complemented by the planned development on the Gasworks site by Bellway Homes and East Thames Housing which is due to open in spring 2008. This is a large multi purpose community facility on a busy thoroughfare which will accommodate the new healthy living centre (re-provision for Stepney Medical Centre) and other services such as managed workspace, training and job brokerage, and a large community hall.

The revised plan will set out the timetabling of these re-provision and it is intended that this will be carried so as to ensure a continuity of provision during the course of the works.

It is envisaged that combination of these three new facilities and the other existing facilities in and around the area will provide a full range of services that meet the needs of the area now and in the future. Due to the funding constraints and the changes to the housing proposals it is inevitable that future community facilities cannot be delivered to the level previously planned. The priority of re-providing only the operational facilities affected by the housing redevelopment means that there will be a shortfall in capital funding for redevelopment/refurbishment of the

Ocean Tenant's and Leaseholders Association Hall and Shahjalal Community Centre as previously planned (neither are directly affected by the re-development any longer). Therefore, it will be necessary to explore new opportunities and attract capital funding from other sources if these and any other facilities in the area are to be improved in future.

### **Governance & Ownership**

The new community facilities will be owned by the Ocean Regeneration Trust, which will put in place appropriate management arrangements to ensure delivery of high quality services that are sustainable and assets that remain in community ownership.



## Annexe 6 – Governance Structure

### CONTEXT FOR THE REVISED OCEAN NDC DELIVERY ARRANGEMENTS

#### DCLG Review

The Review made a number of recommendations which have been reflected in the revised delivery proposals, these are:

- That the Accountable Body undertakes an urgent review of the current Partnership Board to see if it is “fit for purpose” and will meet future requirements.

*The review has taken place and the findings are reflected in the current proposals, see detail below.*

- Any review should consider the establishment of a small strategic management partnership group that could take over the responsibility for the delivery of the remaining non-housing NDC programme and provide NDC input into a housing regeneration programme.

*The proposal for a new special purpose vehicle (ORT), to replace the NDC Board, with a maximum of 12 Directors to oversee the whole programme and a Neighbourhood Management Board with senior representatives of the relevant statutory and voluntary services, including local residents, meets these requirements.*

- Any new governance arrangements need to be robust and transparent; there should be a strengthening of other strategic partner input in this new group based on the needs of the area.

*The appointments to the component bodies of the new delivery arrangements will be open and competitive where appropriate. Inherent conflicts of interest will be avoided and strategic partners will be selected who represent those thematic areas identified as a priority in the Delivery Plan. Consideration will be given to the appointment of an independent Chair to the ORT, with relevant skills and experience.*

- Appropriate advisory working group arrangements are in place for involving and engaging the local community and voluntary sector groups in a dialogue on the remaining programme.

*Residents will be involved in each component of the delivery arrangements and, in particular, advisory groups will be set up for priority areas identified in the Delivery Plan feeding into the Neighbourhood Management Board. The Housing Management Board will include a number of residents and local area based housing forums will be encouraged to represent particular parts of the estate. Capacity building of residents to engage more effectively in community activities and / or employment is a high priority in the Delivery Plan.*

## **Local Government White Paper**

The recent Local Government White Paper, “Strong and Prosperous Communities”, emphasises the need for stronger local management of services; promotes the role of Parish Councils and the importance of empowered citizens and the importance of ‘place making’....”We are encouraging more local authorities to adopt the principles of Neighbourhood Management....In addition we want to increase opportunities for local communities to take on the management and ownership of local facilities and assets” (P.5). The Government set up the Quirk Commission to review how local communities could take over the ownership and management of local assets through asset management vehicles; this is due to report shortly.

The proposed delivery arrangements meet the challenges of “Stronger and Prosperous Communities” and put LBTH in the forefront of this agenda. The Ocean Regeneration Trust is an asset management vehicle which in addition to becoming the succession body for the NDC has the potential to make a significant future contribution to the wider area for the benefit of the local community. The proposed community facilities will be owned by the Ocean Regeneration Trust which will have local community representatives on The Board who will ensure the facilities are used to maximise benefits to local people at an affordable cost.

The Neighbourhood Management Board will involve local people and have a remit to improve the planning and delivery of local services. In due course LBTH and other agencies may delegate small budgets to The NM Board to address local priorities and respond quickly to local problems where a small amount of money can make a big difference to people’s lives and / or the image of the area. The Housing Management Board will involve local residents directly in the management of their homes and subject to the capacity of The Board and aspirations of the local community it may be possible to take over the ownership and management of the estate at some time in the future.

## **Maximise funding available for meeting Decent Homes**

As noted elsewhere the amount of capital funding available for the redevelopment and refurbishment of homes on the Ocean Estate is at least £50m less than would have been available under the Sanctuary Scheme. The ability to build new affordable housing and refurbish the remaining stock to an acceptable standard depends on the ability to use proceeds from the sale of homes to cross subsidise the cost; to attract Social Housing Grant; to develop five “feeder” sites for affordable housing; and to capitalise rental income to fund future refurbishment works. Costs must be kept to a minimum given the lack of funding; the works need to be undertaken in such a way to minimise tax liability including VAT and procured competitively to achieve value for money. The development and refurbishment programme will be spread over a number of years and during this period priorities may change and new opportunities arise which cannot be foreseen now.

The Delivery arrangements meet the criteria outlined above with the establishment of the Ocean Regeneration Trust which can hold funds, benefit from ground rents, sales proceeds and windfall profits from development and capitalise future rental streams. The ORT can contract with one or a number of RSLs and developers to maximise financial or programme advantages and can operate in a way that minimises the impact of taxation.

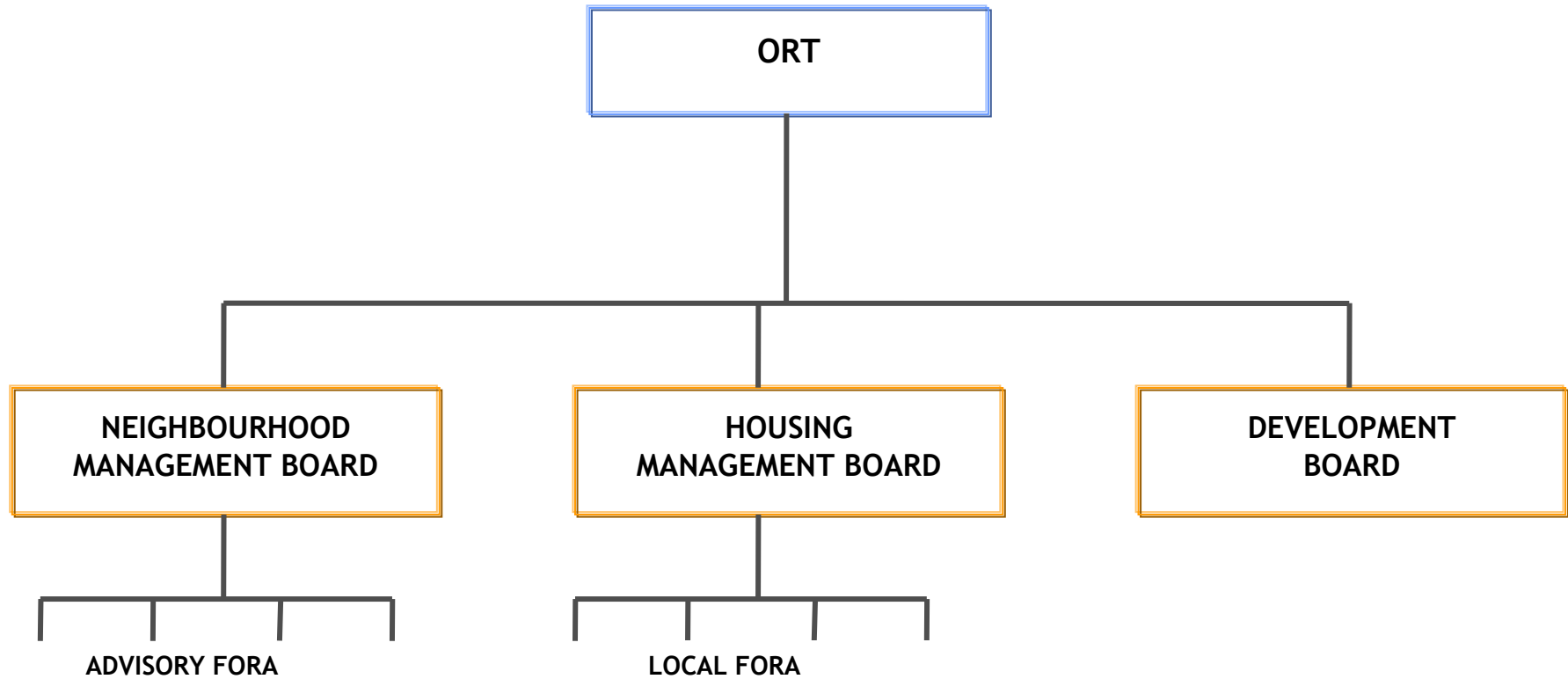
The Local Authority could use the ORT to work in areas outside Ocean as the existence of an effective regeneration agency would be a valuable resource for The Borough. With Local Authority Directors on The ORT Board there would be some level of accountability on an on-going basis in addition to any contractual arrangements with LBTH that were agreed at the outset.

### **Implications of the “No” vote**

The tenants on the Ocean Estate recently voted against transferring to Sanctuary Housing Association; it was clear that many of them objected to their homes moving from Local Authority ownership and losing their Secure Tenancy rights. The Delivery arrangements outlined in this proposal allow LBTH to retain the freehold of the land and do not require tenants to move to a Housing Association / RSL against their wishes. The cleared redevelopment sites are leased to a new charitable organisation, Ocean Regeneration Trust, in which LBTH are key stakeholders and LBTH retain the stock to be refurbished. These proposals are not a stock transfer.

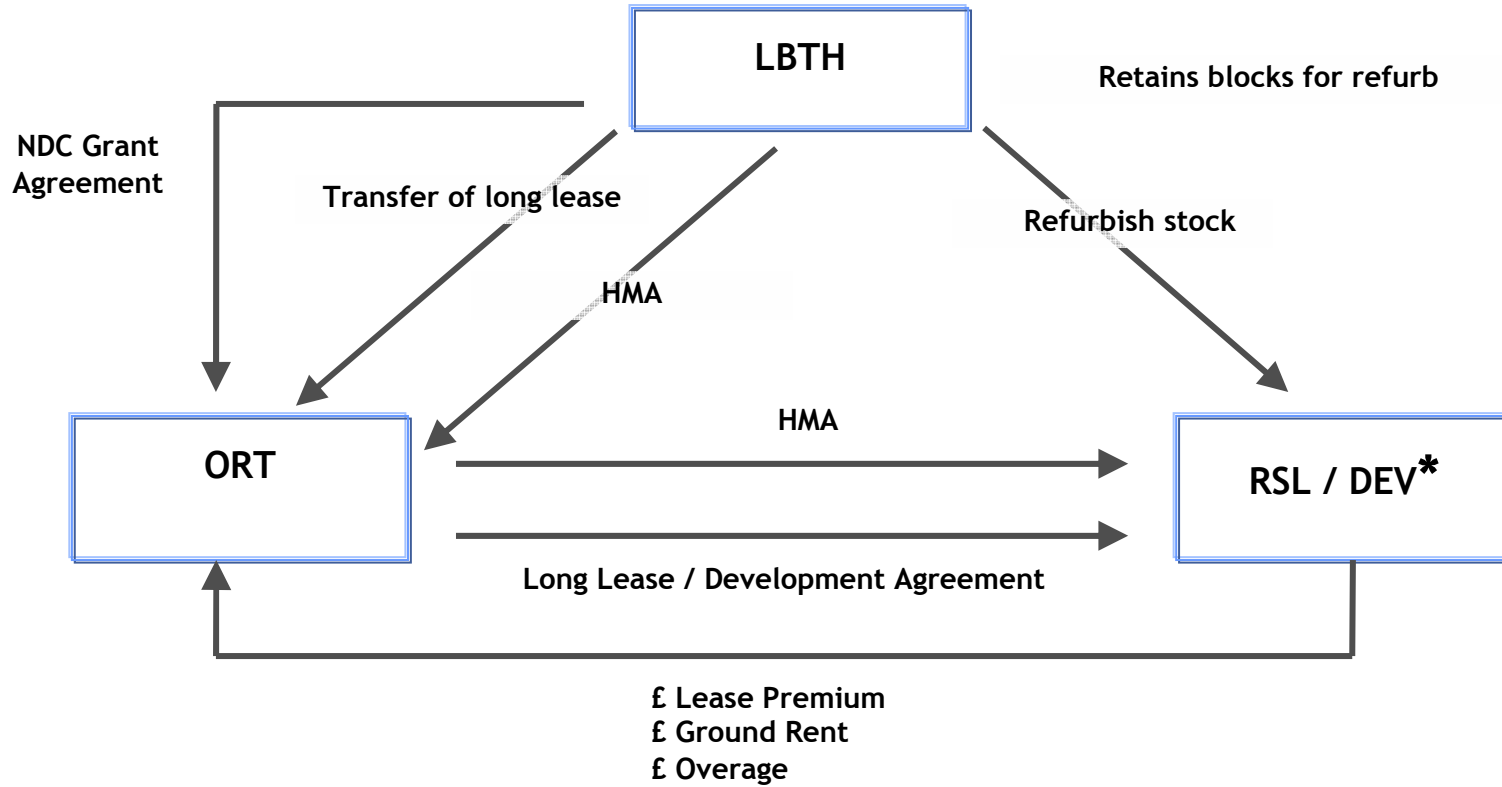


## OCEAN REGENERATION TRUST ORGANISATIONAL COMPONENTS



This Structure replaces the existing NDC Board and Committees

## DEVELOPMENT ARRANGEMENTS



HMA – Housing Management Agreement

\* May be more than one RSL

## **OCEAN NDC DELIVERY ARRANGEMENTS**

### **LOCAL AUTHORITY (Free holder and Accountable Body)**

- Long lease of Redevelopment Sites (nil consideration) to ORT
- NDC funding £17.5m for housing to ORT
- L.A funding for housing £14.5m to ORT
- Housing Management Agreement with ORT for rented units
- Retains ownership of units to be refurbished
- Contract with RSL for refurbishing homes – VAT efficient
- Provides services to ORT through service level agreements
- Represented on ORT Board

### **OCEAN REGENERATION TRUST (ORT)**

- To hold assets for the benefit of the community
- Enters into agreement with RSL / Development Partner
- Long lease of redevelopment sites to RSL (Receipt)
- Receives “overage” from developer
- Receives ground rents from “for sale” units for supporting community neighbourhood services.
- Applies funds for the improvement of the “Ocean” housing stock and environment
- Housing Management Agreement with RSL for rental units
- Delegates non-housing strategy and delivery to NM Board
- Promotes the establishment of a Housing Management Board
- Owns new community facilities, makes contribution to running costs.
- To fund community projects in the Ocean area

### **RSL (Developer)**

- Represented on the ORT and the NM Board
- Enters into contract with ORT to redevelop sites on an open-book basis
- Initially supplies housing management service with high level of tenant involvement
- Refurbishes homes on behalf of LBTH
- Develops new community facilities for ORT

- May provide “lead” role for other “local” RSLs

### **NEIGHBOURHOOD MANAGEMENT BOARD**

- Part of the ORT with representatives on the Trust Board
- Responsible for developing and delivering the NDC non-housing strategy
- Working with residents through a number of advisory groups to evaluate performance against targets and ensure delivery reflects local needs
- To work closely with the Housing Management Board
- To make bids for external funding to support new and on-going initiatives
- To be responsible for the non-housing project appraisals
- Project monitoring and audit of on-going projects
- To potentially offer Neighbourhood Management Services to the wider area beyond Ocean NDC
- Works in partnership with LBTH, other mainstream agencies and third sector.

### **HOUSING MANAGEMENT BOARD**

- Part of the ORT with representatives on the Trust Board
- To be involved in the refurbishment proposals, design of the new homes and revised Master Plan for The Estate
- To build the capacity of local residents to increasingly take responsibility for the management of the local housing stock
- To influence the development of housing management policies on Ocean
- To agree performance targets and monitor the performance of the housing management contractor and keep the ORT informed of under performance
- To be involved in the appointment of staff and contractors who work in the Ocean area
- To make recommendations to the N.M. board and ORT for priorities in relation to environmental works on the estate.

### **DEVELOPMENT BOARD**

- Part of the ORT with representatives on the Trust Board.
- To ensure effective arrangements are in place to manage the redevelopment and refurbishment of homes on the Ocean Estate
- To make recommendations to ORT on appointment of development consultants/contractors, design, estate layout and standards
- To ensure that effective resident consultation arrangements are in place for design and development proposals prior to approval by ORT



- To ensure that effective change control and risk management processes are in place and report to ORT for approvals as required.

## **OCEAN DELIVERY STRUCTURE: TRUST AND BOARD MEMBERSHIP**

The proposed arrangements for Trust and Board membership follow a number of principles which are necessary for good governance and effectiveness:

- Members of the Ocean Regeneration Trust and the Neighbourhood Management, Housing and Development Boards will be appointed against a job description and person specification for the role by a panel including representatives from LBTH and CLG / GOL.
- The appointment process will ensure that inherent conflicts of interest will be identified and applicants with these interests will not be appointed to positions where conflicts will frequently arise.
- Residents will be represented at every level of the new Trust and Board structure.
- Induction, training and development opportunities will be available for all Trust and Board members to assist them in fulfilling their role effectively.
- Appointments will be for a fixed duration, subject to re-appointment on an annual basis, with a maximum length of tenure to be agreed for all Trust and Board members.

### **Ocean Regeneration Trust**

In order to achieve the focus required and to deliver a comprehensive physical, social and economic regeneration strategy which will transform the Ocean Estate the following membership is proposed all of whom have voting rights:

Independent Chair

London Borough of Tower Hamlets x2

Lead RSL (s) x 2

Neighbourhood Management Board x2

Housing Management Board x2

Development Board x2

Independent Director (Finance)

London Borough of Tower Hamlets Directors would be a matter for The Borough to decide and could be a mix of Councillors and officers with relevant expertise; whatever arrangements are finally agreed should reflect the need to support the long term objectives and stability of The Trust. If LBTH nominate an officer with financial expertise the Independent Advisor could be selected on the basis of other expertise e.g. legal, housing, development or regeneration.

It is proposed that the Neighbourhood Management, Housing and Development Boards will be represented by their Chairs and Vice Chairs and in each case one of these

positions will be filled by a local resident. The constitution of the ORT and Boards will ensure that this is the case.

### **Boards and Advisory Forums**

The detailed membership arrangements will be proposed in due course following consultation with residents. However, we will ensure that statutory agencies are appropriately represented on the Neighbourhood Management Board to reflect the priority themes in the NDC Delivery Plan and that resident representation reflects both the communities living in the area and different parts of The Estate.

### **Support to the Trust and Board structure**

The existing NDC executive function will continue to provide professional and administrative support to the new structure. It will be necessary to review the skills profile of the existing staff against the requirements of the new structures and also review the numbers of staff required in light of the revised NDC Delivery Plan and available M&A budget. It is anticipated that this review will be completed by summer 2007.